

INTRODUCTION

The Summary Volume of the Preliminary Fiscal 1998 Mayor's Management Report assesses the performance of City agencies during the first four months of Fiscal 1998 and articulates the Administration's plans and priorities in its second term. 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, by attacking the illegal use and sale of narcotics, 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, to address citizens' needs, and to 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 Preliminary Fiscal 1998 Mayor's Management Report, as required by the City Charter, focuses on agency performance during the period July through October 1997; data is also presented through December 1997 or January 1998 in selected key areas. The Report details agency performance relative to target for the July through October period, and presents preliminary objectives and performance targets for Fiscal 1999 based on the City's January 1998 Financial Plan.

As the Administration begins its second term, the Mayor's Management Report focuses critical attention on agencies' strategic plans, operational directions, and performance through information and format elements that were not available four years ago. These 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 Mayor's Management Report, 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.

Some important features of the Preliminary Fiscal 1998 Mayor's Management Report are as follows:

- As in each Preliminary Report, each agency's critical goals and objectives have been revised and updated to embody new policies and operational methods, to take recent data into account, and to reflect the budget realities of the City's Financial Plan.
- An increased emphasis on presentation of long-term trends, with charts covering five years or more of data.
- The Citywide Indicators section of Volume II of this Report introduces two new elements: actual data for City agency material waste reduction, and revised, standardized indicators for vehicle fleet maintenance. This section also outlines a thorough updating and enhancement of the Report's procurement-related indicators, including new indicators on competitiveness in the contracting process and expanded indicators on contract performance evaluations, to appear in the Fiscal 1998 Mayor's Management Report.

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

NEIGHBORHOOD QUALITY OF LIFE

The Administration's central achievements in its first term have been in the area of the quality of life for citizens and neighborhoods. This section summarizes recent progress and ongoing initiatives

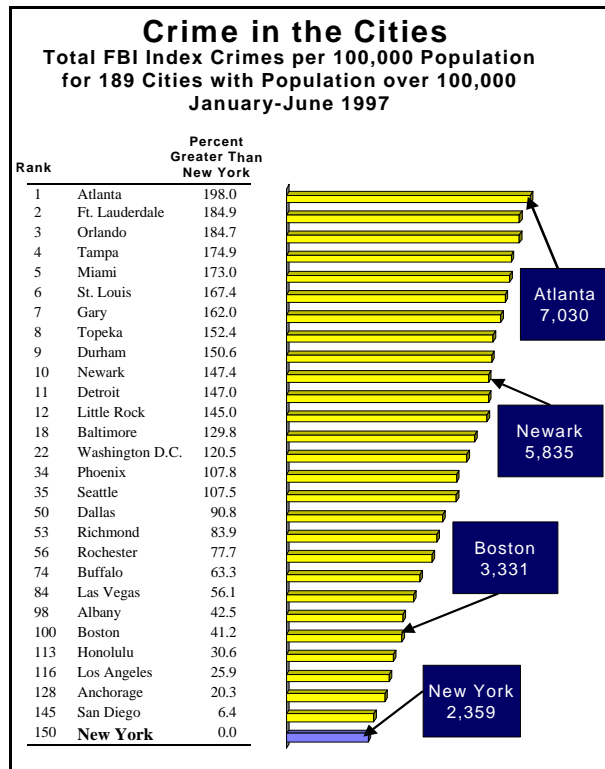
in public safety, traffic, street and roadway conditions, sanitation, parks and playgrounds, housing, and public health.

PUBLIC SAFETY

REDUCTIONS IN FELONY CRIMES

The New York City Police Department's (NYPD) targeted approach to crime prevention continues to increase the personal safety of New Yorkers. During the first six months of Calendar 1997, the City's Total FBI Index Crime rate per 100,000 population improved relative to other large cities. In comparison to 189 U.S. cities with a population over 100,000 reporting to the FBI, New York ranked 150th during the first half of Calendar 1997, as shown in the first accompanying chart. By comparison, the City ranked 87th out of 181 large

cities during the first half of Calendar 1993. And while the nation as a whole has seen crime reductions over this period, the City's improvements far outstrip those seen in most other large cities. As illustrated by the accompanying charts, New York City accounted for 32 percent of the reduction in FBI Index Crimes in cities with population over 100,000 from January-June 1993 to January-June 1997, 29 percent of the reduction in murders, and 44 percent of the reduction in larceny thefts. Over the last year, New York continued to lead the nation in reducing felony crimes. As compared to January-June 1996, during the January-June 1997 period the City accounted for 20 percent of the overall reduction in Index Crimes, 23 percent of the reduction in murders, and a stunning 74 percent of the reduction in forcible rapes.



The next two charts contrast the percent reduction in Index Crimes within New York City and within all cities with population over 100,000 for each category of felonies. From January-June 1993 to January-June 1997, the City's rate of improvement was more than double the overall rate for total Index Crimes and for four of the seven felony categories; from January-June 1996 to January-June 1997, the City's improvement was more than double the overall rate for total Index Crimes and for five of the seven felony categories.

These improvements were continued and extended through the remainder of Calendar 1997, as shown by the NYPD's COMPSTAT figures. The 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

From January-June 1993 to January-June 1997:

In New York, FBI Index Crimes fell by 115,000; in the entire nation, Index Crimes fell by 362,000.

Our reduction accounted for 32% of the national decline.



New York City has led the country in reducing felony crimes over the past 4 years

In New York, murders fell by 565; in the entire nation, murders fell by 1,932. Our reduction accounted for 29% of the national decline.

In New York, larceny thefts fell by 35,000; in the entire nation, larceny thefts fell by 79,000. Our reduction accounted for 44% of the national decline.

National trends reflect crime reductions in cities with population over 100,000.

From January-June 1996 to January-June 1997:

In New York, FBI Index Crimes fell by 23,000; in the entire nation, Index Crimes fell by 117,000.

Our reduction accounted for 20% of the national decline.

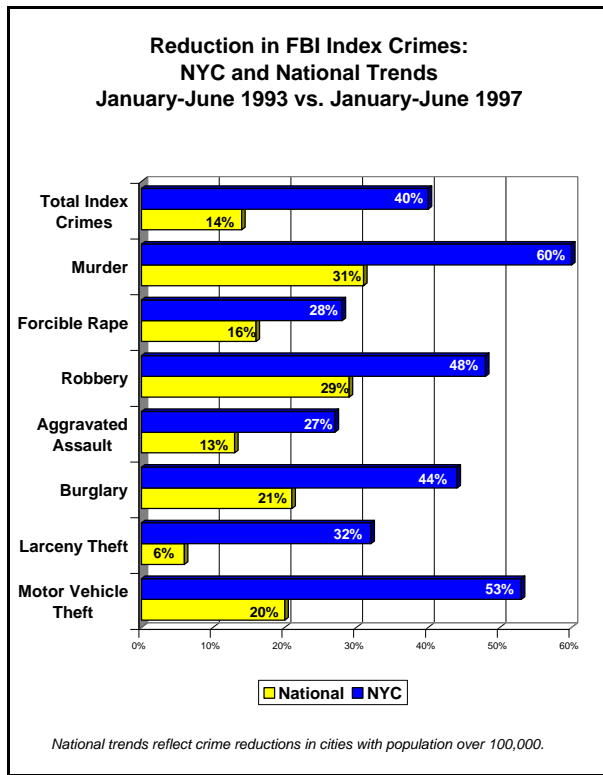


***New York City
continues to lead the country
in reducing felony crimes***

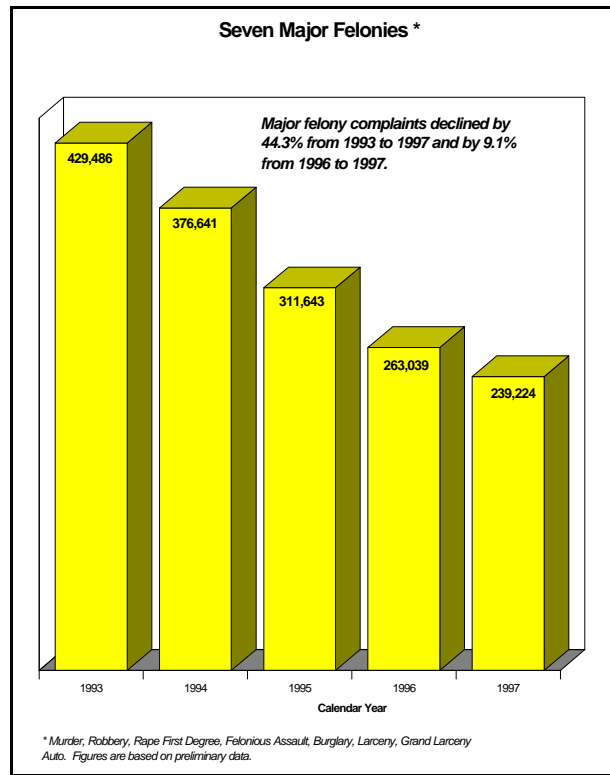
In New York, murders fell by 135; in the entire nation, murders fell by 595. Our reduction accounted for 23% of the national decline.

In New York, forcible rapes fell by 242; in the entire nation, forcible rapes fell by 328. Our reduction accounted for 74% of the national decline.

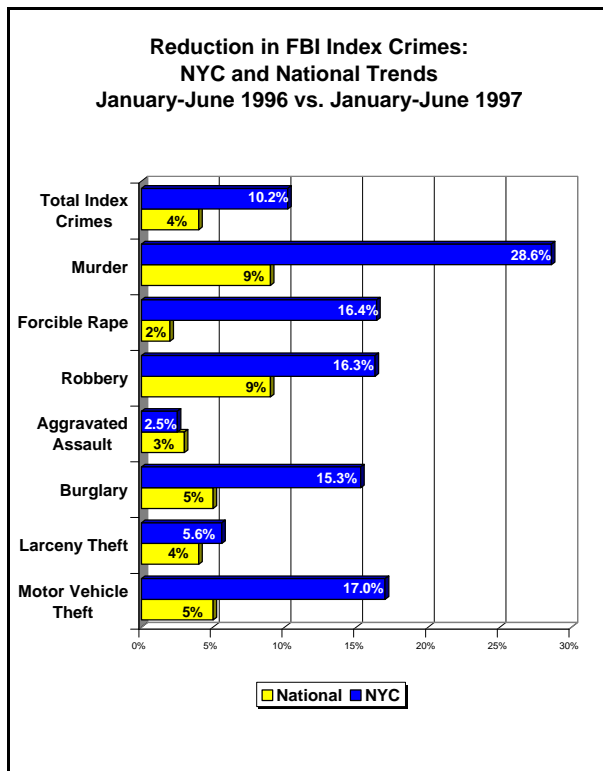
National trends reflect crime reductions in cities with population over 100,000.



effective manner. The accompanying chart presents COMPSTAT figures for the total of the seven major felony categories for Calendar 1993 through 1997. The number of felony complaints was reduced by 44.3 percent over this period, and by 9.1 percent from Calendar 1996 to 1997. Improvements over the four-year period in key individual categories totaled 60.2 percent for



murder and non-negligent homicide, 12.4 percent for forcible rape, 48.4 percent for robbery, 45.7 percent for burglary, and 54.0 percent for grand larceny motor vehicle. All felony categories were reduced from Calendar 1993 to 1997, and from Calendar 1996 to 1997.



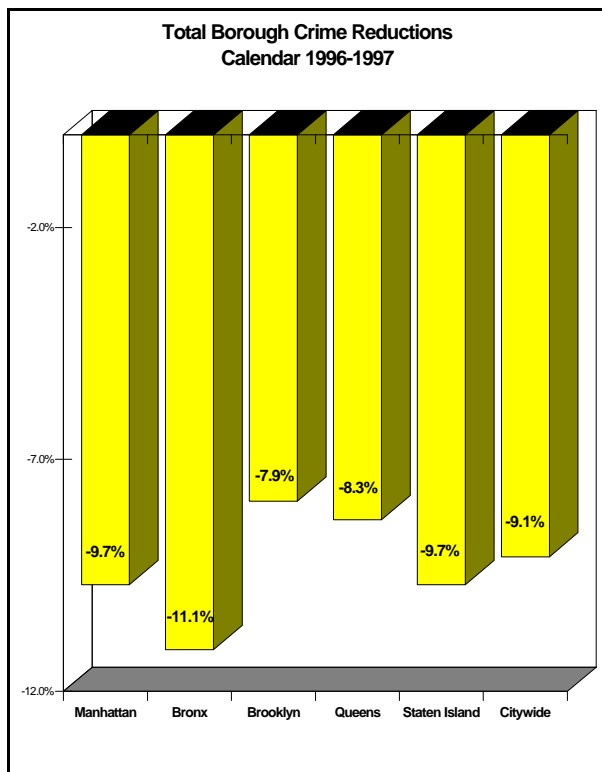
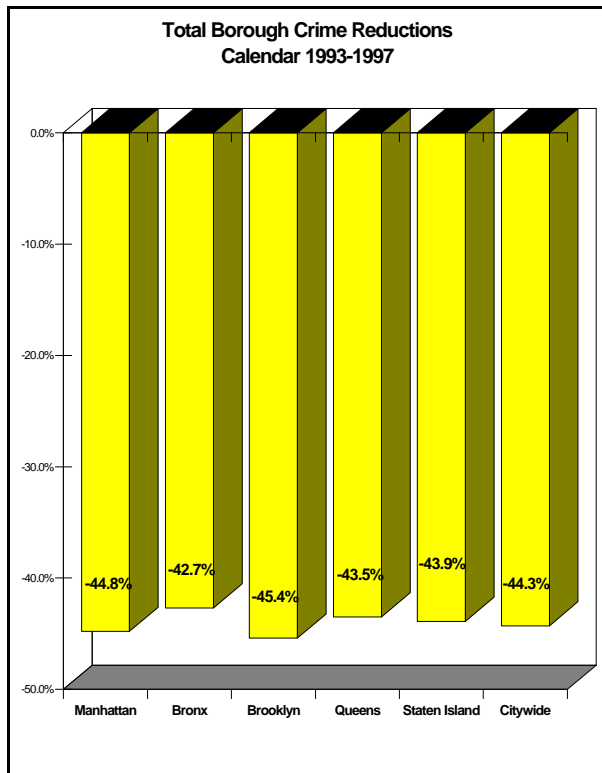
Two subsequent charts summarize the scope of reductions in each of the City's five boroughs. From Calendar 1993 to 1997 reductions in major felonies ranged from 42.7 percent in the Bronx to 45.4 percent in Brooklyn. From Calendar 1996 to 1997, reductions ranged from 7.9 percent in Brooklyn to 11.1 percent in the Bronx.

In order to continue improvements in public safety and support key new initiatives, especially in the area of narcotics enforcement, the Department will hire an additional 800 officers in July 1998 and approximately 1,500 officers in August 1998, primarily utilizing federal Crime Bill funding.

ANTICRIME STRATEGIES

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

- Reduce the number of shooting victims and shooting incidents.
- Reduce youth crime by increased attention to



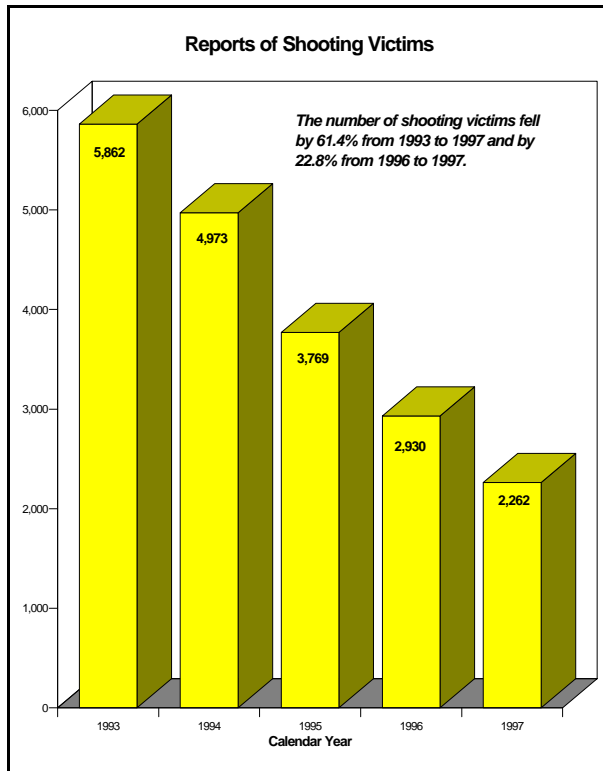
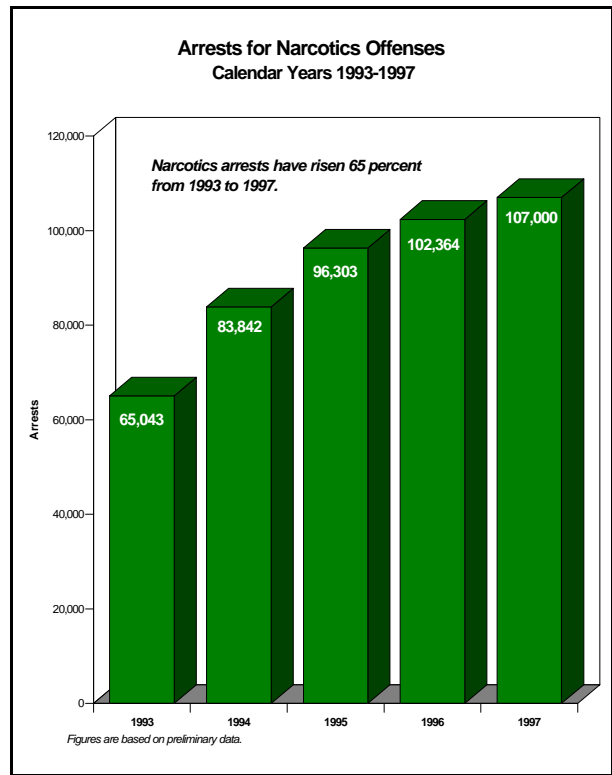
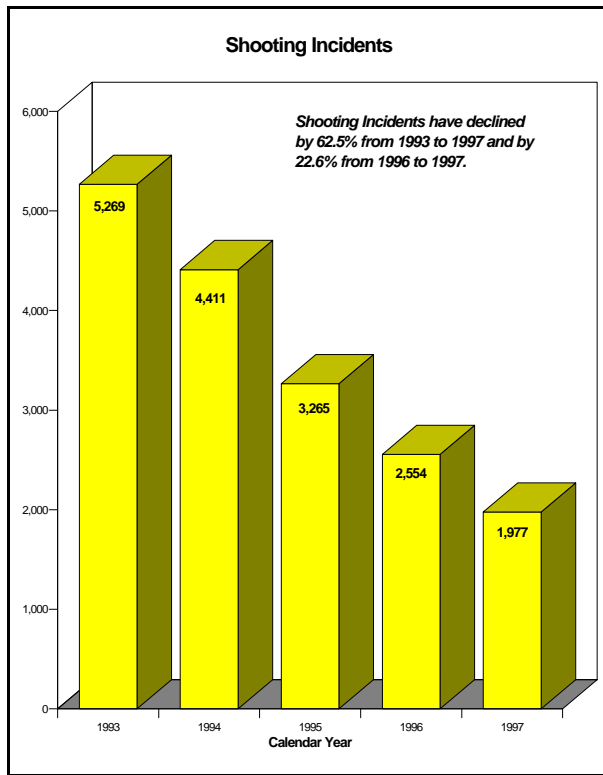
juvenile offenses and by enhanced enforcement of truancy laws.

- 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.
- 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.

Freedom from violent crime is the major concern of most New Yorkers. The Department's success in approaching this goal is illustrated by the accompanying charts. The number of shooting incidents in New York City has fallen by 62.5 percent from the Calendar 1993 to Calendar 1997; the number of victims of shootings has fallen by 61.4 percent over this period. New and expanded anticrime initiatives are designed to continue these gains by focusing on areas that make the urban environment vulnerable to violence.

Narcotics. In order to ensure that the enhancements in personal safety achieved over the past four years – especially in reducing violent crime – can be extended, Mayor Giuliani has made the fight against narcotics a central theme of the Administration's second term. During Calendar 1997 narcotics arrests increased to 107,000, 65 percent greater than in Calendar 1993, as shown in the accompanying chart. The Narcotics Division made 25,630 drug arrests in the first four months of Fiscal 1998, up by five percent from the 24,480 arrests in Fiscal 1997. Existing drug enforcement initiatives continued in five areas of the City: SATCOM/Brooklyn North, Northern Manhattan, the Lower East Side, Brooklyn South, and the West Bronx. Based upon the success of these initiatives, and recognizing the existence of similar drug problems in other areas of the city, the Mayor began two additional initiatives in November 1997, targeting the 40th, 41st, and 43rd Precincts in the South Bronx, and the 103rd, 105th, and 113th Precincts in Southeast Queens. The new initiatives



trafficking organizations. In the first four months of Fiscal 1998 they made 286 arrests, up 38 percent from 207 in the comparable period of Fiscal 1997, seized 60 pounds of heroin, up 48 percent from 40.5 pounds in Fiscal 1997, and confiscated drug proceeds of over \$5 million, up 32 percent from \$3.8 million in Fiscal 1997. Drug initiatives throughout the city have caused major dislocations of criminal activity, and substantially reduced shooting incidents and drug related murders. An additional twenty-five precincts established uniformed Street Narcotics Enforcement Units (SNEU) in August 1997 to complement the work being done by Narcotics Division investigators.

Other narcotics initiatives announced by the Mayor in September 1997 include implementation of a Drug Free Zone in Washington Square Park, targeting drug sellers on probation for dealing drugs in the Park; implementation of Operation Night Light in cooperation with the Department of Probation, targeting substance-abusing probationers; establishment of a 24-hour hotline (1-888-374-DRUG) to assist citizens in reporting narcotics-related crimes; and expansion of Drug Free School Zones and the Safe Corridor Program for the City's public schools.

began operations in November 1997 to disrupt narcotics activity and organized drug gangs.

The Drug Enforcement Task Force is a combined effort of the NYPD Narcotics Division, the U.S. Drug Enforcement Administration, and the New York State Police designed to investigate high level drug

Gangs. To combat gang activity in and around schools, and suppress gang related crimes citywide, the Department developed a new gang initiative during Calendar 1997. In support of the

Citywide Anti-Gang Enforcement Unit (CAGE), new Gang Suppression Units were established in each of the five boroughs. Officers assigned to these units have been thoroughly trained to identify gang incidents, gang members, symbols and graffiti, hand signals, jewelry, and other aspects of gang culture. They will specifically target areas of high gang activity and schools to counteract gang influence and protect children. As a complement to each Gang Suppression Unit, Gang Investigative Squads were created within each Detective Borough Command. These gang squads will conduct follow-up investigations of all gang related crimes.

In the first four months of Fiscal 1998 the Intelligence Division's Gang Intelligence Unit recorded 340 gang related criminal incidents citywide, and the arrest of 1,012 suspected gang members. During the same period, they identified 69 gang related slashings or stabbings, and reported the arrests of 85 perpetrators for these crimes.

Closed Circuit Television. The Department is conducting a closed circuit television (CCTV) pilot project in NYCHA's Grant Housing Development in Harlem. This development with 5,000 residents, in Manhattan's 26th Precinct, had the highest number of serious crimes for all Manhattan developments. There are now 38 cameras installed in building lobbies, hallways and common areas. Additional cameras will be installed to cover elevators, roof landings, playgrounds and public walkways. Police personnel actively monitor the screens twenty-four hours a day. From the installation of CCTV in July 1997 to the end of 1997 major crime has declined by 36 percent, including rape (down 75 percent), robbery (down 45 percent), and burglary (down 80 percent). The Albany Housing Development in Brooklyn's 77th Precinct is the next site planned for CCTV installation in August 1998. Six additional housing developments are under consideration for future expansion.

Operation Safe Home. During Fiscal 1997 the New York City Housing Authority (NYCHA) completed the expansion of Operation Safe Home, the security component of its Drug Elimination Program, to all 158 of its consolidated developments. The program deploys over 300 NYPD Housing Bureau officers under a community policing concept to eliminate drug-related crime in NYCHA developments. In December 1997 NYCHA received additional Public Housing Drug

Elimination Program funds to continue the program through Calendar 1998.

QUALITY OF LIFE ENFORCEMENT

The Department's Quality of Life Strategy is intended to reduce the incidence of annoying minor offenses in the City's neighborhoods, which formerly contributed to a disorderly environment and lowered resistance to more serious crime. When law enforcement efforts are directed at minor offenses, as well as the most serious crimes, it provides a synergistic effect which reduces the overall level of crime in the community. Since the Quality of Life initiatives began in 1995, there have been significant changes in many of the most common neighborhood street conditions and violations have become less frequent. The Department's efforts to eradicate graffiti are discussed later in this section, in connection with the activities of the Mayor's Anti-Graffiti Task Force.

During Fiscal 1998 a Prostitution Eradication Initiative was launched in the 10th Precinct, covering the Chelsea and Clinton areas of midtown Manhattan. It consists of high visibility patrol operations and plain clothes enforcement components designed to provide a lasting impact on a street prostitution condition. High visibility tactics included the positioning of a large Mobile Field Command Post vehicle in the area, strategic street closings, vehicle checkpoints, use of a special prostitution enforcement unit, and the assignment of foot patrol officers. During the first four months of Fiscal 1998, fourteen "Operation Losing Propositions" were conducted and a total of 36 vehicles were seized when their occupants solicited undercover officers for sexual activity. A total of 81 arrests were made for the offenses of prostitution and patronizing a prostitute. These focused enforcement tactics have significantly improved neighborhood conditions and continue to deter resumption of illegal activities.

The Quality of Life Hotline (1-888-677-LIFE) was established in September 1996 to reduce the 911 workload and provide the public with another avenue to report their complaints of minor yet annoying violations. Since its inception the hotline has received a total of 18,977 complaints. During the first four months of Fiscal 1998, 4,024 complaints were processed. Complaints are forwarded to coordinators at each patrol borough command and assigned to precinct officers to investigate. Summonses may be served if a

violation is observed, or the offender may be asked to correct the condition.

On October 31, 1997 the Mayor signed into law an amendment to the City's Administrative Code, increasing the civil penalties to be imposed on those who repeatedly violate the code by creating excessive noise. For people who violate the code three or more times within a two year period, the amendment increases the penalties to up to three times the current minimum.

TRAFFIC ENFORCEMENT AND CONTROL

The Department continues to implement elements of its overall traffic strategy, including new initiatives designed to improve vehicular and pedestrian safety. To expedite the flow of traffic throughout the City, the Department emphasizes enforcement of regulations against double parking, bus stop obstruction, intersection spill-back, and unauthorized construction site violations. The NYPD works in close cooperation with the Department of Transportation (DOT) in developing programs to improve traffic flow. Some recent and current initiatives are as follows:

- In August 1997 the Traffic Control Division began a coordinated Quadrant Enforcement Program in Manhattan to address chronic parking and traffic conditions. The program brings intensive and focused enforcement efforts to defined quadrants of the borough. During Fiscal 1998 the Quadrant Program produced 21,425 parking summonses, 662 moving violations, 100 citation for construction sites, 11 Environmental Control Board notices of violation, and 2 arrests. In addition, 2,418 vehicles parked in restricted areas were towed away.
- In Fiscal 1998 the Department's Highway District conducted Operation Safe Driving throughout the City. This operation entails a heightened enforcement effort in a particular borough on a certain day between the hours of 11 am and 11 pm. In five operations conducted during Fiscal 1998 nearly 12,000 moving violations and 120 arrests for traffic offenses were made. During Fiscal 1998 the Highway District increased the number of moving violations issued by 26 percent, from 62,743 in Fiscal 1997 to 78,872. Traffic Enforcement Agents in the Parking Enforcement Division increased the number of

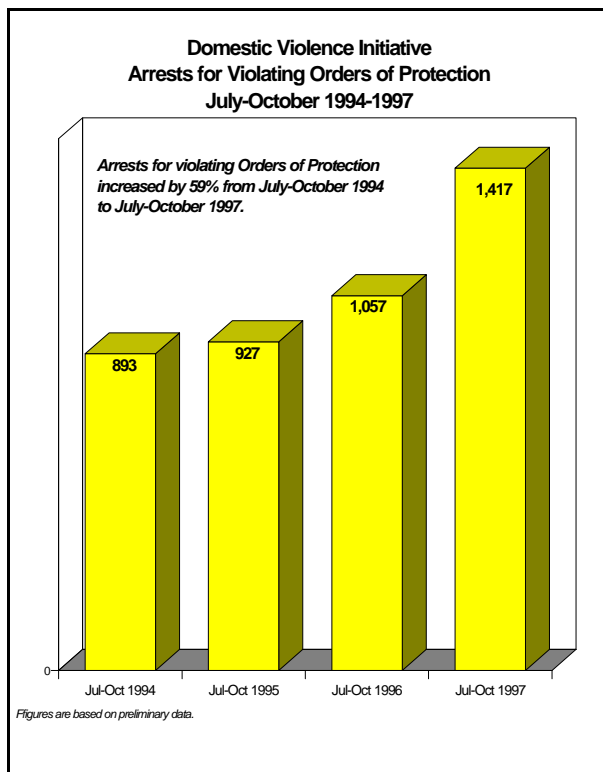
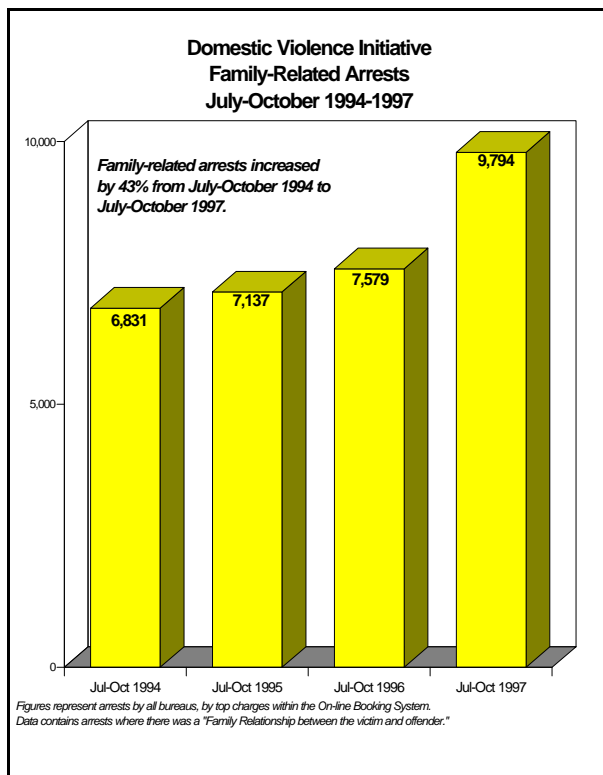
summonses issued by 7.7 percent, from 2.33 million in the first half of Fiscal 1997 to 2.51 million in the same months of Fiscal 1998.

- During the Christmas season the Department conducted a pilot project to improve traffic flow at key intersections in midtown Manhattan. Metal barriers and traffic officers were placed at locations which traditionally experience both pedestrian and vehicular traffic congestion. Barriers were positioned to prevent jaywalking and to divert pedestrians from heavily used turning lanes. Traffic officers assisted pedestrians by providing directions to follow the new crossing patterns. As a result, vehicular traffic moved more freely from crosstown streets onto avenues, and pedestrians crossed busy streets with increased safety. Emergency vehicles were also able to reach their destinations faster since spillbacks and congested intersections were alleviated. The lessons learned during this peak traffic period will be applied again in the future for better traffic control and management.
- The Traffic Control Division's Taxi Unit has developed a program to address the problem of cab drivers who refuse to transport people with disabilities. Officers using wheelchairs or guide dogs pose as people with disabilities attempting to hail cabs, and drivers who refuse to transport them receive summonses. More stringent enforcement against refusals has contributed to an overall increase in summons issuance. During the first four months of Fiscal 1998 TLC summonses issued by the Taxi Unit and the Patrol Borough Manhattan North Scooter Task Force totaled 18,175, up 2 percent from the same period of Fiscal 1997.

DOMESTIC VIOLENCE

City agencies continue to enhance coordinated efforts against domestic violence, designed both to increase the certainty and severity of punishment for offenders and to render prompt and effective assistance to victims. Some highlights of this initiative appear below.

Police Enforcement. As shown in the accompanying charts, the NYPD made 43 percent more family-related arrests during the period July-October 1997 than during the same months of 1994, and – in an area critical to the safety of actual and potential victims – 59 percent more arrests for



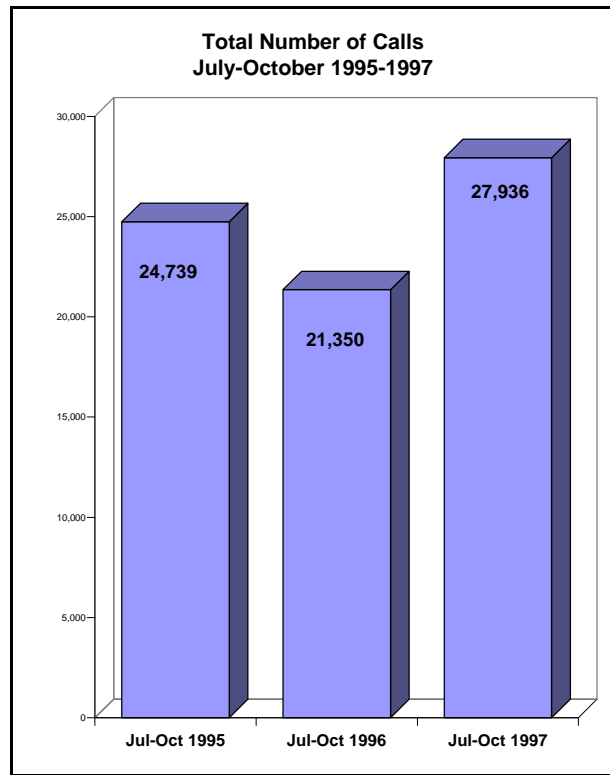
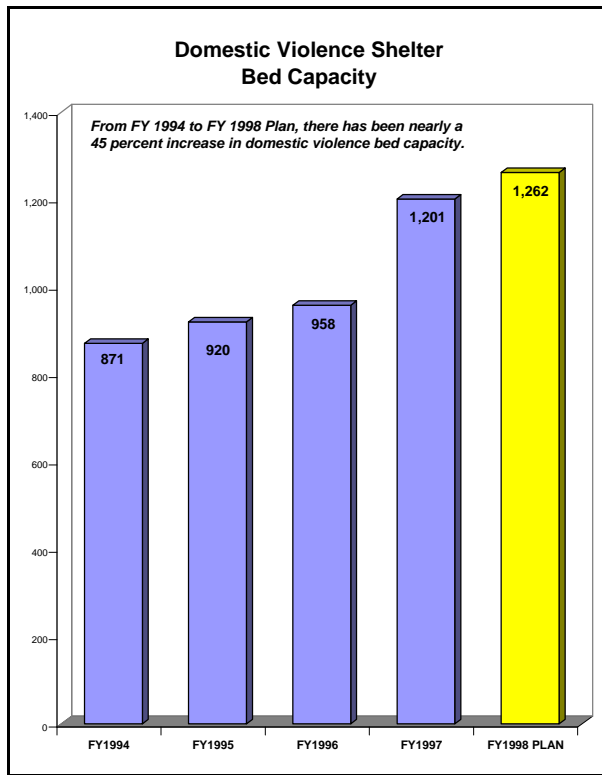
violating Orders of Protection. Domestic Incident Reports (DIRs), which are required for any instance in which an officer comes into contact with a potential domestic violence situation, increased by four percent from 83,040 in the first four months of Fiscal 1997 to 86,563 during the same period in Fiscal 1998. This increase can be attributed to improved tracking of potential domestic violence

and child abuse reports, as well as increased reporting by the New York State Child Abuse Registry.

During Fiscal 1998 the NYPD's Domestic Violence Unit focused on the development of improved tracking systems and better service delivery to victims of domestic violence. A High Propensity Offender Tracking List was established and refined to target offenders who have demonstrated a tendency for increased violence. The target list highlights individuals with multiple complaints, where intervention by the precinct domestic violence officer or investigator may prevent recurrence or result in arrest. The Department's database of Domestic Incidence Reports was revised and simplified to streamline data entry from the On-Line Complaint System (OLCS), and introduced on a trial basis in the 34th, 42nd and 75th Precincts.

Department of Correction. The City recently implemented a free automated telephone service known as Victim Notification System, or VINE, which provides crime victims – including victims of domestic violence -- with status information and release notifications about inmates in the custody of the Department of Correction (DOC). The system enables a victim to register using a touch tone telephone to receive information about a prisoner's release or transfer. This allows the victims of domestic abuse to make appropriate plans to ensure their own safety. Information about this system will be made available to victims at all police precincts and District Attorney's offices.

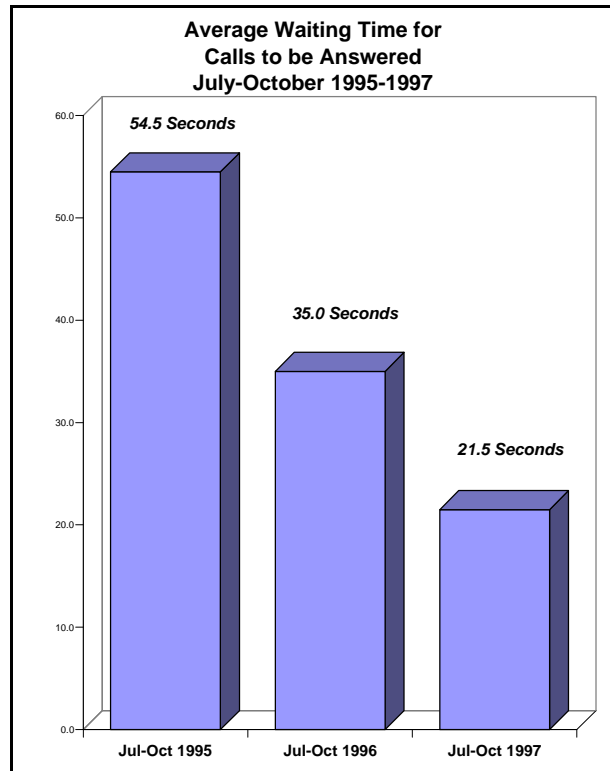
Probationers. In Fiscal 1997 the Department of Probation began an initiative to enhance services both to domestic violence victims and to probationers placed under supervision for domestic violence offenses. This initiative encourages domestic violence victims to communicate regularly with probation officers, both in the investigation and supervision stages. In conjunction with the Police Department, Probation developed systems for providing timely information on the status of Orders of Protection issued against probationers. As part of this initiative, all probation officers now receive training in domestic violence issues. In addition, specially selected and trained investigation officers have been assigned to the domestic violence court parts in the Criminal and Supreme courts in each borough to prepare customized pre-sentence investigation reports, which assist court personnel in incorporating appropriate special conditions when imposing probation sentences, including requiring individuals convicted of battery to attend therapy.



Human Resources Administration. The Human Resources Administration (HRA) has selected contractors for the expansion of its domestic violence emergency shelter bed capacity; the total of available beds will rise to 1,262 by the end of June 1998. As shown in the accompanying chart, this expansion will raise capacity to a level 45 percent greater than in Fiscal 1994. HRA will also provide an additional 88 units of Tier II transitional housing for victims by the end of Calendar 1998. In addition, 11 new contracted nonresidential domestic violence programs in five boroughs began providing counseling, advocacy, and community education services to victims of domestic violence in November 1997.

During the first four months of Fiscal 1998 HRA began final testing of the on-line Shelter Occupancy System, which will allow it to identify vacancies in the shelter system more quickly, thereby facilitating the emergency placement of domestic violence victims and their families into safe and secure housing. The system will be implemented by the end of June 1998.

Domestic Violence Hotline. 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. As shown in the accompanying charts, the Hotline

received 27,936 calls during the first four months of Fiscal 1998, compared with 21,350 during the same months of Fiscal 1997; at the same time, the average waiting time for Hotline calls to be answered has been reduced by nearly 40 percent, from 35 to 21.5 seconds.

Health Care Initiatives. In Fiscal 1998 the Department of Health (DOH) will complete its final year of a three year collaboration with the Health and Hospitals Corporation (HHC) to track victims of domestic violence seeking care at eleven acute care hospitals and Diagnostic and Treatment Centers. HHC assumes full responsibility for the project at the start of 1998 as its focus shifts to evaluating service provision.

In July 1997 the Department of Mental Health, Mental Retardation, and Alcoholism Services (DMH) released a Request for Proposals (RFP) soliciting a provider to offer a Domestic Violence Coordination and Training Program. The contractor selected will be responsible for coordinating mental health services to victims of domestic violence, for training mental health professionals and the police, and for developing and maintaining a network of available mental health services.

POLICE-COMMUNITY RELATIONS

In August 1997 Mayor Giuliani created a Task Force on Police/Community Relations to develop strategies, recommendations and educational efforts designed to improve the relationship between the police and the community in New York City. The Police Department assigned the Deputy Commissioner for Community Affairs responsibility for assisting the Task Force in carrying out its mission. The Task Force formed four working subcommittees meeting twice monthly, on training issues and the Police Academy, hiring standards and recruitment, police support services and accountability, and police/community involvement. The Task Force has held meetings with a number of police precincts and their communities, hosted forums for officers and community members at City Hall, and begun the process of formulating recommendations to improve police/community relations.

The Task Force is composed of individuals with wide-ranging views of the Police Department to advise and inform the opening of new lines of communication between the police and the community. One of the Task Force's first steps was to institute police-community discussion forums to

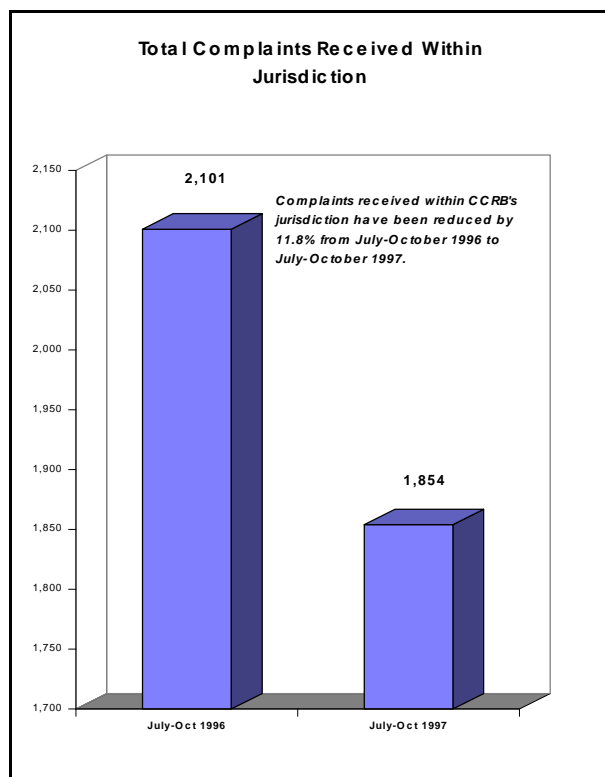
encourage candid discussions between officers, local residents and Task Force members. During the first four months of Fiscal 1998, forums were held at ten police facilities across the city. In addition to discussion forums, the Department provided full-day Courtesy Professionalism and Respect (CPR) Borough Community Partnership Training for uniformed members assigned to patrol. Each session is conducted at a non-police location and is coordinated by trained facilitators. The sessions include lectures and videotaped scenarios, followed by small group discussions between officers from a particular precinct and residents of their local community. Facilitators assist participants in developing a useful dialogue around issues of concern, and gather feedback and recommendations which may be used by the Police Academy to develop future training strategies. During Fiscal 1998 over 18,000 officers and 3,200 community residents participated in these sessions. Precinct commanders and supervisors will be held accountable for the establishment of strong ties to all segments of their local community, and for maintaining open channels of communication with local leaders.

During the first four months of Fiscal 1998, the CPR Unit of the Quality Assurance Division randomly tested 2,051 NYPD members (both uniformed and civilian); they reported that 56 members rated exceptionally well and will be rewarded, while 16 members failed the tests and will be subject to additional training and possible disciplinary action. The majority -- 97 percent -- received acceptable ratings.

CIVILIAN COMPLAINT REVIEW BOARD

As shown in the accompanying chart, in the first four months of Fiscal 1998 the number of jurisdictional complaints received by the Civilian Complaint Review Board (CCRB) fell by 12 percent compared with the same of the previous year; the number of allegations involved in these complaints was 2,594, representing a decline of 44 percent. Notably, in the two categories most closely related to the CPR strategy -- discourtesy and offensive language -- allegations decreased by 61 percent and 37 percent respectively.

Following the creation of the Mayor's Task Force on Police/Community Relations, the Mayor allocated CCRB's budget an additional \$1.5 million to allow for the hiring of 16 new investigators. Eight will be senior investigators with fifteen to twenty years of law enforcement or investigative experience, while



the other eight investigators will have four to ten years experience. These investigators will supervise investigative teams and will personally handle the most complicated cases, a change expected to contribute to an overall increase in case quality. In addition, in October 1997 the Mayor issued Executive Order No. 40, mandating more timely and comprehensive communications with complainants as well as timely receipt of information from the Police Department. CCRB's standards for providing timely written notice to civilian complainants regarding the status of their complaints now include an initial introductory outreach (providing name, address, and phone number of the investigator assigned to the case), periodic status checks, a phone call when the case findings are submitted to the Board for disposition, and a letter upon final disposition by the Board.

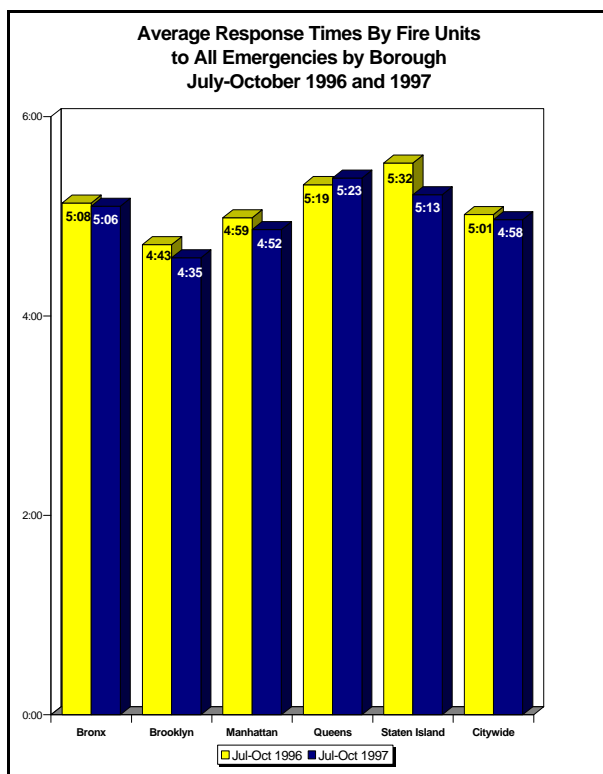
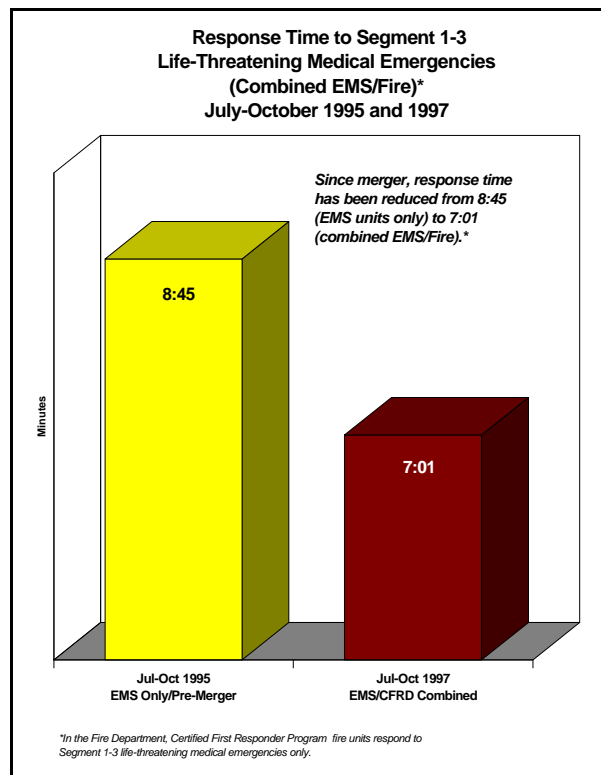
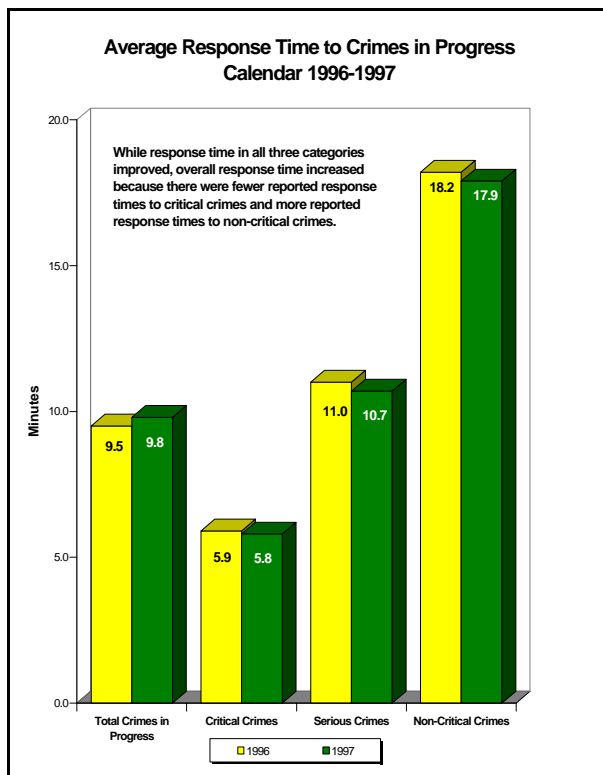
CCRB continues to institute more thorough case investigation and processing procedures. The number of cases fully investigated during the first four months of Fiscal 1998 almost doubled compared to the same period of Fiscal 1997, while those truncated and administratively closed decreased significantly. Full investigations represented only 31 percent of the total cases completed by the end of the first four months of Fiscal 1997; by the end of the same period in Fiscal 1998, the proportion of full investigations reached 61 percent.

CCRB is committed to informing the residents of New York City about its responsibilities and duties; outreach is particularly crucial because the Board relies on members of the public to alert it to police misconduct. In order to reach out more widely, the Board has established outreach teams comprised of investigators and public affairs representatives. In the first quarter of Fiscal 1998 team members made presentations at 21 community-based organizations including community boards, educational centers, housing associations, precinct councils, and immigrant advocacy groups. Aside from providing information about CCRB, these meetings allow the Agency to hear from community members about their experiences with the police.

The outreach teams have worked to spread CCRB's mission to immigrant groups, which have traditionally not reported police misconduct. The Board's work has shown that many immigrants believe that filing a complaint will jeopardize their immigration status, while others originate from countries in which questioning police authority is dangerous. In conjunction with the Mayor's Office of Immigrant Affairs, CCRB has sent an informational brochure to hundreds of immigrant advocacy organizations in order to clarify misconceptions and facilitate the process of filing complaints. The Board has translated and will soon publish the revised brochure in Spanish, Russian and Haitian Creole. Its Director of Public Affairs has made several appearances on Spanish language television and has been interviewed by Spanish radio stations and newspapers. Furthermore, CCRB has made a strong effort to reach out to the Haitian community by publishing inserts in Creole newspapers and a Caribbean-American newsletter; broadcasting public service announcements and participating in programs on a Creole radio station; and organizing a conference for leaders of the Haitian community.

EMERGENCY RESPONSE

Police response times to crimes-in-progress are measured within three categories -- critical crimes, serious crimes, and non-critical crimes. From Calendar 1996 to 1997 response times improved in each category, declining from 5.9 to 5.8 minutes for critical crimes, from 11.0 to 10.7 minutes for serious crimes, and from 18.2 to 17.9 minutes for non-critical crimes. While responses were faster in all three categories, overall response time increased because there were fewer responses to critical crimes and more responses to non-critical crimes; radio runs in response to critical crimes fell by 6



percent, while responses to non-critical crimes increased by 44 percent.

During the first four months of Fiscal 1998 the Fire Department's average response times to structural fires remained constant in two boroughs and improved in three boroughs, with reductions of five seconds in the Bronx, one second in Brooklyn, and

14 seconds in Staten Island. As shown in the accompanying chart, the Fire Department's average response time to all emergencies also improved over this period. Reduced response times were seen in four boroughs, ranging from two seconds in the Bronx to 19 seconds in Staten Island; an increase of four seconds in average response time occurred in Queens.

The March 1996 merger of the Emergency Medical Service (EMS) into the Fire Department was designed to improve the City's response time to medical emergencies, by providing a uniform and consistent response time with better overall coordination of response between EMS and fire engine units. Previous Summary Volumes have discussed the internal reorganization and redeployment initiatives mounted by the Fire Department to improve EMS capacity and responsiveness. During the first four months of Fiscal 1998 EMS performance continued to be significantly better than that seen before the merger; average ambulance response times to Segment 1-3 emergencies averaged 28 seconds faster than during the same period in Fiscal 1996, before the merger. In addition, as shown in the accompanying chart, the combined response times of EMS units and fire companies as part of the Certified First Responder – Defibrillation (CFR-D) program averaged just over seven minutes during July-October 1997, nearly one and three-quarter minutes faster than the response time of EMS units

during July-October 1995 before the merger was undertaken.

increased by more than 12 percent compared with the previous year.

ARREST PROCESSING

As a result of cooperative efforts between the District Attorneys' Offices and the Police Department, citywide arrest to arraignment time during the first six months of Fiscal 1998 decreased by 22 percent, from an average of 27.3 hours in Fiscal 1997 to 21.3 hours in Fiscal 1998. Arrest to arraignment time decreased in all five boroughs, including Manhattan (down 26 percent), the Bronx (down 13 percent), Brooklyn (down 25 percent), Queens (down 20 percent), and Staten Island (down 7 percent). This achievement represents a milestone in the City's long struggle to reduce arrest to arraignment times to less than 24 hours.

Local arrest processing at precincts, plus other initiatives such as the Expedited Affidavit Program – in which arresting officers prepare a supporting affidavit for certain arrests instead of waiting to speak to an Assistant District Attorney -- have lowered arrest-related overtime and permitted officers to return to enforcement duties more quickly. The use of Live Scan fingerprinting technology at all borough Court Section sites and police precincts has eliminated the need to take ink prints and expedited the transmission of fingerprints to the Division of Criminal Justice Services in Albany. The State returned Criminal History Records in an average of 6.5 hours in the first four months of Fiscal 1998, as compared with 12.7 hours in the same part of Fiscal 1997. The fingerprint rejection rate has also been reduced from approximately 30 percent with ink fingerprints to 6 percent with Live Scan, thereby saving a significant amount of time formerly required for reprinting and re-transmission of another set of prints. The citywide reduction in arrest to arraignment times has been accomplished during a period when the processing of on-line arrests

DEPARTMENT OF INVESTIGATION

As part of an interagency effort to develop appropriate security protocols for Internet access, the Department of Investigation (DOI) is establishing a Citywide Technology Unit. This unit will monitor agency compliance with the City's Internet security policies and procedures through ongoing sampling, and investigate breaches or attempted breaches of the City's computer system as appropriate. Additionally, the Unit will ensure that City agencies are complying with all City, State, and federal regulations by performing regular system reviews of agencies that utilize the Internet. The City's Internet security policies and procedures are being developed by the Department of information Technology and Telecommunications (DoITT), external consultants, and security administrators citywide.

In August 1997 DOI delivered a report to Mayor Giuliani concerning a shelter for victims of domestic violence in the Bronx operated by the Human Resources Administration (HRA). The report was undertaken at the request of the Mayor following DOI's February 1997 surprise inspection of the shelter. The report detailed the findings of DOI's inquiry into serious allegations of gross mismanagement by supervisory staff. As a result of DOI's initial investigation, HRA suspended eight shelter employees without pay for a period of 30 days. Five of these employees have since been terminated. DOI's investigation led HRA to institute significant policy and procedural changes with respect to the City's administration of the shelter. These actions included the appointment of a well-trained director, ongoing efforts to staff the Shelter with a competent team of managers and employees, and the more expeditious relocation of residents to longer-term housing or independent living.

INFRASTRUCTURE AND COMMUNITY SERVICES

TRANSPORTATION

The Department of Transportation (DOT) continues the comprehensive initiatives begun in Fiscal 1997 to improve pedestrian and vehicular safety and enhance transportation facilities throughout the

City. Recent progress in these initiatives is described below.

High-Accident Locations. In the first four months of Fiscal 1998 DOT refurbished warning and regulatory signs and pavement markings at nine of ten high pedestrian accident intersections in the five

Department of Transportation

Adopt-a-Highway Adopted Highway Segments



As of December 31, 1997, sponsors have adopted approximately 272 miles out of 378 miles (72%) of the City's highway system -- a 59-mile increase from one year ago.

boroughs. In Fiscal 1998 DOT is making further safety improvements at these 10 sites, including signal timing modifications, thermoplastic pavement marking enhancements, and additional signage, which will be installed at each intersection by April 1998. An additional 10 high pedestrian accident locations will be selected for study during Fiscal 1999. Since the start of Fiscal 1997 DOT has made safety improvements at 39 high pedestrian accident intersections. The Department will continue to work with the Police Department to increase enforcement efforts at these problem intersections.

Traffic-Calming Plan. In the first four months of Fiscal 1998 the Department implemented a number of recommendations contained in its Pedestrian Traffic-Calming Plan for New York City. This report outlines measures to enhance pedestrian safety; support the use of mass transit; and plan, design, construct, and manage a pedestrian-friendly streetscape in New York City. DOT installed 120 speed humps throughout the five boroughs and designed seven Manhattan urban oases, alternatives to street reconstruction featuring sidewalk extensions, bollards, and additional painting intended to improve pedestrian safety. In Summer 1997 the Department created seven medians, which are traffic-calming devices that provide a refuge for pedestrians crossing wide streets. Three medians were installed on Staten Island and four others were completed near the Whitehall Ferry Terminal in lower Manhattan; four medians are landscaped and maintained by community groups.

Safety City. In Fall 1997 DOT's Safety City, a hands-on traffic safety training program for third grade children, expanded from its Central Harlem location and began full operations in all five boroughs. The Department's Safety Education Unit provides curriculum and instructor training for each of the sites. Safety City sites began full operations at the Petrides School on Staten Island; Woodhull Hospital in Brooklyn; Lafayette Avenue, between Brush Avenue and Westchester Creek, in the Bronx; and Forest Park in Queens.

Adopt-a-Highway. During the first half of Fiscal 1998 the Department's Adopt-a-Highway program continued to expand. As shown in the accompanying map, at the end of Calendar 1997 272 miles were adopted out of a total of 378 adoptable miles, or 72 percent. In Fiscal 1998 the Department plans to expand to 286 miles adopted. (The map includes major local streets, which are

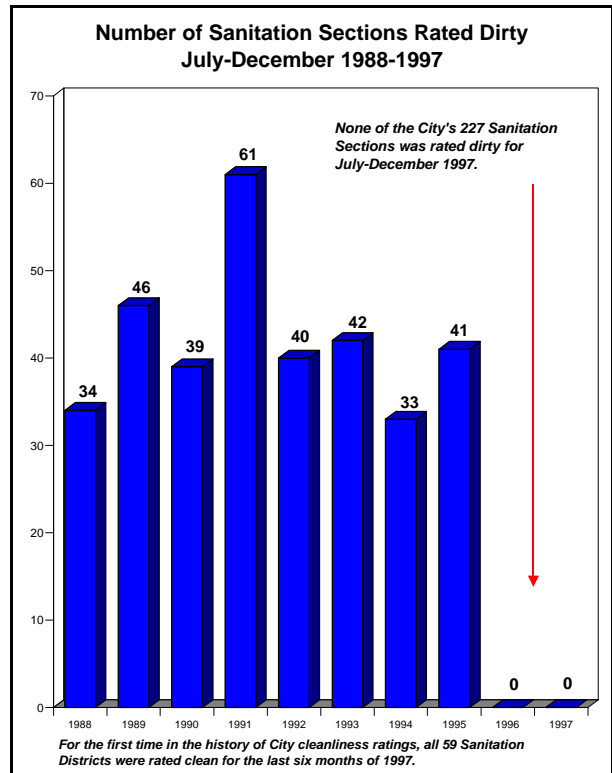
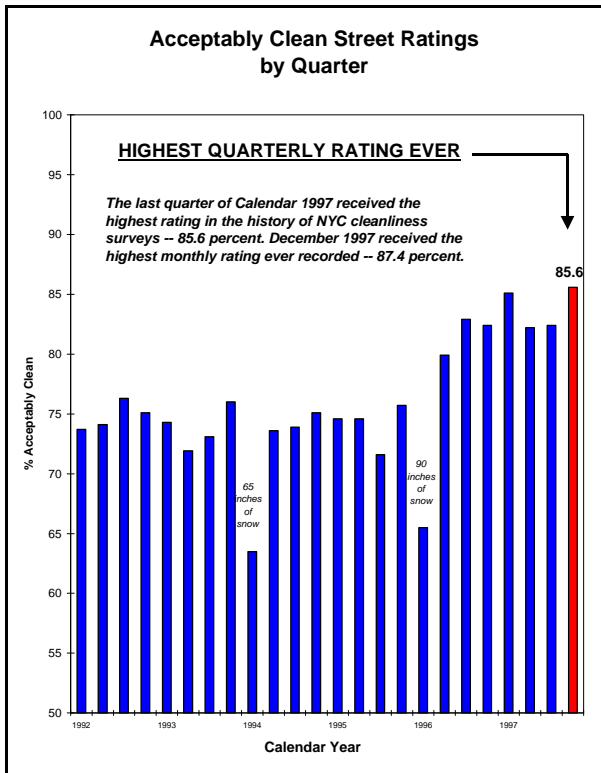
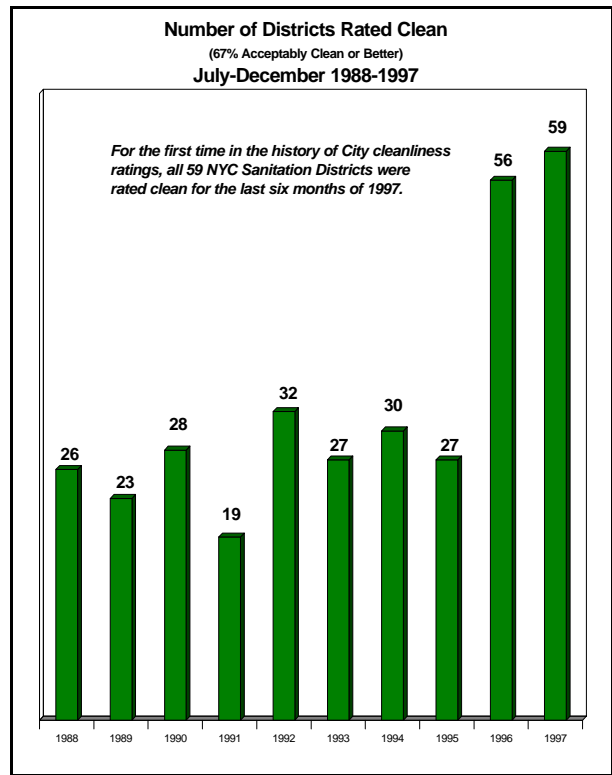
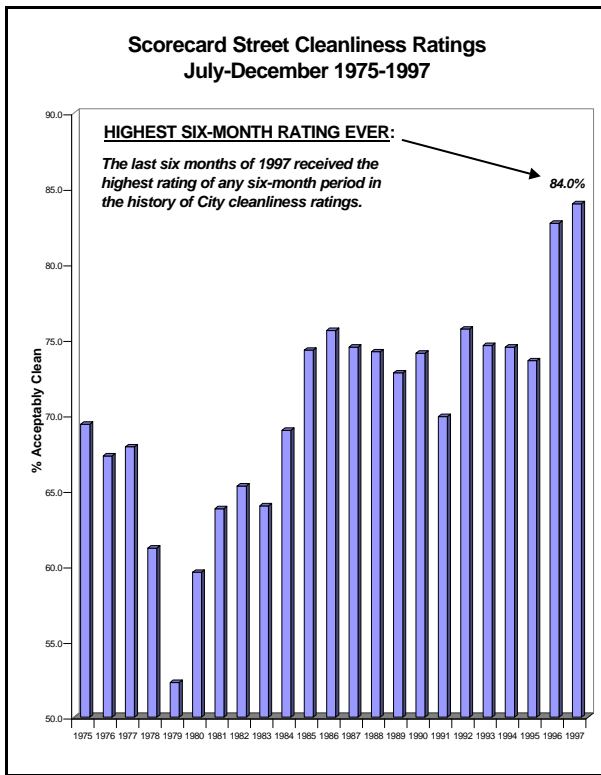
not adoptable, in order to provide orientation points.)

Ferry Service Initiatives. As part of the Mayor's "One City, One Fare" program, free Staten Island Ferry service commenced on July 4, 1997, saving the average Staten Island commuter \$120 per year. In June 1997 DOT unveiled a new shuttle van service to transport Staten Island Ferry passengers between the St. George Ferry Terminal from the Municipal Parking Lot at Hyatt Street and Central Avenue on Staten Island. The shuttle van picks up morning commuters from the municipal lot and drops them off at the ferry terminal and in the evenings saving commuters from making the uphill trek back to the parking lot. The new van service provides convenience to commuters who want to take advantage of the municipal lot's lower parking fees.

In Fiscal 1998 the Department is continuing to upgrade the infrastructure that supports the New York Harbor's rapidly expanding ferry system. New initiatives are intended to address deficiencies in existing facilities, open new areas of the waterfront to ferry service, and better integrate the ferry system into New York's intermodal transportation network. Working in conjunction with the Economic Development Corporation (EDC), the Department bid out construction contracts for the rehabilitation of the substructure of North River Pier 79 at West 39th Street. Construction is expected to be completed by the end of Fiscal 1998. Also scheduled for Fiscal 1998 are the opening of the East 75th Street ferry landing in Manhattan, and initial design work for an upgraded facility at Slip 5 of the Battery Maritime Building in Manhattan and a restored ferry landing at the 69th Street Pier in Brooklyn. Improvements to the East 34th Street ferry landing will continue while DOT and the Port Authority begin a major capital upgrade of the landing, expected to break ground in the second half of the Fiscal 1998. In addition, the Port Authority has selected New York Waterway to develop a new high speed ferry route, which will serve both airport passengers and commuters between Manhattan and LaGuardia Airport. Service on this route is scheduled to begin in Fiscal 1999.

SANITATION

Street Cleaning. 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. As documented in the Fiscal 1997 Mayor's Management Report, DOS has attained the highest street cleanliness levels ever recorded in New York

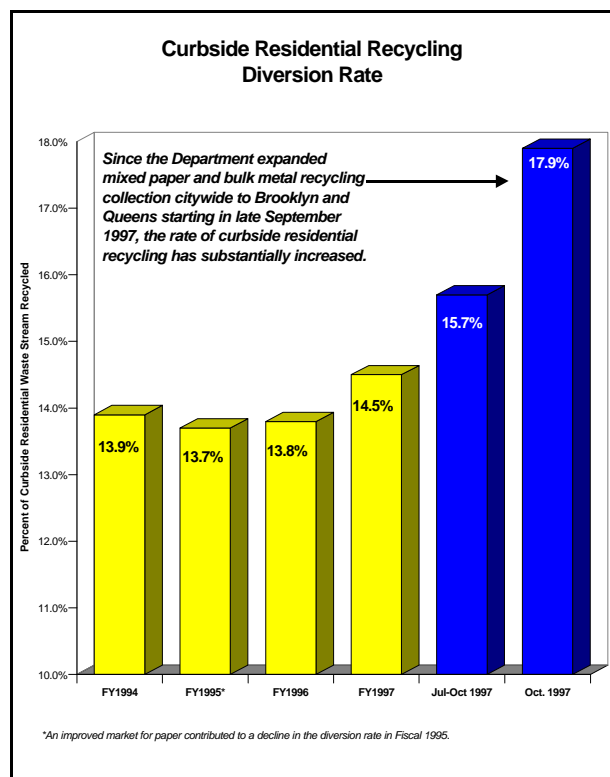
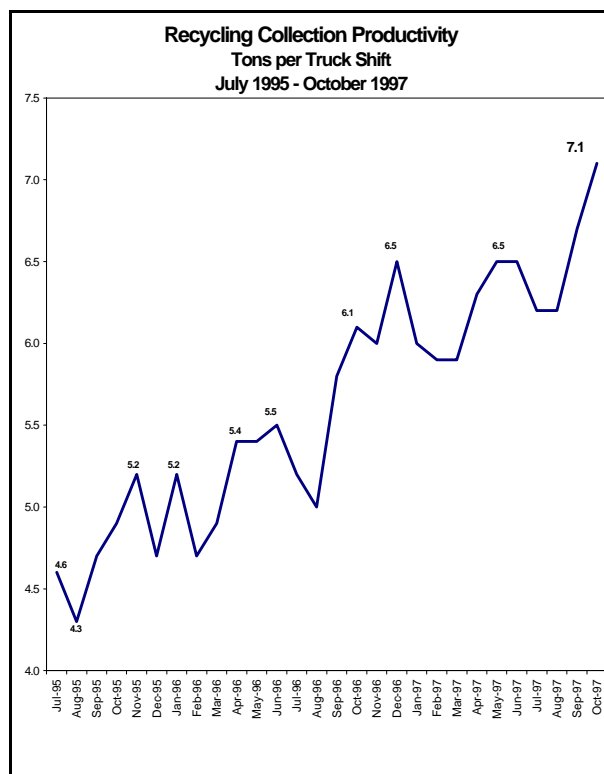
City through better coordination of cleaning efforts with the New York City Housing Authority (NYCHA), the Department of Transportation (DOT), and the Department of Housing Preservation and Development (HPD), as well as other agencies at all government levels; a cooperative relationship with community residents and merchants; frequent

discussion with DOS Borough Office staff, coupled with on-site visits by Department headquarters personnel, to assess local conditions and plan cleaning efforts; and the assignment of Work Experience Program (WEP) participants to street cleaning duties, currently averaging over 600 participants per working day. The management of these efforts and the deployment of resources are shaped by frequent review of Scorecard street ratings in chronically low-scoring areas.

In Fiscal 1998 the Department set itself the task of maintaining Scorecard results within the unprecedented high range reached for the average of Fiscal 1997: a citywide average rating of 80 percent or higher; none of the 59 Sanitation Districts rated less than clean (67 percent acceptably clean or better); and none of the 227 Sanitation Sections rated less than marginal (50 percent acceptably clean or better). As shown in the four accompanying charts, DOS has met and exceeded these goals during the first half of the fiscal year. The average citywide rating for July-December 1997 was 84.0 percent, the cleanest result for these months in over 23 years of ratings; and the second quarter of Fiscal 1998 was the cleanest quarter on record, averaging 85.6 percent. All 59 Districts averaged clean for the six-month period, compared with 56 Districts for the first half of Fiscal 1997; and no Sanitation Sections were rated less than 50 percent acceptably clean for the first of Fiscal 1997 or of Fiscal 1998. By

contrast, 41 sections were rated less than 50 percent in the first half of Fiscal 1996.

Collection Productivity. During the first four months of Fiscal 1998 DOS collected a citywide average of 6.6 tons of recyclables per-truck-shift, compared to 5.5 tons per-truck-shift during the same period in Fiscal 1997. The accompanying chart of monthly figures depicts the sharp rise in recycling collection productivity over the past two years, from 4.6 tons per shift in July 1995 to a record 7.1 tons per shift in October 1997. This increase is attributable to three initiatives: the expansion of the City's residential recycling program to include mixed paper and bulk metals; the conversion of 33 districts in the Bronx, Brooklyn,



and Manhattan to an alternate week collection schedule in September 1996; and the January 1997 introduction of dual-bin trucks in five Queens districts. Unlike conventional trucks, dual-bin vehicles permit simultaneous collection of metal, glass, plastic, and paper.

Recycling. During July-October 1997 the City continued to make progress in recycling more of the City's waste stream. As shown in the accompanying chart, the percent of curbside residential collections that were recycled rose from 14.5 percent in Fiscal 1997 to 15.7 percent for the first four months of Fiscal 1998, and is projected to reach 17.2 percent at the end of Fiscal 1998. Some of the City's recycling initiatives are discussed

below; in addition, progress in the City's initiative to close the Fresh Kills landfill is reviewed in this Volume's section on managing mandated services.

In April 1997 the City officially resumed the mixed paper and bulk metal recycling program expansion in Staten Island and the Bronx and expanded the program to Manhattan. On September 29, 1997, the mixed paper and bulk metal residential recycling effort became citywide with its expansion to Brooklyn and Queens. This program, which began in Fiscal 1996 as a demonstration pilot, has increased the recycling diversion rate in both Staten Island and the Bronx by 25 percent. In Manhattan, expansion of the mixed paper and bulk metal program starting in April increased the recycling rate of paper, metal, glass, and plastic by 21 percent; five Manhattan districts with alternate-week recycling collection experienced a 22 percent increase in their recycling rate. The introduction of mixed paper and bulk metal recycling increased the recycling rate in all 33 districts converted to alternate week collection in September 1996 by 21 percent. The last phase of the citywide expansion of mixed paper and bulk metal recycling collection increased the residential recycling rate by 29 percent in Brooklyn and 36 percent in Queens in October and November 1997.

The Department has implemented a media campaign to introduce Brooklyn and Queens to the mixed paper/bulk metal recycling program. The media campaign placed over 640 posters at bus shelters, subway stations, and selected storefronts. In addition, print advertisements were run in local papers and real estate publications, and over 1,000 advertisements were placed on local cable television stations. The Department also updated its page on NYC LINK, the official New York City web site, to include information about the program expansion, and sent public education mailings to all Queens and Brooklyn landlords and residents.

To build on momentum created by the Brooklyn/Queens recycling expansion advertising, a citywide media campaign was launched in October 1997 that ran through the end of November and consisted of numerous print ads, radio spots, cable television spots, local television broadcast spots and bus shelter ads. The ads provided information on the entire range of recyclables collected at curbside, with special emphasis on mixed paper/bulk metal materials.

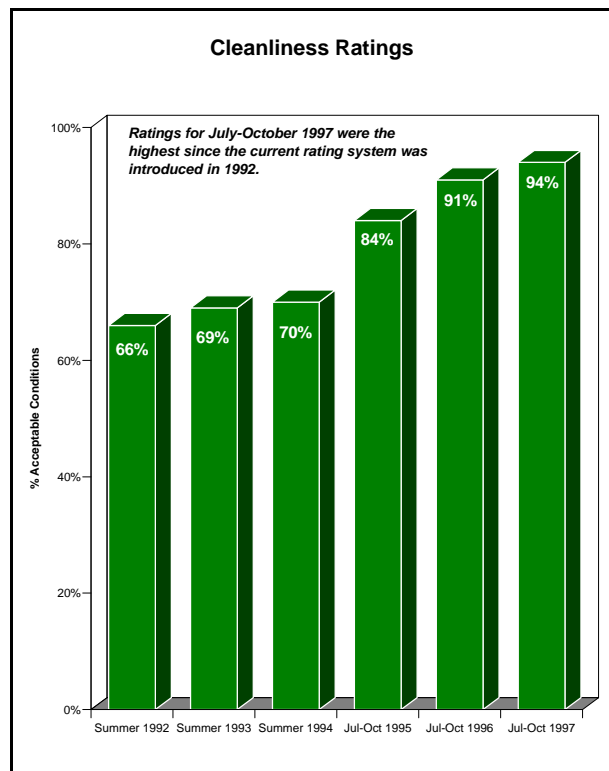
In addition to the media campaign, the Department's five-member recycling outreach staff attended or held approximately 200 meetings,

presenting the City's recycling program to audiences including elected officials, community boards, school principals and janitors, City-wide Recycling and Solid Waste Advisory Boards, local institutions, real estate groups, tenant associations, and other community organizations.

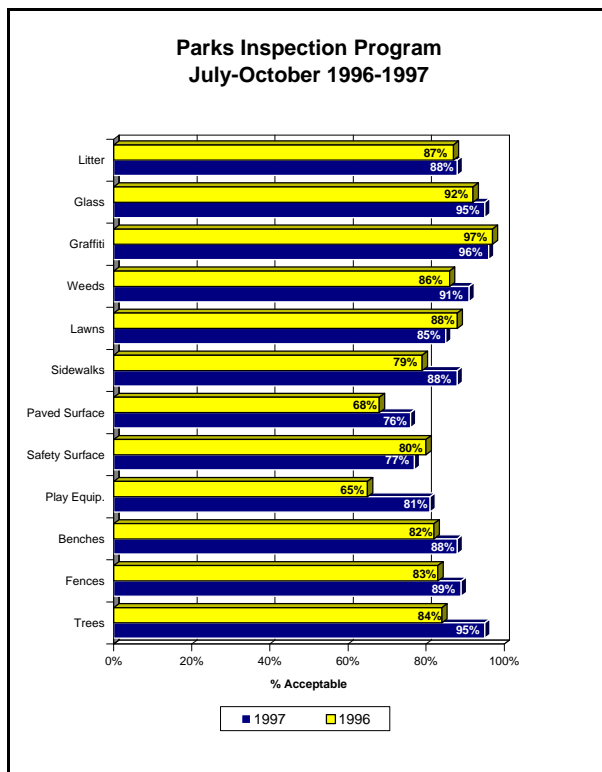
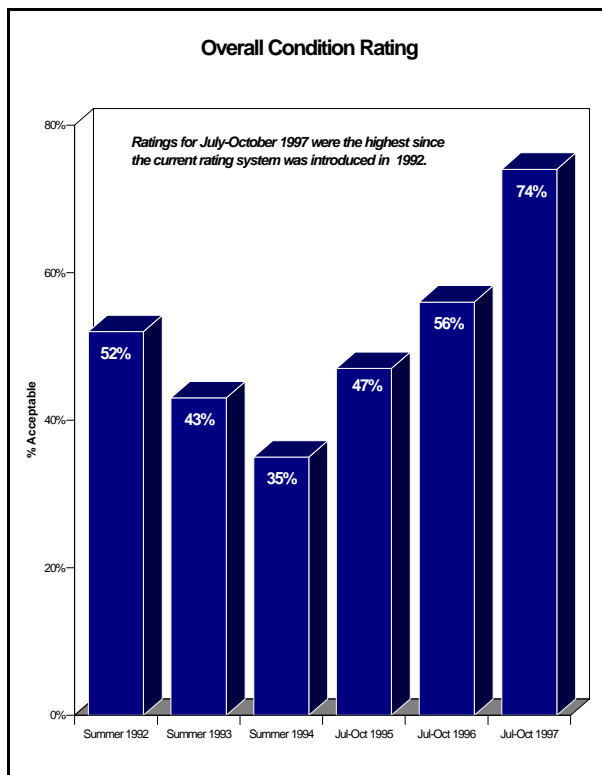
In January 1998 DOS initiated a pilot program that will provide weekly recycling collection in three districts receiving alternate week recycling collection: Queens Districts 1 and 2, and Brooklyn District 18. Residents in those districts were notified of the change in collection through door-to-door distributions of flyers by Work Experience Program participants, print media, and NYC LINK. The Department will monitor the program to determine if weekly recycling collection increases the recycling rate.

PARKS AND RECREATION

As shown in three accompanying charts, the physical state of the City's parks and playgrounds are the best since the current system of condition ratings was introduced in 1992, and conditions continue to improve in Fiscal 1998. 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, who travel to City parks, playgrounds, gardens, and sitting areas to determine their cleanliness. In the first four months of Fiscal 1998 DPR performed 970 evaluations, compared to 913 evaluations performed during the

same period in Fiscal 1997. During the first four months of Fiscal 1998 the percentage of park sites rated acceptably clean increased to 94 percent, compared with 91 percent during the same period in Fiscal 1997. Also during the reporting period, 91 percent of park sites were rated acceptably clean for weeds, compared with a rating of 86 percent during the same period in Fiscal 1997. The Department attributes improvements in the cleanliness and overall appearance of parks properties in part to its Work Experience Program (WEP) participants, who perform basic tasks such as removing debris and raking leaves.

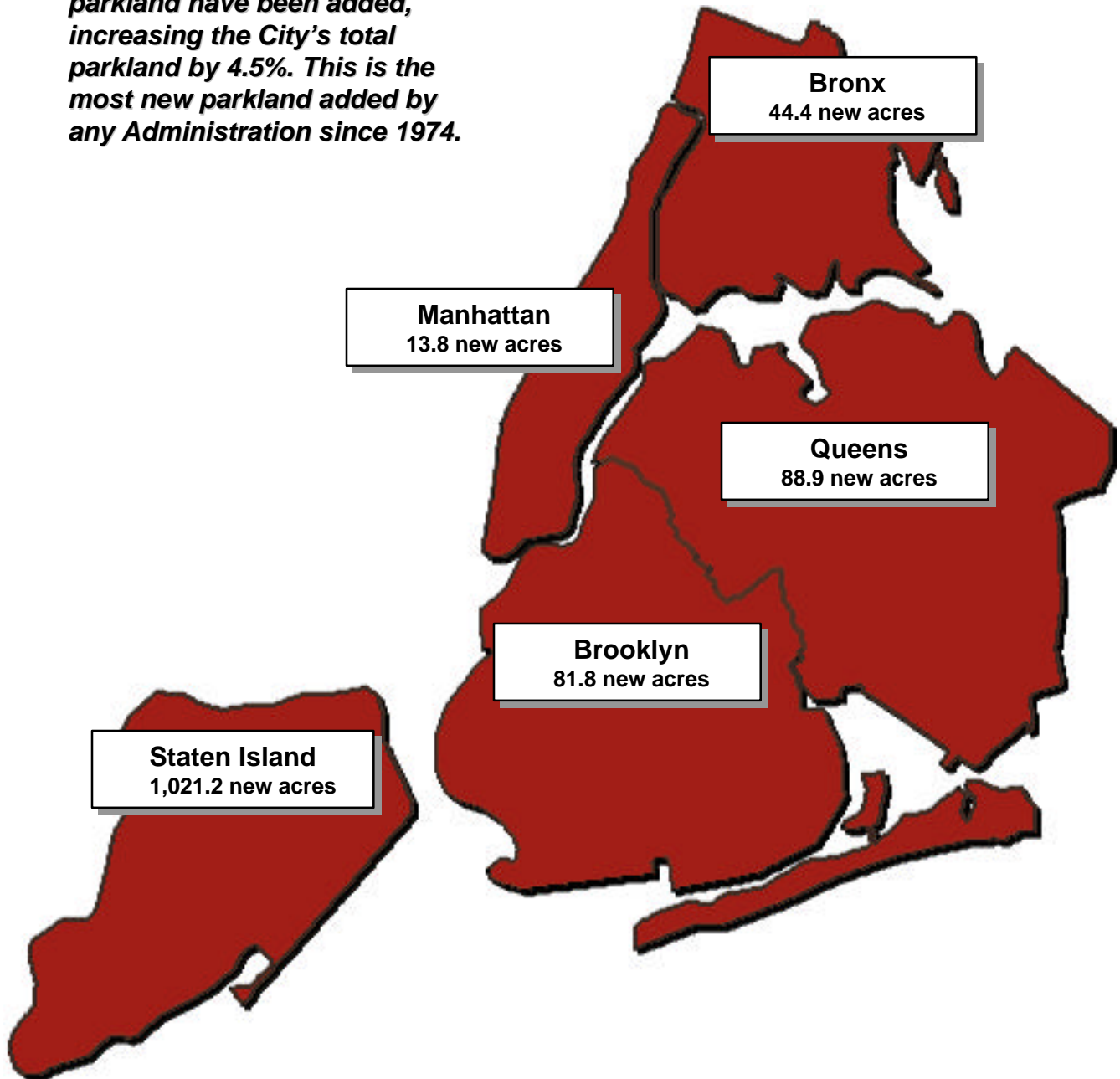
The overall condition rating is compiled by inspectors who make random visits to selected sites, then determine conditions based on 12 factors: the five cleanliness elements mentioned above, plus the condition of sidewalks, paved and safety surfaces, play equipment, benches, fences, and trees. If three or more of the twelve are rated unacceptable based on a set of predetermined criteria, or if one condition is judged a safety hazard, the entire site fails the inspection. In the first four months of Fiscal 1998 74 percent of park sites were rated acceptable, compared with 56 percent during the same period in Fiscal 1997. The acceptability rating for play equipment increased to 81 percent during the first four months of Fiscal 1998, compared with 65 percent in Fiscal 1997. Also during the reporting period, DPR's acceptability ratings for sidewalks increased to 88 percent, compared with 79 percent in the first four months of Fiscal 1997. Improved overall conditions can be attributed to significant increases in the capital budget, as well as to the Department's use of requirements contracts for capitolly eligible renovations of parks and playgrounds. These contracts allow DPR to correct more unacceptable structural conditions such as damaged play equipment, pavement, benches, or fences.

During the first four months of Fiscal 1998, DPR added 451.1 acres of parkland to the City's parks, compared to 239.2 acres added during all of Fiscal 1997. Three acres were added in the Bronx, including 1.3 acres for the new Hoe Avenue Tennis Courts; 3.8 acres were added in Brooklyn, including 1.8 acres for new the Grand Ferry Park and one acre added to the Coney Island Boardwalk; 6.6 acres were added in Manhattan, including 5.4 acres for the new Sherman Creek Wetlands; and 437.7 acres were added in Staten Island, including 156 acres for the new Staten Island Industrial Park, 107.2 acres for the new Mariner's Marsh Park, 47

Department of Parks and Recreation

New Parkland Fiscal 1994-1998*

Since the start of Fiscal 1994, 1,250.1 total new acres of parkland have been added, increasing the City's total parkland by 4.5%. This is the most new parkland added by any Administration since 1974.



acres added to the Great Kills Park, and 46.5 acres added to the Blue Heron Park. The accompanying map shows the distribution of new and expanded parks in each borough from the beginning of Fiscal 1994 to January 1998; a total of 1,250 acres of parkland has been added during this period.

Under the Department's Greenstreets Program, developed in Calendar 1986 and significantly expanded in Calendar 1996, DPR converts paved triangles, traffic islands, and striped pavement areas into green spaces by removing the concrete and asphalt at these sites and planting trees, shrubs, and flowers. During Fiscal 1998 DPR will complete work at 100 sites, 15 of which were completed during the reporting period. From the expansion of the program in 1996 until December 1997, DPR has converted a total of 51 sites in the Bronx, 64 in Brooklyn, 26 in Manhattan, 52 in Queens, and 56 in Staten Island.

MAYOR'S ANTI-GRAFFITI TASK FORCE

The "Broken Windows" thesis – that unaddressed disorder is a sign that no one cares and actually invites further disorder -- has been a cornerstone of the Mayor's governing and crimefighting strategies. Citing this thesis, on July 11, 1995 Mayor Giuliani signed Executive No. 24, formally establishing the Mayor's Anti-Graffiti Task Force as a vital part of the Administration's effort to improve the quality of life for all New Yorkers. The specific objectives of Executive Order No. 24 are to bring together City resources to mount a concerted and coordinated effort for the purposes of enforcing existing local laws; developing new legislative initiatives; initiating mechanisms to encourage and aid in the clean-up of graffiti; and informing the public about the negative impact of graffiti, such as the millions of dollars spent yearly on clean-up costs.

The task force includes representatives of the Mayor's Office, including the Office of Operations and the Community Assistance Unit (CAU); the departments of Consumer Affairs, Business Services, Cultural Affairs, Environmental Protection, 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. CAU administers the Mayor's Paint Program, which supplies paint and related supplies to community organizations participating in graffiti clean-ups. In Calendar 1997, the program's second year of operation, the Mayor's Paint Program arranged for the donation of approximately 1,500 gallons paint as well as over 7,000 rollers, drop cloths and other supplies.

The Task Force has evolved into a truly comprehensive multi-agency approach to a citywide quality of life issue. Some of the accomplishments of Task Force members are outlined below; unless otherwise noted, these achievements occurred during Calendar 1997.

Department of Business Services. The Department participates in the citywide anti-graffiti effort through its role in coordinating and assisting the activities of Business Improvement Districts, Local Development Corporations, and merchant associations throughout the City. A total of 27 organizations participated in anti-graffiti projects during Calendar 1997; these organizations may participate in special clean-up projects in vulnerable, visible neighborhood locations, as well as mounting regular periodic clean-up efforts. The Department coordinates the Community Service Anti-Graffiti Roll Down Gate Painting Project, which painted over graffiti on over 1,100 roll down gates from Fall 1996 through Fall 1997.

Department of Cultural Affairs. The Department focuses on education and outreach through the arts to help citizens – especially youth – form new attitudes about the use of our public spaces. A total of 70 teachers and over 2,500 public school students participated in the 1996/1997 Carcard Program, which promotes respect for public spaces by encouraging students to create art works based on neighborhood themes. In addition, since 1995 Mayor Giuliani and the Department, in conjunction with the Art Teachers Association of the United Federation of Teachers, have sponsored two orientation seminars each year for art teachers promoting respect for public spaces. This year's orientations are hosted by the Museum of the City of New York.

Department of Citywide Administrative Services. As part of its mission to operate and maintain City-managed office buildings and courthouses, the Department cleaned 51,000 square feet of graffiti from public buildings during Calendar 1997. These efforts included clean-up of the New York City Ferry Terminal in downtown

Manhattan, as well as the Municipal Building and Manhattan Criminal Court, the Bergen Building in the Bronx, Brooklyn Appellate Court, Queens Borough Hall, and Staten Island Supreme Court.

Department of Environmental Protection. During Calendar 1997 and early Calendar 1998 the Department has cleaned 1,765 square feet of graffiti, including five of the City's sewage pumping stations and one wastewater pollution control plant.

Fire Department. In Fiscal 1997 the Department removed graffiti from seven firehouses and distributed 50 gallons of paint to community groups for removal of graffiti from fire alarm boxes. In addition, a lesson about graffiti has been added to the teachers' fire safety handbook prepared by the Department and published by the Board of Education. The lesson is designed to educate students about the effects of graffiti on neighborhoods, including their susceptibility to more serious crimes such as arson.

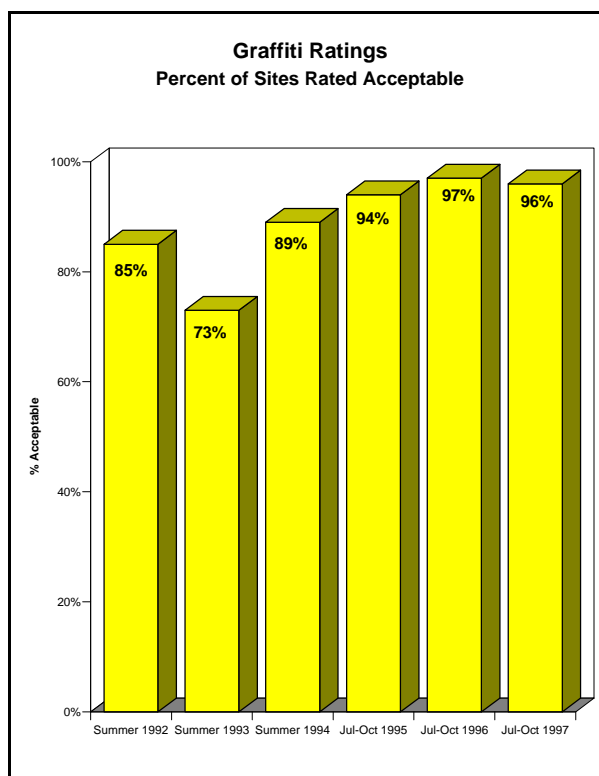
Department of Housing Preservation and Development. The first phase of the Department's anti-graffiti pilot program cleaned graffiti from nine City-owned residential buildings in Calendar 1997. In addition, the Department's Support Work Group (SWG) program painted over graffiti on 27 HPD-managed buildings and eradicated graffiti from 238 public hallways.

New York City Housing Authority. During July and August 1997 art consultants worked with 500 children at Authority community centers to create 60 murals depicting their neighborhood in the year 2000, as a means of promoting positive outlets for creative expression. This project resulted in the publication of a 1998 Graffiti Alternatives "NYCHA 2000" calendar and individualized postcards from the 33 community centers that participated. The Authority is also taking aggressive steps to eradicate existing graffiti in its developments, and has expanded its pilot anti-graffiti program, in collaboration with the Police Department, to 51 developments. During Calendar 1997 over 1,900 community service workers performed Authority-supervised graffiti clean-ups. To maximize this resource, the Authority has established alternative sentencing arrangements with District Attorneys in the five boroughs, whereby probationers remove graffiti from Authority property.

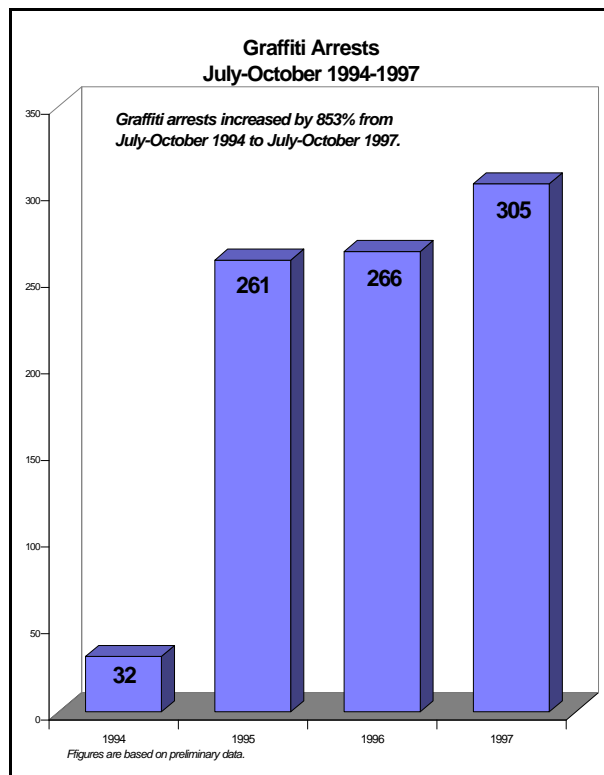
New York City Transit Authority. In Calendar 1997 the Authority cleaned approximately 145,000 graffiti "hits" from its subways and buses, and

continues to maintain a virtually graffiti-free transit system. Like the Department of Sanitation's success in eliminating graffiti from sanitation trucks, the Transit Authority's achievements against graffiti have brought about a basic change in the City's urban landscape.

Department of Parks and Recreation. As shown in the accompanying chart, the Department continues to keep parks and playgrounds almost entirely free of unacceptable graffiti conditions. The Department's graffiti rating was 97 percent acceptable in the first four months of Fiscal 1997 and 96 percent acceptable in the same months of Fiscal 1998, an insignificant change in statistical terms, indicating that average conditions were unchanged. By comparison, parks facilities were rated only 73 percent acceptable for graffiti in Summer 1993.



New York City Police Department. The accompanying chart shows the continued intensification of enforcement efforts against this quality of life problem; graffiti arrests increased from only 32 during the period July-October 1994 to 305 in the same months of 1997, and totaled 1,530 for all of Calendar 1997. Three NYPD units fight graffiti: the Citywide Anti-Graffiti Vandalism Squad, which made 327 graffiti-related arrests during Calendar 1997; the Transit Vandal Squad, which made 219 graffiti arrests; and the Housing Vandalism Unit,



which made 74 graffiti arrests. The Anti-Graffiti Vandal Squad has also helped the Department develop innovative methods of recognizing and monitoring gang “tags” encoded in graffiti, thus assisting in enforcement efforts against both graffiti and more serious crime. To aid the Anti-Graffiti Vandal Squad, the NYPD Graffiti Hotline (212-374-5914) was established to allow persons to report graffiti in progress.

Department of Probation. The Department’s Community Service Unit has become a mainstay of citywide anti-graffiti efforts by supervising the activities of probationers in performing graffiti clean-ups in many communities. Over 2,700 sites were cleaned in Calendar 1997, including approximately 2,400 roll down gates (a major graffiti target affecting the overall appearance of commercial strips). On Knickerbocker Avenue in Brooklyn’s Bushwick area, the unit has supervised the cleaning of 250 gates on 170 stores. Other clean-up projects include the Park Row exit on the Manhattan side of the Brooklyn Bridge, the Bushwick Senior Citizens Center (in collaboration with the Greater Ridgewood Restoration Corporation), the four-block-long wall surrounding Visitation Monastery in Bay Ridge, and the Concourse Day Care Center in the Bronx.

Department of Sanitation. In the past two years, Sanitation vehicles have been made virtually graffiti-free by an intensive clean-up followed by

treatment with a special graffiti-resistant coating. The Department is also an important source of expertise as well as on-loan equipment and manpower to other agencies and organizations. In Calendar 1997 the Department cleaned graffiti from 15 Health and Hospitals Corporation buildings, 3 firehouses, two NYPD precinct houses, 25 sanitation garages, and sidewalks in Flushing, Queens.

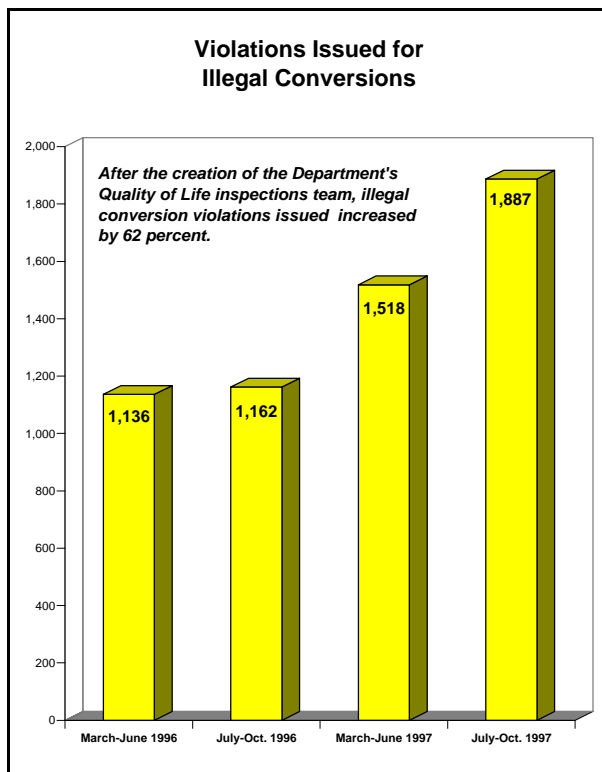
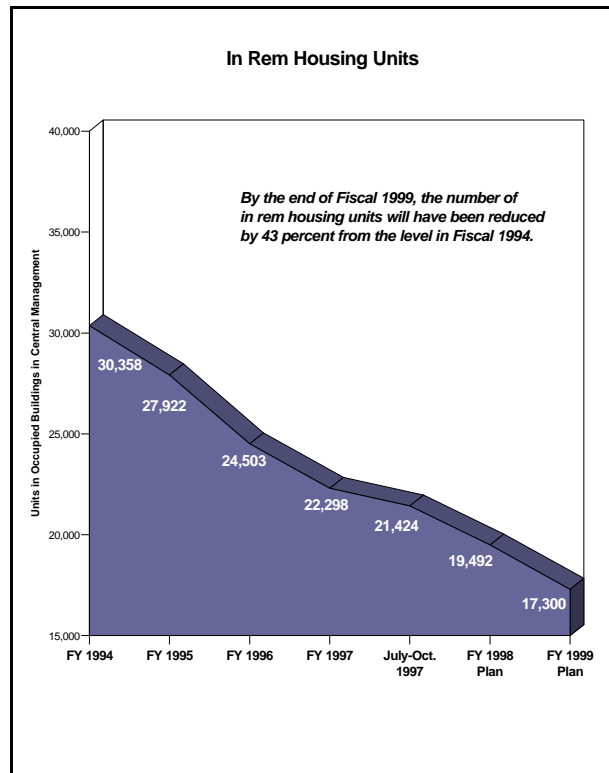
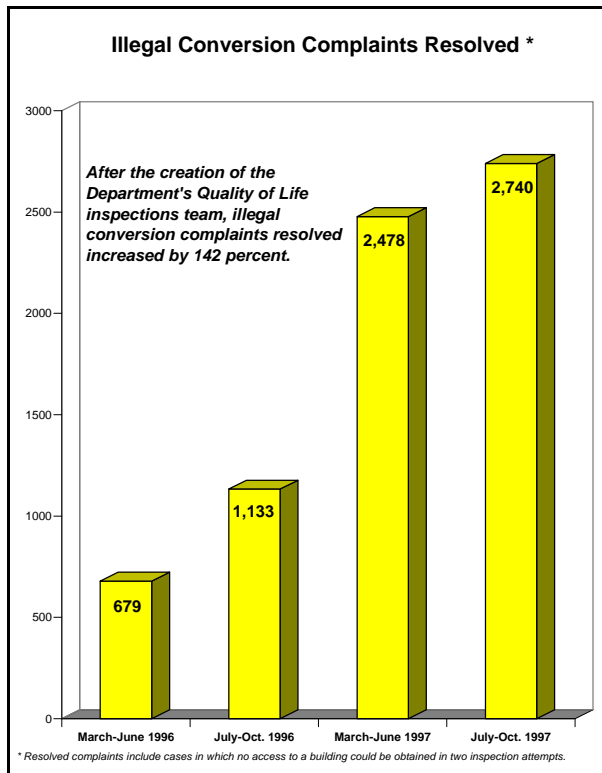
Department of Transportation. In Calendar 1997 the Department increased its anti-graffiti program to cover 24 of the City’s arterial highways. Since July 1994 the Department has eradicated 21.5 million square feet of graffiti, including 3.4 million square feet during the first six months of Fiscal 1998.

CITYWIDE STREET FURNITURE FRANCHISE

In accordance with the Mayor’s streetscape initiative for a coordinated citywide street furniture franchise, designed to improve the quality of life on the City’s sidewalks, the Department is evaluating proposals submitted in response to an RFP released in January 1997. The RFP sought a contractor to construct, install, and maintain up to 3,500 bus stop shelters, 500 sidewalk newsstands, and 100 automatic public toilets; computer information terminals and possibly litter receptacles. Revenue from advertising on the structures should enable the franchise to be self-supporting and generate revenue.

HOUSING

Illegal Conversions. The quality of life in our residential communities can be harmed by illegal subdivisions of one- and two-family homes to create extra rentals. 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. In March 1997 the Department of Buildings (DOB) formed a Quality of Life Team by hiring additional inspectors 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. As shown in the accompanying charts, from its inception to the end of Fiscal 1997 the Quality of Life Team resolved 2,478 complaints, and has resolved an additional 2,740 in the first four



Anti-Abandonment Strategy. 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 the first four months of Fiscal 1998 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.

In Fiscal 1997 the City initiated several changes to eliminate the cycle of abandonment and City ownership of residential properties, including its Tax Lien Sale Program, in which DOF sells tax liens in bulk to a trust, which in turn attempts to collect outstanding debts, eliminating the need for in rem foreclosure. Before each tax lien sale, HPD's Building Evaluation Unit (BEU) reviews the list of residential properties to be sold, advising DOF to exclude those buildings that are deemed to be distressed. Also in Fiscal 1997, HPD implemented the Early Warning System (EWS), a computerized model that analyzes data such as tax arrears, outstanding housing and building code violations, mortgage debt, and emergency repair charges, in order to assign each building an abandonment risk indicator. In June 1997 EWS was used to generate the first Citywide distressed building list, which helps to identify at-risk buildings. During the first four months of Fiscal 1998 HPD and its EWS consultants reviewed the predictive capabilities of

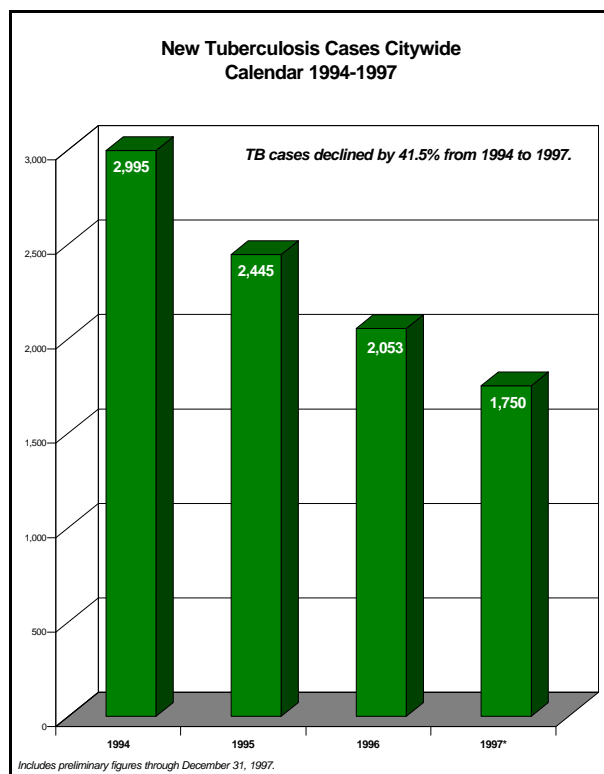
months of Fiscal 1998; in addition, the Team issued 1,887 violations during July-October 1997, 24 percent than during the same months of the previous year. The number of Team employees was increased to 20 by the end of October 1997, and will reach 29 by the end of Fiscal 1998.

the system by reviewing the EWS scores of properties in a Bronx pilot area to determine if they coincided with the likelihood that an owner's property would be foreclosed. By comparing the EWS scores to actual circumstances, the Department will be able to further evaluate the overall usefulness of the EWS formula.

Lead-Based Paint Hazard Reduction. In 1994 the Department of Housing and Urban Development (HUD) awarded HPD and the Department of Health a \$6.7 million grant through its Lead-Based Paint Hazard-Reduction program. To date, lead-hazard reduction has been completed in 515 units in privately-owned buildings. The remaining funds will be used to identify lead risks and complete treatment in an additional 224 units, bringing the total number of units completed to 739 by December 1998. This figure is higher than expected due to an extension granted by HUD which will allow the Department to identify more units with lead risks and complete more lead-hazard reductions before the end of Calendar 1998.

PUBLIC HEALTH

Tuberculosis. As shown in the accompanying chart, new cases of tuberculosis (TB) in the City continue to decrease, from 2,053 cases in Calendar 1996 to 1,750 cases during Calendar 1997. The percentage of patients with multiple drug resistant



TB (MDR-TB) has decreased by 81 percent between Calendar 1993 and Calendar 1997. The reduction is attributed in part to the Department of Health's (DOH) continued use of Directly Observed Therapy as part of the City's disease control efforts.

In 1996, 46.5 percent of patients with TB treated and monitored by the Department were born outside of the United States, an increase of 11.2 percent from 1995. DOH continues to aggressively seek multilingual employees in order to address the non-English speaking TB population. In recent staff development classes, over 90 percent of new employees were fluent in more than one language.

Influenza. In preparation for the influenza season, DOH conducted its Influenza Outreach Program from October through December 1997. A total of 272 facilities that serve a large number of seniors, including senior centers, churches, and community organizations, participated in the program. DOH collaborated with the Department for the Aging (DFTA), the federal Administration on Aging, Medicare, and a large insurance carrier to conduct program outreach. DFTA and Medicare provided the Department's Influenza Outreach Program schedule to their hotline callers. The Department also held two flu shot clinics for City employees at its headquarters.

Pest Control. DOH continues to coordinate the interagency Comprehensive Pest Control Initiative begun in August 1997 in conjunction with the Mayor's Office of Emergency Management. The Department is conducting comprehensive inspection, extermination, and cleaning, as needed, in each Community District identified as having the greatest need for abatement. DOH is focusing its efforts on 8 Districts in Phase I: three in the Bronx, two in Brooklyn, and one each in Manhattan, Queens, and Staten Island. Phase II is scheduled to begin in February 1998 and will cover nine additional community districts. As part of this initiative, the Department will clean and exterminate the private properties of owners who fail to comply with the Department's orders to abate, subsequently fining and billing the property owner for the costs of exterminating and cleaning. The Department of Sanitation has been working with DOH to coordinate the pickup of bagged rubbish at sites that have been cleaned by the Department, and to clean private vacant lots referred to them by the DOH.

Health Insurance Purchasing Alliance. The City will be offering seed money to help a private organization establish a health insurance

purchasing alliance for small businesses. This citywide purchasing alliance will make it easier for employers in businesses with up to 49 employees to offer their employees quality health insurance. It will expand the choice of doctors by offering each

employee multiple health plans, and will help ensure quality through the standardization of benefits packages, providing easier comparisons and more competition between plans.

MANAGING THE WORKFORCE

The City's ability to balance its budget without hampering 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; 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 effectively manage the workforce through redeployment and early retirement programs, reform of Civil Service titles and administration, and agency restructuring. In addition, agency managers continue to regulate the use of overtime and absence in order to control costs while securing important service enhancements.

DOWNSIZING AND PERSONNEL ADMINISTRATION

Over the course of the Administration's first term, City-funded staffing levels were significantly reduced without resorting to layoffs, through severance, attrition, early retirement, and redeployment. The full-time, City-funded headcount was 203,799 at the end of November 1997, representing a reduction of over 19,000 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, the transfer of the Emergency Medical Service from the Health and Hospitals Corporation to the Fire Department, and the reclassification of water and sewer positions.

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. The Department will continue to provide skills training as needed to qualify employees for available citywide positions through redeployment.

DCAS also continues to reduce the number of competitive titles through consolidation, elimination, and broadbanding. The Department reduced a total of 19 competitive titles in Fiscal 1997. Changes include 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, the Department broadbanded the Public Health Sanitarian Trainee title 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.

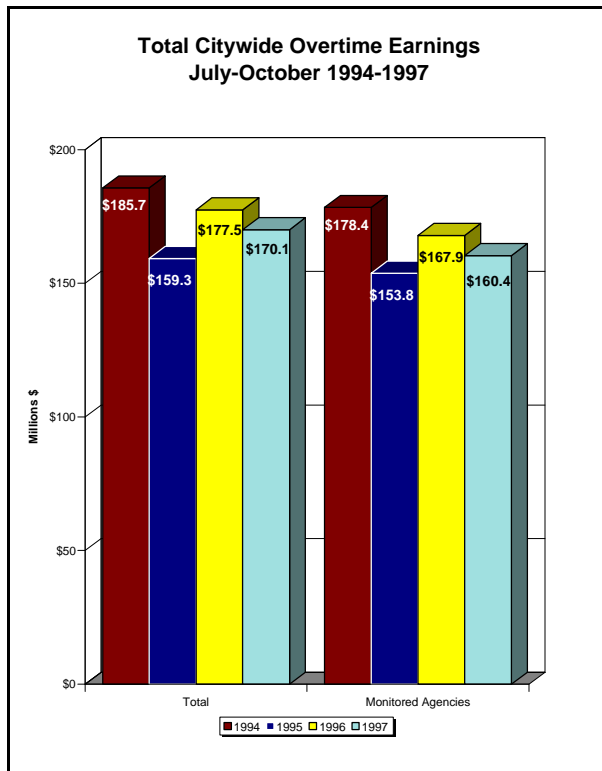
The citywide Equal Employment Opportunity (EEO) policy, which went into effect in July 1996, requires agencies to report annually to DCAS on plans to remove barriers to equal employment and training efforts for new and existing employees, as well as to provide accurate documentation of workforce composition. During Fiscal 1997 the Office of Citywide Equal Employment Opportunity provided 81 EEO training sessions to 1,675 employees; staff monitored mayoral agencies' compliance with the new EEO policy through 38 on-site visits and 152 desk and complaint file reviews, completing its initial round of monitoring of all mayoral agencies. By mid-Fiscal 1997 the Office had 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, and will implement plans in Fiscal 1998. Also in Fiscal 1997, DCAS completed a series of briefing sessions on the new EEO policy for the executive staff of all mayoral agencies.

EARNED OVERTIME AND ABSENSE CONTROL

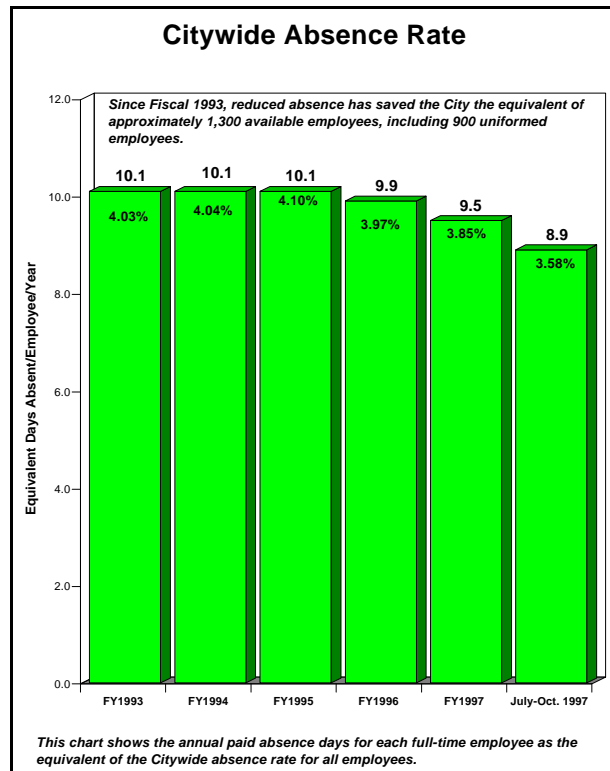
As provided for by Mayoral Directive 94-3, issued in September 1994, the Mayor's Office of Operations and the Office of Management and Budget closely monitor the agencies accounting for the bulk of the City's total earned overtime. In Fiscal 1998 the ten monitored overtime agencies, with overtime earnings representing 94 percent of Total City overtime spending, are 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).

million in the first four months of Fiscal 1997. Overtime earnings for the uniformed agencies (Police, Fire, Correction, and Sanitation) were \$117.1 million in the first four months of Fiscal 1998, compared with \$127.8 million in the first four months of Fiscal 1997.

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 on the use of overtime and 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 accompanying chart shows trends in overtime earnings citywide, and for these ten agencies. Total City overtime earnings in the first four months of Fiscal 1998 decreased to \$170.1 million, a reduction of \$7.4 million, or four percent, compared with the \$177.5 million earned in the first four months of Fiscal 1997. Total City overtime earnings include overtime expenditures of all agencies on the Payroll Management System and the Health and Hospitals Corporation. Total monitored agency overtime earnings in the first four months of Fiscal 1998 were \$160.4 million, compared with \$167.9



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 the first four months of Fiscal 1998 the City continued to demonstrate success in reducing absence rates.

The citywide absence rate includes paid sick leave for all employees and Workers' Compensation for civilian employees. As shown in the accompanying chart, the citywide absence rate decreased to 3.58 percent (equivalent to 8.9 days of annual absence) in the first four months of Fiscal 1998, compared with 3.85 percent (9.5 days) in the first four months of Fiscal 1997. Since Fiscal 1993, reduced absence has saved the City the equivalent of 1,300 available full-time employees.

The decreases seen during the reporting period reflect reduced absence rates among the City's twelve large civilian workforces, the majority of which had lower absence rates in the first four months of Fiscal 1998. Two agencies, the Police

and Fire Departments, introduced improved absence management programs and reduced the high absence rates of their large civilian Traffic Enforcement and Emergency Medical Service staffs, respectively, thus helping to reduce the City's overall rate. The reductions thus reflect the overall management improvements resulting from the mergers affecting these agencies. The citywide civilian absence rate declined from 4.59 percent for Fiscal 1997 to 4.19 percent for the first four months of Fiscal 1998. The absence rate for the City's uniformed employees also declined, from 4.69 percent in Fiscal 1997 to 4.66 for the first four months of Fiscal 1998.

ECONOMIC DEVELOPMENT

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 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, also aid economic development. In addition, City agencies continue to advance public/private initiatives allowing government to improve service operations while controlling costs.

In November 1997 a leading business publication evaluated North American cities and ranked New York as the most improved city for business in 1997. The magazine cited many of the Administration's accomplishments, such as the dramatic decline in New York City's crime rate, the improved quality of life, and business-friendly policies and programs as key factors in earning the top ranking. The City's ability to reverse years of job decline and retain businesses received special note. New York's impressive growth in a wide range of industries, including tourism, film, and television production, as well as its streamlined permit process and improved relations with labor unions, were also featured.

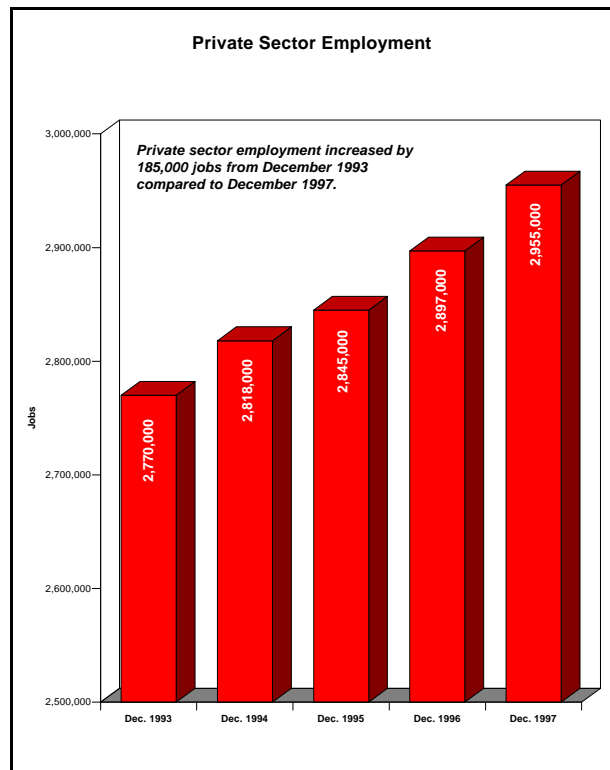
CITY GOVERNMENT AND THE ECONOMY

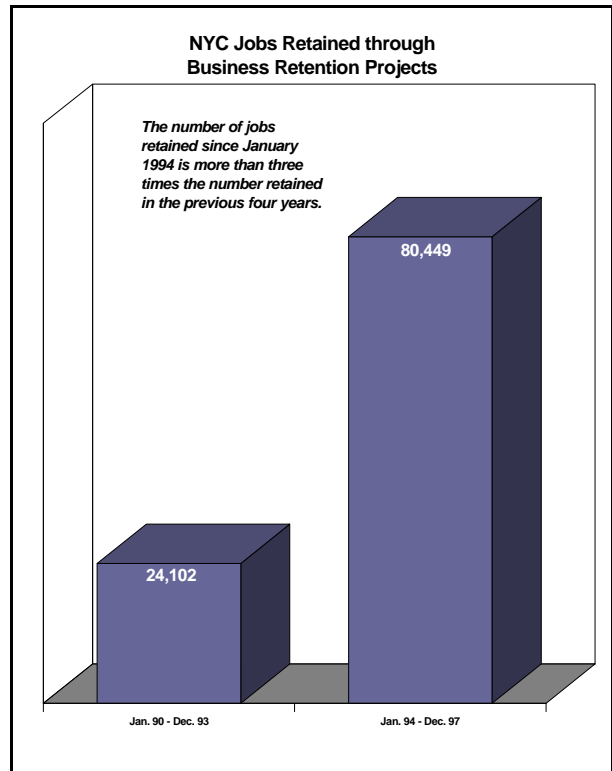
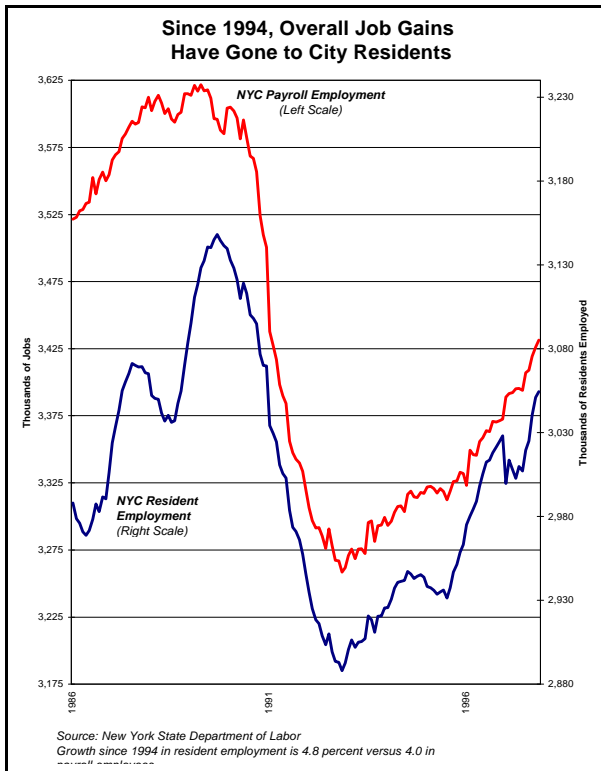
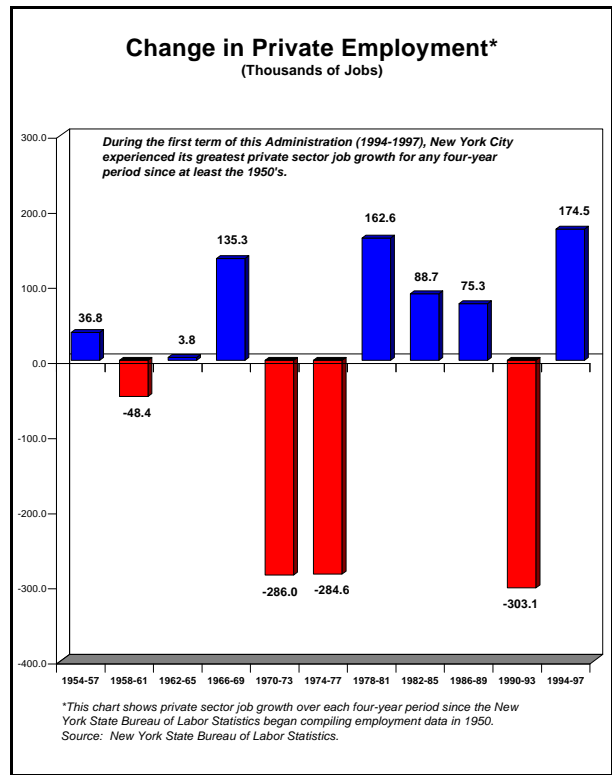
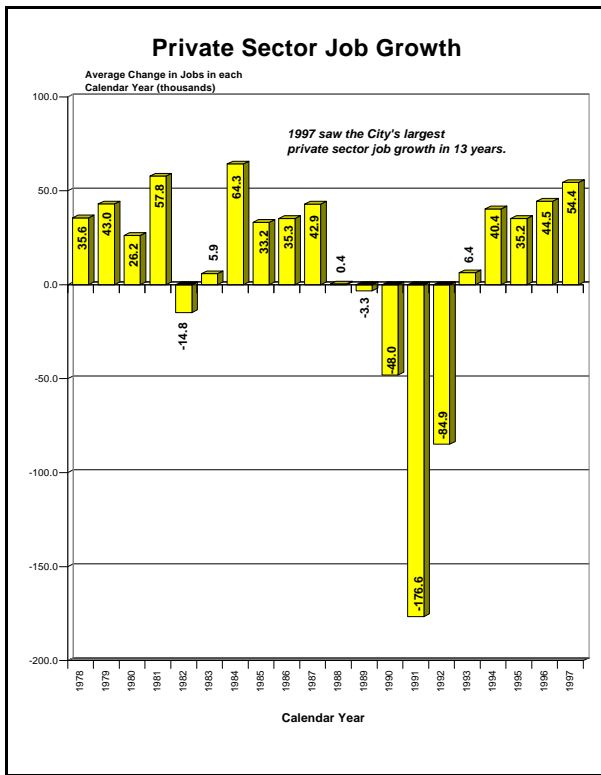
EMPLOYMENT

The growth of private sector employment continued through the first months of Fiscal 1998. As shown in the accompanying charts, employment in the private sector reached approximately 2.96 million jobs at the end of December 1997, an increase of 185,000 jobs compared with December 1993; Calendar 1997 saw the City's largest private sector job growth since 1984. Total employment in all sectors rose to 3.49 million jobs in December 1997, compared with 3.35 million in December 1993. As a result of downsizing at the federal, State, and local levels, government employment decreased by approximately 47,000 jobs over the same period. As shown in the next chart, the period Calendar 1994-1997 saw the highest average annual growth rate in private employment since the Bureau of Labor Statistics began compiling employment data in 1950. And, as shown in the next accompanying chart, an increased proportion of the City's job gains have gone to city residents over the past four years.

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,



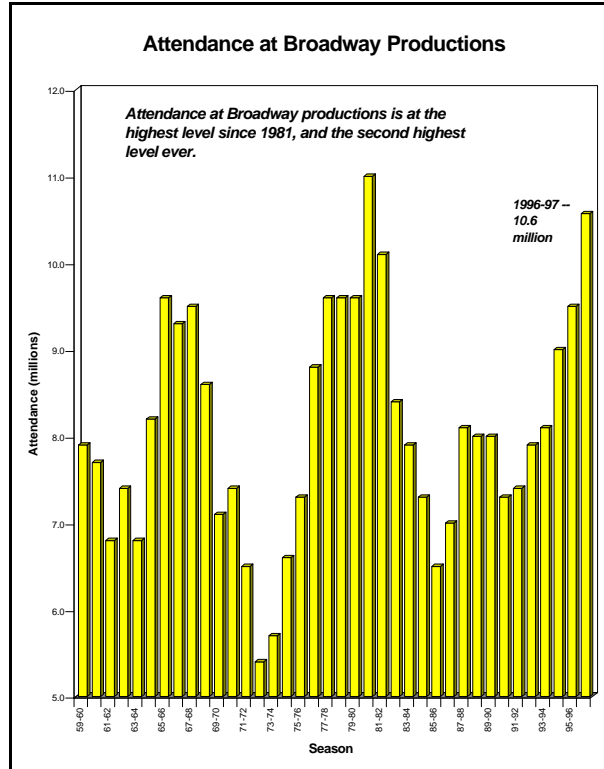


support local merchants that depend on the recruited or retained business, and give communities the economic anchor they may need. As shown in the accompanying chart, since the start of Calendar 1994 EDC has secured commitments from 36 major companies to stay in the City

between 15 and 50 years, representing an estimated 80,449 jobs retained and a projected 43,898 new jobs to be created. The total tax revenue expected to be generated by these companies to the City is \$1.4 billion a year over the next 10 to 50 years.

ENTERTAINMENT INDUSTRY

The Mayor's Office of Film, Theater, and Broadcasting has led the Administration's successful efforts to help revitalize the City's entertainment industry. As shown in the



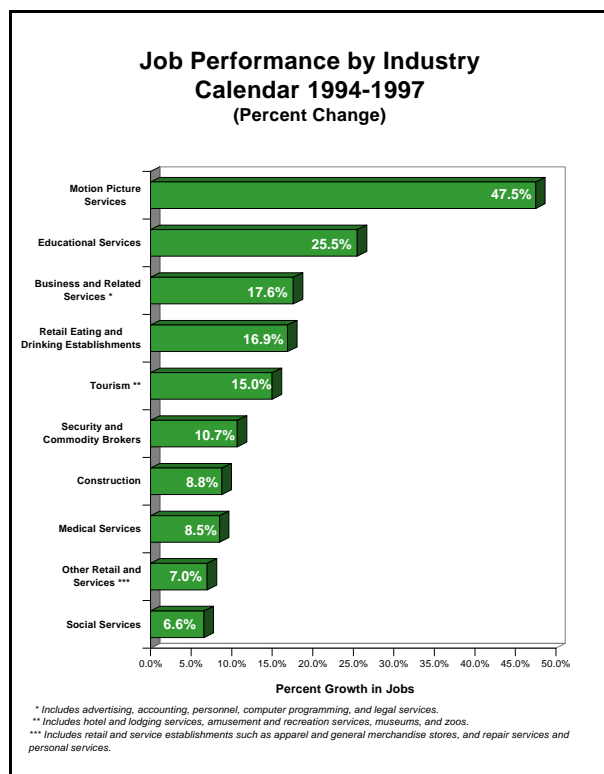
accompanying chart, attendance at Broadway productions for the 1996-1997 season was 10.57 million, which represents the largest audience since 1981 and the second highest Broadway attendance in New York City history. During this period, playing weeks (the number of weeks Broadway productions perform) rose to 1,347, compared with 1,146 in the 1995-1996 season.

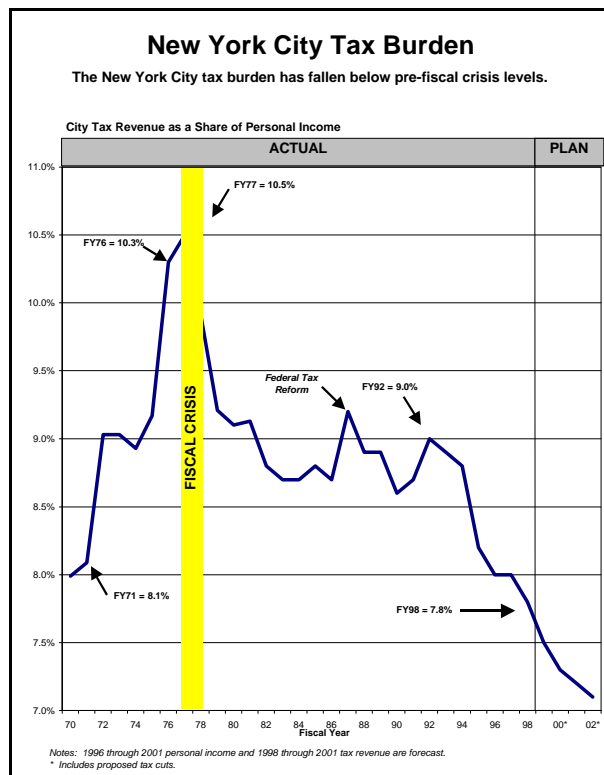
Film and television production activity also continued to increase in 1997. As shown in the accompanying chart of job growth by industry from Calendar 1994 to Calendar 1997, employment in motion picture services rose by over 47 percent, the highest growth rate of any industry group in the private sector. During Calendar 1997 there were 21,339 total production shooting days in New York City, compared with 21,286 shooting days in 1996.

TAX REFORM

The Administration has pursued an aggressive policy of targeted tax cuts to stimulate the local economy. The City's second sales tax exemption week on apparel items costing \$100 or less generated an average retail sales increase of approximately 48 percent among stores surveyed by EDC, compared to the average retail sales over the same period in the previous year. This sales tax exemption ran from September 1 and lasted through September 7, 1997; the City's third sales tax exemption week occurred from January 17, 1998 to January 23, 1998. During this week apparel items and footwear costing \$500 or less were exempt from sales taxes. A fourth sales tax exemption week will occur in Fall 1999. Under the State's Fiscal 1998 budget, its 4 percent and the Metropolitan Transit Authority's 0.25 percent sales tax on clothing purchases of \$100 or less will be eliminated in 1999. Localities like the City will have the option to eliminate local sales tax concurrently. The elimination of the sales tax on clothing purchases of \$100 or less is expected to create 11,000 jobs, and generate \$760 million in direct and indirect spending, in the City.

Beginning with the 1997 tax year, firms subject to the Unincorporated Business Tax (UBT) are now eligible to receive a full credit of up to \$1,800 and a partial credit between \$1,800 and \$3,200; owners of unincorporated businesses also became eligible to receive a partial Personal Income Tax credit against their UBT payments. The tax credits are expected to result in savings to businesses totaling \$75 million in Fiscal 1998 and \$81 million in Fiscal 1999.





As shown in the accompanying chart, the City's combination of fiscal caution and targeted tax reductions has significantly reduced the tax burden on New Yorkers in recent years. City tax revenues are expected to represent 7.8 percent of personal income in Fiscal 1997, lower than at any time since before the fiscal crisis of the mid-1970s. This proportion is expected to fall to 7.1 percent by Fiscal 2002.

BUSINESS SERVICES

BUSINESS ASSISTANCE

The Department of Business Services (DBS) manages the City's Business Improvement District (BID) program. BIDs are economic vehicles that join a community's businesses together to promote and enhance their business area through unified efforts. The accompanying map shows the distribution of Business Improvement Districts throughout the City. The Department expects three local sponsors to receive authorizations to initiate BIDs during Fiscal 1998 and anticipates that one BID will be established; DBS expects to establish one additional BID in Fiscal 1999. To date, there are 3 BIDs in the Bronx, 12 in Brooklyn, 18 in Manhattan, and 7 in Queens. (The total number of BIDs is one less than previously projected due to

the January 1998 merger of the Downtown Alliance and the Nassau Street Mall in lower Manhattan.)

DBS assists in BID implementation and provides oversight of BID operations and activities, including contract compliance, attendance at committee and board meetings, and assistance with preparation of year-end BID audits. The Department attends committee meetings for all BIDs in order to advise on programs, service delivery and policy. Staff attend board meetings and Finance and Audit Committee meetings for each BID to review the fiscal status of BIDs.

The Commercial Revitalization Program improves targeted commercial streets by stimulating private investment, reducing vacancies, improving the commercial environment, and increasing the profitability of local businesses. Assistance to Commercial Revitalization areas 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. Since Fiscal 1994 three Commercial Revitalization target areas have successfully become BIDs. During the first four months of Fiscal 1998 32 areas throughout the City were awarded a total of \$2.4 million in funding under this program. In Fiscal 1998 67 areas will be granted a total of \$4.1 million in funding.

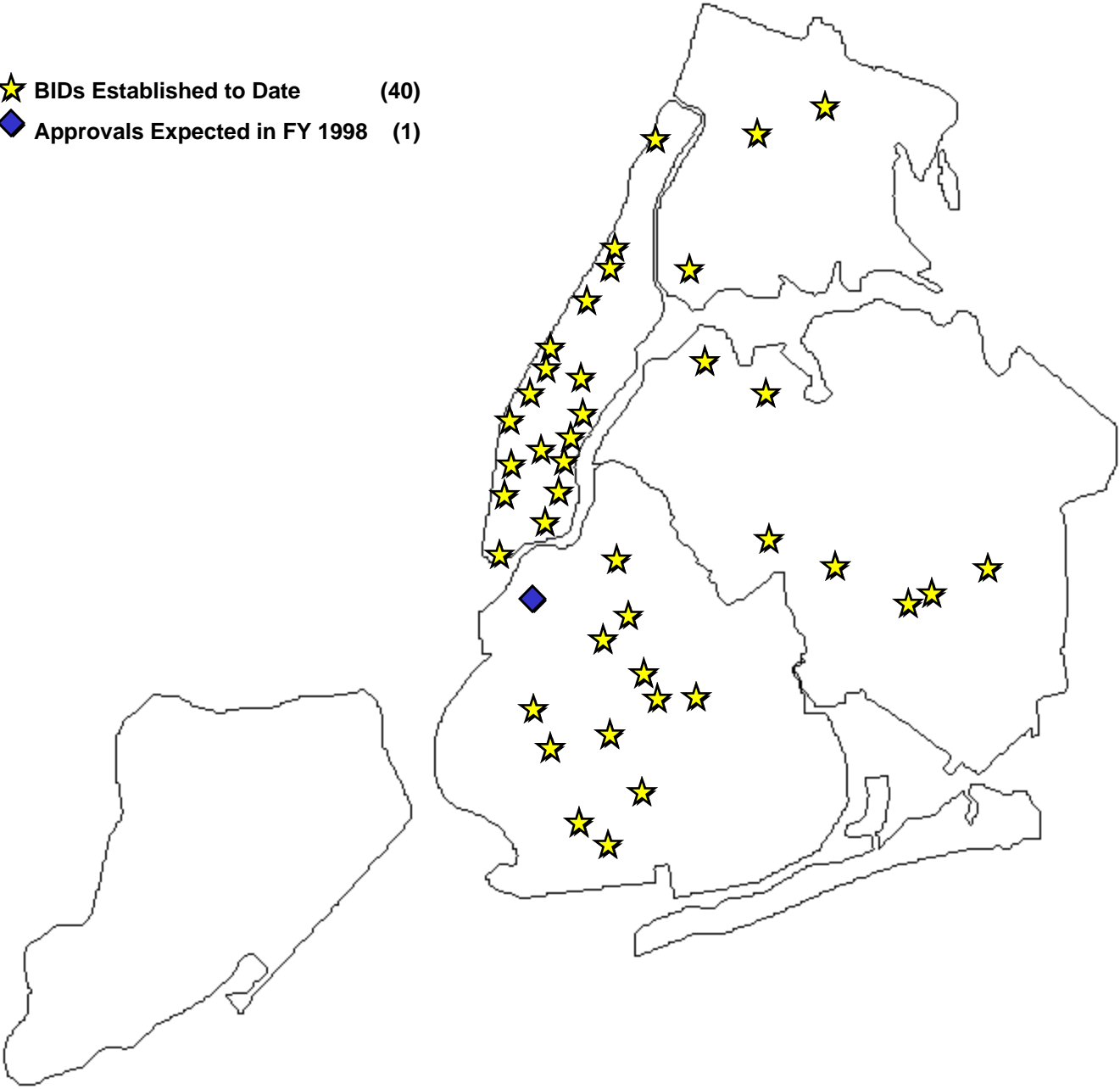
DBS coordinates the City's efforts to remedy the problems posed by street peddling, while providing better opportunities for small entrepreneurs, by creating and managing open-air markets. In July 1997 the Washington Heights Inwood Development Corporation, sponsor of the Washington Heights market, explored ways of bolstering business within the marketplace, such as increasing vendor visibility by placing vendors near the area's popular green market. This experiment has proved successful; booth occupancy has consistently been at 100 percent. Another open-air market, at Flatbush and Caton Avenues in Brooklyn, is occupied by approximately 38 vendors. Once a Uniform Land Use Review Procedure is completed a prefabricated modular structure will be erected to enclose the facility. The new structure will increase market capacity to 60 vendors and is expected to be completed in September 1998.

The Department's Energy Cost Savings Program (ECSP) offers up to 12 years of direct energy cost reductions to eligible industrial and commercial firms that are either relocating from designated areas within the five boroughs, or renovating or expanding within the City. For a business to qualify

Department of Business Services

Business Improvement Districts December 1997

- ★ BIDs Established to Date (40)
- ◆ Approvals Expected in FY 1998 (1)



for ECSP benefits most renovation must be done in conjunction with the Industrial Development Agency or the Industrial and Commercial Improvement Program. During the first four months of Fiscal 1998 29 companies participated in ECSP, resulting in the retention or creation of 1,547 jobs. During Fiscal 1998 90 companies are expected to qualify for ECSP benefits, creating a cumulative annual savings of \$4.3 million; these businesses are expected to employ approximately 6,000 people.

In June 1997 DBS created the Industrial Relocation Grant Program (IRG), which utilizes Business Relocation Assistance Corporation funds to reimburse eligible manufacturing firms for moving costs. Grants are issued only after a firm relocates and meets eligibility criteria such as employee thresholds, investment thresholds, and lease terms. To qualify for IRG reimbursements, firms must relocate within New York City. The program estimates it will make 25 grants during Fiscal 1998 and 1999. Approximately \$600,000 in funding is expected to be awarded by the end of Fiscal 1999.

The Economic Development Corporation's Small Business Incentive Program (SIIP) and Industrial Incentive Programs (IIP) offer tax benefits which provide significant incentives for capital investment in the City, including exemptions of the sales tax on construction materials and fixtures; a mortgage recording tax waiver, if applicable; and the City's Industrial Development Agency Standard Payments-in-Lieu-of-Taxes (PILOT), which can result in lower real estate taxes for qualifying businesses. Such benefits allow companies to enlarge their businesses and/or increase services to customers. Eligible businesses include manufacturers, processors, assemblers, warehousemen, and distributors planning to construct, renovate, or acquire facilities. SIIP targets smaller firms, with fewer than 100 employees or revenues of less than \$5 million, while IIP focuses on larger industrial firms. Recent SIIP and IIP participants have included a consumer electronics distributor in Brooklyn, a manufacturer of heat transfers for tee shirts and novelties in Queens, and a window manufacturer in the Bronx. Since their inception in December 1994, SIIP and IIP have together kept 2,432 jobs in the City and created 683 new ones.

REGULATORY REFORM

The Fire Department's Bureau of Fire Prevention is working to consolidate the Certificate of Fitness

(COF) exam categories from 193 to approximately 50. A COF is mandatory for individuals who operate equipment that poses a potential fire safety hazard, who work in a wide variety of skilled trades with responsibility for fire safety, or who manage and maintain buildings. The consolidation of these tests will make the process easier for individuals while at the same time maintaining the high standards of skills required to obtain these certifications. The Department has also implemented an alternate means of issuance program, which enables individuals who possess pertinent education, licenses, and certifications to obtain a COF via the mail without having to take a written examination.

The Department of Buildings (DOB) has expedited its regulatory process by permitting building owners to have architects, engineers, and licensed tradespeople certify the code compliance of their work, rather than obtaining DOB approval. Forty percent of all new building and major alteration construction work filed with the Department was self-certified during the first four months of Fiscal 1998, compared with 27.7 percent during the first four months of Fiscal 1997. Of the Department's plumbing filings, nearly 40 percent were self-certified in the first four months of Fiscal 1998, the same percentage as during the comparable period of 1997.

The Department conducts random audits of self-certified work to ensure that it is being performed correctly. During the reporting period DOB audited 25.3 percent of all plumbing self-certifications, significantly more than the 15 percent planned. Of the 873 plumbing audits conducted during this period, the Department found 197 discrepancies in self-certifications, a majority of which consisted of minor variations from initial building plans or deviations from DOB procedures. DOB also audited 23.5 percent of all self-certified elevator inspections. Overall, 25 percent of plans which were approved through the use of self-certification were audited by DOB during the reporting period.

In conjunction with the Departments of Health and Finance, the Department of Consumer Affairs (DCA) opened the Citywide Licensing Center in November 1996. The Center provides a wide range of services for businesses interested in applying for licenses or permits, and paying fines or fees. As part of this program, DCA can now access the Environmental Control Board (ECB) database for vendors requiring ECB clearance, which reduces the time it takes to process license applications. The Center has been designed with an emphasis on customer service. By June 1997 DCA was able

to serve all applicants within 15 minutes of their arrival as a result of the Department's new automated queuing system, which directs customer movement, monitors service, and tracks waiting times. The data generated will assist DCA staff in evaluating, correcting, and planning for peak demand requirements, resulting in improved customer service.

The City's Collection Consolidation initiative continues to develop borough payment and adjudication centers where the public can pay fines, make tax payments, and adjudicate violations. The Staten Island Borough Payment and Adjudication Center opened in September 1997; preliminary statistics for October 1997 indicate that 4,468 customers were served, each waiting an average of 6 minutes for service. The Queens Borough Payment and Adjudication Center opened in January 1998. Additional Centers will open in the Bronx in March 1999, in Manhattan in June 1999, and in Brooklyn in January 2000.

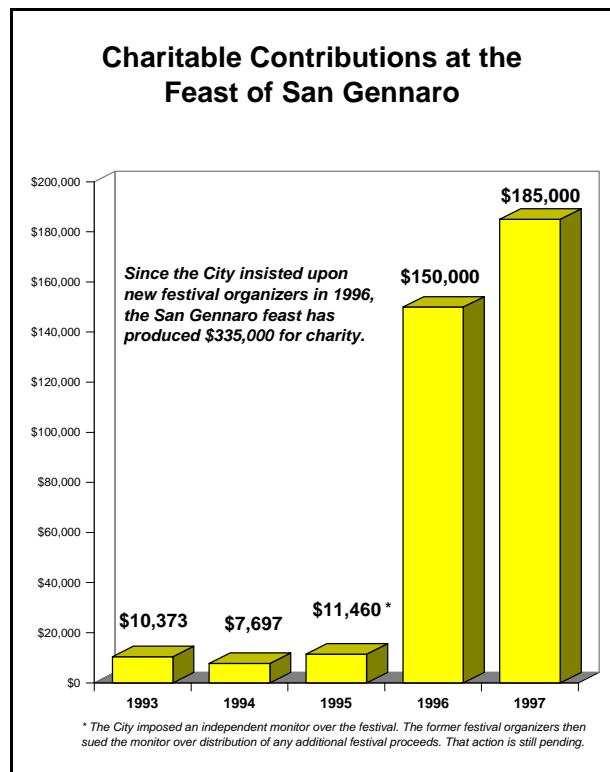
ELIMINATING ORGANIZED CRIME INFLUENCE

The City has succeeded in eliminating organized crime influence from the Feast of San Gennaro, New York's largest and most famous street festival. A new organization was chosen to manage the festival in September 1996; casino-style gambling was banned, and the Roman Catholic Archdiocese of New York agreed to oversee the distribution of festival proceeds to parishes and schools in lower Manhattan. As shown in the accompanying chart, the festival has been restored to its intended character as a charitable event. Since the City insisted upon new festival organizers in 1996, the San Gennaro feast has produced \$335,000 for charity.

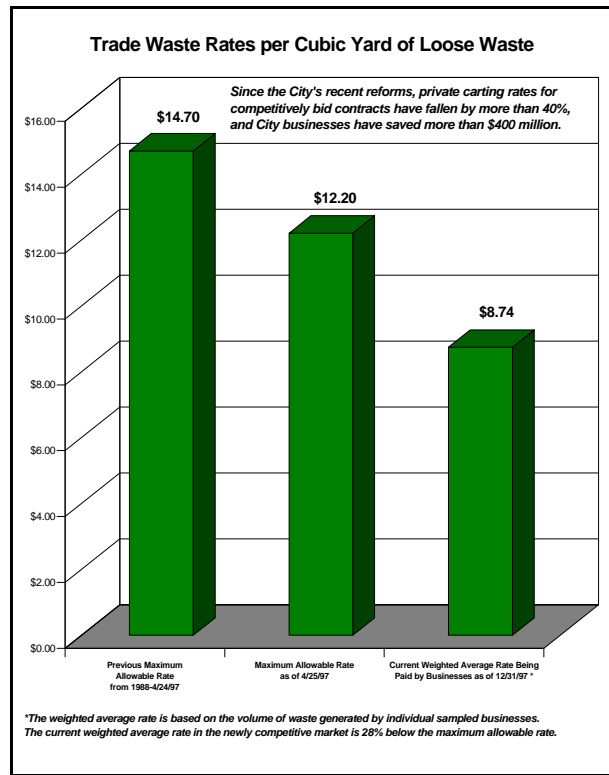
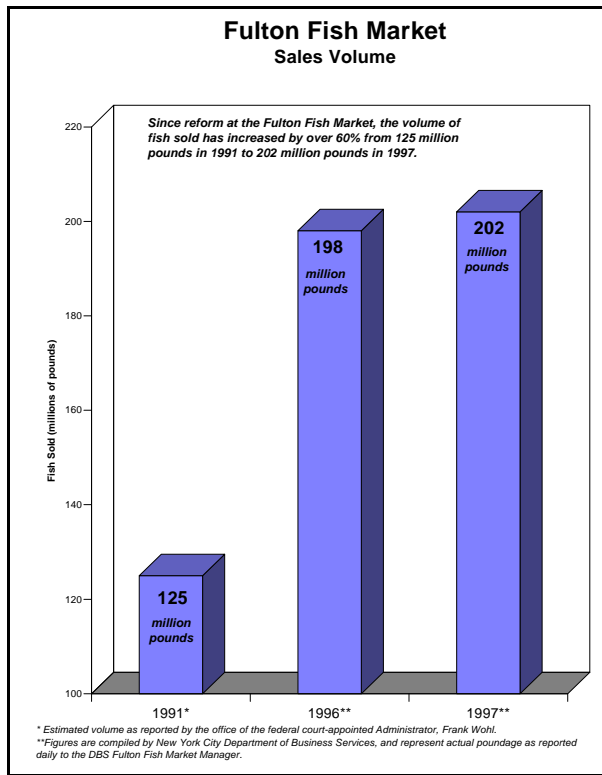
The Administration has also taken steps to rid the City's wholesale markets of organized crime influence, beginning with the Fulton Fish Market. Since the implementation of Local Law 50 in September 1995, the City's efforts have resulted in lower unloading and loading costs, lower carting costs, a decline in wholesale fish prices, an increased volume of fish handled, and higher revenues to the City. The Department of Business Services is responsible for providing security, supervision, and enforcement at designated City

wholesale markets, including the Fulton Fish Market and the Hunts Point Produce Market. DBS is now in the process of re-registering 52 wholesalers at the Fulton Fish Market. During the first four months of Fiscal 1998 rent revenues at the Market have increased 20 percent, to \$700,000. Carting costs for waste removal have decreased 46 percent from \$17.50 per cubic yard to \$9.50 per cubic yard compared to the same period in Fiscal 1997. As shown in the accompanying chart, the volume of fish sold at the Market continues to increase, reaching 202 million pounds in Calendar 1997.

Perhaps the most important effort in this area, in terms of its impact on the cost of living and doing business in New York City, is elimination of organized crime influence from the private carting



industry. The Trade Waste Commission was created by Local Law 42, enacted on June 3, 1996, with the aim of ending organized crime's 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 scope of the Commission's impact to date can be seen in the accompanying chart. Since the City's reforms were enacted, the typical rates businesses must pay for waste removal have fallen by approximately 40 percent, representing savings of more than \$400 million.

operate from locations within New York City; such gambling activities are particularly susceptible to criminal activity and have historical associations with organized crime. The five-member Commission is composed of three Mayoral appointees and two appointees recommended to the Mayor by the Speaker of the City Council, as well as an executive director of a 20-member staff that includes a squad of Police Department detectives. The Commission ensures public confidence in gambling cruise activities and safeguards the public's security by serving as both a regulatory and a law enforcement agency. All businesses that operate gambling "cruises to nowhere" using vessels embarking from the City, and their employees and suppliers, must be licensed by the Commission, which may deny licenses to applicants that lack good character, honesty and integrity.

The Gambling Control Commission was created in July 1997 by Local Law 57, with the goal of regulating gambling "cruises to nowhere" that

CITY-AIDED DEVELOPMENT

The Gambling Control Commission was created in July 1997 by Local Law 57, with the goal of regulating gambling "cruises to nowhere" that operate from locations within New York City; such gambling activities are particularly susceptible to criminal activity and have historical associations

with organized crime. The five-member Commission is composed of three Mayoral appointees and two appointees recommended to the Mayor by the Speaker of the City Council, as well as an executive director of a 20-member staff that includes a squad of Police Department

detectives. The Commission ensures public confidence in gambling cruise activities and safeguards the public's security by serving as both a regulatory and a law enforcement agency. All businesses that operate gambling "cruises to

nowhere" using vessels embarking from the City, and their employees and suppliers, must be licensed by the Commission, which may deny licenses to applicants that lack good character, honesty and integrity.

CITY-AIDED DEVELOPMENT

As part of the Administration's goal to revitalize New York City's port facilities and shipping industry, EDC has hired a consulting firm to prepare a strategic plan for the redevelopment of the Port of New York. The plan, projected for completion in December 1998, will devise a long-term port development strategy that addresses economic development opportunities, waterfront access, and environmental concerns. The consultants have been asked to forecast global trends and identify future trade partners, and to identify port and transportation technologies that can maximize the Port of New York's ability to capture trade. In addition, the plan will identify opportunities for waterfront public access that are compatible with commercial port activities. Ensuring that port redevelopment plans do not damage surrounding communities or the natural environment is also an integral part of the study. While addressing the redevelopment of the Port of New York as a whole, the plan will focus specifically on the Red Hook Container Terminal, South Brooklyn Marine Terminal, Bush Terminal, and the 65th Street rail yards in Brooklyn, and the Howland Hook Container Terminal in Staten Island. EDC will also coordinate with the Port Authority of New York and New Jersey and the Army Corps of Engineers, both of which are currently studying other aspects of the City's harbor resources.

Some current EDC-assisted development initiatives are outlined below within each borough.

BRONX

In September 1997 the only minority-owned commercial bank chartered in New York State relocated its corporate headquarters from Southern Boulevard to East 149th Street and opened a branch in the Third Avenue section of the South

Bronx. The new branch replaced a branch of a large national bank that closed in March 1997. As a preferred small business lender, this bank makes loans available to companies in the area it serves. The bank has also helped not-for-profit organizations finance housing developments. Its agreement with EDC ensures that the bank will remain in the City for the next 20 years.

BROOKLYN

Currently being rehabilitated by EDC, the 65th Street Railyard is an important component in 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, including intermodal and double-stack freight cars. This project is expected to reduce the annual number of trips made by trucks through the City by 40,000, thereby improving air quality and reducing congestion; it will also lead to superior, less expensive freight service for many City and Long Island shippers, thus increasing their chances for growth. The large-capacity railyard is expected to create 20 to 60 jobs in the intermodal transfer of commodities. Final designs for the floatbridges are nearing completion.

EDC is the administrator of the East Brooklyn In-Place Industrial Park (IPIP), which is home to a variety of industries and approximately 3,200 jobs. EDC has contracted the Local Development Corporation of East New York to manage the Park. Within IPIP, EDC manages the East New York Incubator Building. This 30,000 square foot facility is leased to start-up light manufacturing companies from the East New York area, and is currently 100 percent occupied.

MANHATTAN

Pier A at Battery Park will be restored and renovated to house restaurants, tourist-related retail shops, and the Harbor Park Visitor Center. The Visitor Center, which will be operated by the Department of Parks and Recreation, will be located in 6,500 square feet on the second floor of the pier. Construction of Pier A will be funded by a State Environmental Quality Bond Act grant of \$4.2 million. EDC, the Department of Parks and Recreation, the State Historic Preservation Office, and the developer are finalizing the administration of the Environmental Quality Bond Act grant agreement and funding agreement for the Harbor Park Visitor Center. Both will be finalized in late February 1998.

QUEENS

EDC has designated a developer for a \$74 million mixed-use retail and entertainment complex in Jamaica Center, which represents one of the area's largest single private investments and exemplifies its growing economic strength. The complex will feature national retail stores, the area's first multiplex movie theater, and two levels of below-grade parking. The project is expected to generate approximately \$15.5 million in direct and indirect tax revenue over 10 years, as well as create approximately 750 jobs. Construction of the project is expected to begin in Summer 1998.

The Queens West plan calls for the creation of a mixed-use community on 75 acres of land along the East River in the Hunter Point section of Queens, which was formerly used for manufacturing purposes. The project includes the development of 19 parcels representing 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 space for educational and community facilities. In addition, 19.2 acres of public parks and open areas will be built along 1.25 miles of East River waterfront. To date, the City has committed \$30 million of capital funding for the construction of parks, open spaces, and infrastructure needed to support Stage I of

development, which includes four residential buildings (approximately 160 units of housing). Construction of infrastructure and parks began in June 1996 and is on schedule for completion by May 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 rental space.

STATEN ISLAND

New York City is currently experiencing a resurgence in the shipping industry. One example is the September 1997 commitment of a major Latin American shipping company to relocate from New Jersey to the Howland Hook Marine Terminal in Staten Island. This company transports a variety of fruits and other general container cargo from Latin America; the relocation secures 175 new jobs in New York City. A 50,000 square-foot temperature-controlled fruit storage facility will be built at the company's Staten Island location, with the City committing \$2 million toward construction. The Port Authority of New York and New Jersey will also contribute \$2 million, while the Staten Island Borough President's office will invest \$1 million. Howland Hook was reopened in September 1996 following the City's investment of \$14 million to dredge the terminal's berth, enabling it to receive large container ships. Since its reopening, the terminal has reached an annual volume of nearly 80,000 containers, exceeding the 60,000 anticipated.

EDC bought the Staten Island Railroad on behalf of the City in October 1994. The railroad will provide dockside rail service to the Howland Hook Marine Terminal and the Pratt/Visy recycling plant using the Arthur Kill Lift Bridge. The efficiency of this 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. The City's rehabilitation of its segment of the railroad to serve Pratt/Visy and the Arthur Kill Lift Bridge, which will also serve Howland Hook Marine Terminal, began in June 1997 and is to be completed by April 1998.

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 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.

Public Housing. Under its Contracted Management Program, the New York City Housing Authority (NYCHA) contracts with private firms 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 through this program; by the end of Fiscal 1998 the Authority plans to have an additional 2,212 units in 10 developments under private management.

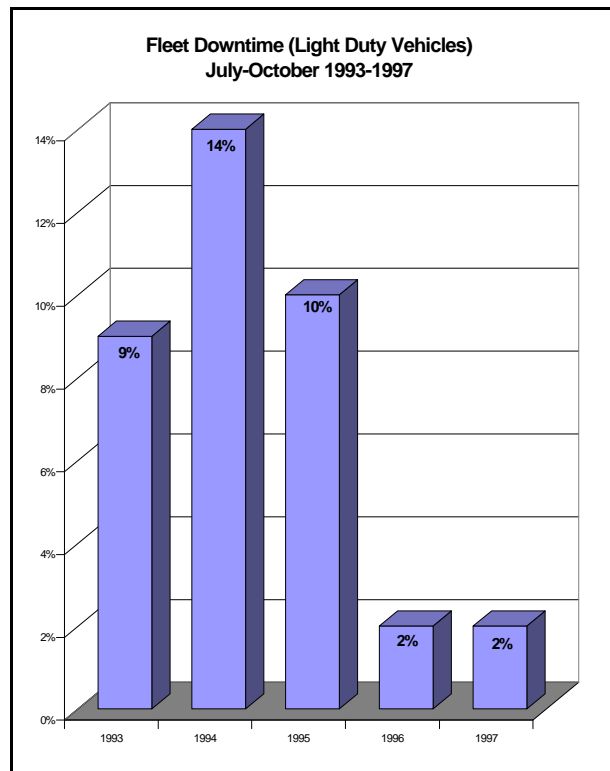
NYCHA monitors the performance of its contracted managers through detailed annual field evaluations, annual financial audits by independent accountants, and monthly reviews of administration, management, maintenance, and financial operations. The Authority's Asset Management Department is formalizing a system which will evaluate the performance of private management companies versus its own internal management operations; the Authority will complete a full evaluation of the management practices of both by July 1998.

Parks and Recreation. In June 1996 the Department of Parks and Recreation (DPR) entered into a two-year contract for the operation of its Bronx Garage and the maintenance and repair of approximately 300 vehicles. The contractor had reduced the average vehicle downtime rate from 20 percent to under 5 percent by October 1997. During the first year, the contract generated savings of 38 percent compared to the cost of previous in-house vehicle maintenance. Since the contract began the private contractor has cleaned and renovated the garage facility and added new equipment, including a vehicle lift. In August 1997 the Department expanded this program to include the Prospect Park and Coney Island Garages in Brooklyn, with an additional 340 vehicles. As of October 1997 the

contractor had reduced the average number of vehicles out of service from 20.3 percent to 12.9 percent. During the two years of this contract DPR expects to save 30 percent, or nearly \$800,000, compared with previous in-house costs.

Youth Employment. 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.

Vehicle Maintenance. In Fiscal 1996 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 via a New York State contract for vehicle maintenance services. As shown in the accompanying chart, DCAS reduced vehicle downtime (the amount of time a vehicle is unavailable due to accidents or repairs) from 14 percent in Fiscal 1994 to 2 percent during Fiscal 1996 and 1997. The contract has also helped the City reduce its annual average maintenance costs per vehicle from approximately \$3,100 to approximately \$1,250. A customer survey conducted by the Department in Spring 1997 revealed a high level of client satisfaction with the contracted maintenance program. In July 1997 DCAS assumed contract management responsibility for the fleets of the Human Resources Administration, the Department of Homeless Services, the Department of Housing Preservation and Development, the Sheriff's Office, and the Bronx Borough President's Office. In Fiscal 1998 DCAS will negotiate its own contract exclusively for the City's fleet.

Homeless Shelters. During the first four months of Fiscal 1998 the Department of Homeless Services (DHS) continued its efforts to privatize its shelters and improve services to homeless people. The Department has opened all facilities at the Kingsboro site in Brooklyn; the most recently-opened building, Kingsboro 6, houses a 225-bed, four-phase substance abuse treatment program designed to serve clients ready to reintegrate into

the community. In December 1997 DHS released a Request for Proposals (RFP) to convert Building 8, which opened in February 1996, from a general shelter to a program shelter for the mentally ill.

In November 1997 construction was completed on Casa Esperanza in the Bronx, a 48-bed transitional program for single women. The building's construction was a cooperative venture between DHS and Vocational Instruction Program (VIP), a community-based provider of vocational education and substance abuse prevention services. This facility opened in December 1997 and will be operated by VIP. During their stay, the women will participate in VIP's drug treatment programs, and will receive counseling and support services. Upon completion of the program, VIP will assist them in relocating to permanent housing.

At the beginning of Fiscal 1998 DHS implemented a systemwide incentive payment program designed to reward those shelter operators who demonstrate excellence as measured by several performance criteria. The program aims to increase placement of homeless families and single adults into permanent or alternative long-term housing and reduce the number of clients who return to the shelter system once placed. In addition, performance criteria have been developed and implemented for service-specific programs, such as employment programs.

CHILDREN'S SERVICES

Among the City's foremost priorities is the need to enhance the quality and effectiveness of services to children and youth. This section reviews issues including safeguarding children's physical well-

being; summer employment, training, and recreational opportunities; the juvenile justice system; library programs; and public education.

ADMINISTRATION FOR CHILDREN'S SERVICES

Enhancing Staff Quality. Since the Administration for Children's Services (ACS) was established as a separate agency, a primary focus of reform has been to increase the preparedness of staff in positions critical to the protection and welfare of children. Educational requirements for newly hired caseworkers have been enhanced, the training program has been expanded from four weeks to ten months, and entrance examinations have been made more stringent. In January 1998 Mayor Giuliani proposed new steps to enhance the quality of ACS staff. In exchange for requiring greater educational attainments and higher standards of performance, a system of merit pay increases will be instituted that rewards caseworkers and supervisors for positive job performance and advanced graduate school achievements.

Neighborhood-Based Services. In November 1997 ACS released a Request for Information to solicit comments about its proposed reforms for delivering neighborhood-based services to ACS clients. For the first time, contracts will require agencies to provide services in neighborhood-based foster care settings that allow for children to remain within their communities, when appropriate, in order to mitigate the trauma of parental separation, increase the family's involvement in foster care services, and expedite planning for permanency. ACS will release a Request for Proposals in March 1998 in order to begin providing these services during the early part of Fiscal 1999.

In order to promote a closer working relationship between ACS and the communities it serves, in April 1997 ACS's Manhattan field office began a pilot project that assigned caseworkers to cases in specific Community Districts, and permitted them to carry smaller caseloads. Findings from this pilot on operational details will be used to plan citywide

implementation of this program, to begin in Summer 1998.

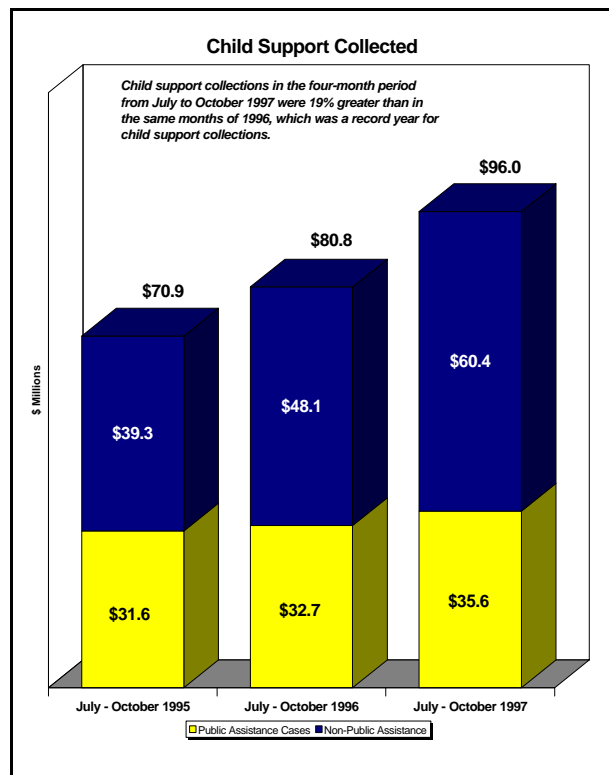
Interagency Coordination. The Coordinating Committee for Children, which is chaired by the ACS Commissioner, includes representatives from 21 different organizations who meet quarterly to develop programs that ensure coordinated services to children. In Spring 1998 the Agency's Queens field office will pilot an initiative whereby ACS will initiate case conferences within 72 hours when a child is removed from the home due to abuse and/or neglect. The conference participants will provide a multidisciplinary approach intended to help the Agency make more informed and expeditious decisions at an earlier point about the child's placement and permanency plan.

The protocol for Instant Response Teams, which was completed in November 1997, defines the Teams' role as sharing information between ACS and law enforcement agencies, handling joint investigations of severe physical and sexual abuse cases, and coordinating cases involving domestic violence. The first phase of this initiative, which will begin in March 1998, will focus on both cases of severe physical abuse involving children under the age of 11 and cases of sexual abuse involving children under the age of 18. The last phase of the initiative will be operational by Fiscal 1999 and will focus on other types of cases, such as those currently handled by the Police Department's Domestic Violence Prevention officers and youth officers. Training for the last phase will begin in late Spring 1998 for all ACS protective staff and NYPD patrol officers. ACS will create a new position of Response Team coordinator, responsible for making all necessary notifications to initiate a joint response and follow-up investigation, and to act as a single point of contact between agencies.

Foster Care. In May 1997 ACS began intensive monitoring and evaluation of 30 contract agencies that were placed on probation in Spring 1997 for failing to meet the targeted number of foster children adopted, and/or neglecting to file reports documenting the monitoring of foster homes in a timely manner. ACS provided the guidance and assistance necessary to help these agencies meet their corrective action plans. All the contractors met the required standards by September 1997 and received an extension on their contracts. However, close monitoring will continue for the next 6 to 18 months to ensure continued compliance.

Day Care. ACS is working with the Human Resources Administration's Office of Employment Services (OES) to develop a unified payment system for day care funded through the two agencies. In a pilot project begun in December 1997 HRA transferred to ACS the responsibility of paying group day care providers for children of public assistance clients participating in the Work Experience Program (WEP). The pilot is being evaluated for potential expansion to additional children in family day care programs and informal care.

Child Support Enforcement. The accompanying chart illustrates the continued success of the Office of Child Support Enforcement (OCSE) in increasing child support collections. During the first four months of Fiscal 1998, OCSE collected \$96.0 million in child support payments, 19 percent more than during the same months of Fiscal 1997, which was a record year for child support collections. The



Office expects to collect \$275 million by the end of Fiscal 1998 and \$290 million in Fiscal 1999.

OCSE is working to improve its system to refer delinquent parents to the Brooklyn District Attorney's Office, and is seeking to expand the referral of cases to District Attorney's Offices in the other boroughs. The Brooklyn initiative has led to the arrest of delinquent parents in cases representing failure to pay a total of nearly \$700,000 in child support.

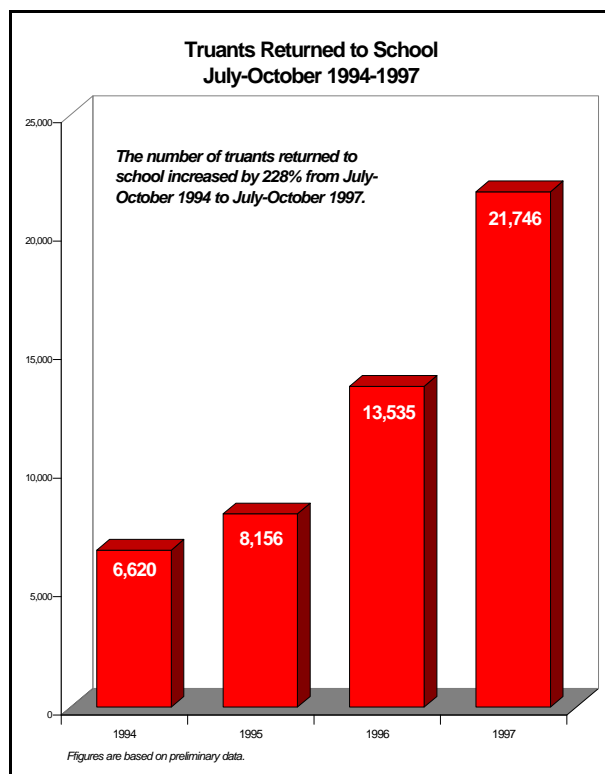
POLICE DEPARTMENT

Child Abuse. In cooperation with the Administration for Children's Services (ACS), the five District Attorney's Offices, and the Mayor's Criminal Justice Coordinator, the Police Department participated in the development of a new joint protocol for child abuse cases. This protocol enables the Police Department to work actively with ACS at an earlier stage of development in a greater number of child abuse cases. Joint training of ACS and Police Department investigators began in November 1997.

Youth Strategy. A mainstay of the Department's strategy against youth crime is to return truants to school. As shown in the accompanying chart, during the first four months of Fiscal 1998 Truancy

Patrols returned 21,746 children to school authorities, a 61 percent increase over 13,535 returned during the same period in Fiscal 1997.

In addition to enforcement, the Department participates in a number of youth programs which focus on prevention. DARE is a national drug abuse education program for kindergarten through sixth grades, with a curriculum provided by DARE AMERICA which teaches children the consequences of drugs and violence, as well as problem-solving and decision-making skills. During the 1996-1997 school year, 100 specially trained DARE certified uniformed police officers taught 73,173 students; during the Fall 1997 semester, 34,834 students at 282 schools were reached. In



addition, the Department is now participating in Gang Resistance Education and Training (GREAT). Created in 1991 as a joint effort between the Bureau of Alcohol, Tobacco, and Firearms and the Phoenix Police Department, GREAT provides an eight-week classroom program for seventh and eighth grade students that seeks to reduce gang activity and educate young people about the consequences of gang involvement. During the Fall 1997 semester, 26 officers taught the GREAT program in 43 schools to 2,240 students.

In partnership with the New York City Housing Authority, in October 1997 the Department developed a new After School Program for Interactive Recreation and Education (ASPIRE) to foster positive youth/police relationships. The program combines classroom instruction with recreational activities, and includes lessons from the DARE and GREAT programs. The Department has begun to implement ASPIRE at 20 NYCHA housing developments throughout the City and will expand to 80 sites by the end of Fiscal 1998.

DEPARTMENT OF PROBATION

The Alternative to Detention (ATD) program provides educational instruction, individual and group counseling, and cultural and recreational activities for juveniles awaiting adjudication in the City's Family Courts. Youth selected for this program must pass strict entrance requirements. An expanded version of ATD, which runs from 8:00 am until 8:00 pm each weekday, advocates for the release of youngsters from detention while their court case is pending. During the first four months of Fiscal 1998, ATD enrolled 292 youths and the Expanded ATD program enrolled 73 youth.

The Post-Residential Supervision Program is a contracted service between the Department of Probation and the State Office of Children and Families (SOCF). The program, which began admitting youths to the Linden House facility in

Brooklyn in December 1997, will serve between 100 and 130 youngsters each year who are released from SOCF residential care. Designed to provide transitional aftercare services, the center will supervise up to 50 youth per day from 8:00 a.m. until 8:00 p.m., Monday through Friday. This initiative includes an on-site Board of Education school at the facility and offers cognitive, life skills, and vocational training, as well as family counseling; its supervision component will consist of case management, home curfew enforcement, mental health assessments, and service referrals to community-based providers. The Department will develop a detailed supervision plan for each participant. A full family assessment will precede admission to Linden House, and the Center will be staffed with two Probation Field Service Officers to handle attendance and compliance issues.

DEPARTMENT OF JUVENILE JUSTICE

The Department of Juvenile Justice (DJJ) offers community-based youth programs in an effort to provide a continuum of service to youth in its custody. Working in conjunction with community-based organizations and other City agencies, DJJ's

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 opened 97 new cases and served a total of 302 youth during the first four months of Fiscal 1998, compared with 219 youth served during the same months of Fiscal 1997. The Department continued to support the program by participating in an internship project with New York Technical College and the Audrey Cohen College of Human Services.

The Reduce Children's Violence (RCV) program provides participants the opportunity to make positive contributions to society, encourages a sense of community responsibility, and provides communities with needed services. The program

targets juveniles whose contact with police did not result in an arrest or detention; its ultimate goal is to prevent future behavior that could produce additional police encounters or arrest. DJJ is now training the representatives of four community-based service organizations to operate RCV programs independently; program sites are located in the Community Districts 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 a sponsoring organization to operate in the 40th Precinct in the Bronx.

NEW YORK CITY HOUSING AUTHORITY

In collaboration with the Board of Education and the Mayor's Office, NYCHA introduced the Partners in Reading program during Fiscal 1997. Through this program teachers, parents, and other volunteers participate in various instructional experiences with youth aged 6 through 8 in order to strengthen the children's reading, writing and communication skills. A pilot program serving 1,580 children from 27 NYCHA developments was established during Fiscal 1997, and was expanded during the current school year to serve a total of 5,190 children from 257 developments.

Also in collaboration with the Board of Education, the Authority participated in the Alternative High School program. Operating at 28 sites as of October 1997, the program provides high school dropouts aged 15 to 21 with an opportunity either to pursue their high school or General Equivalency diploma in an alternative setting, or to take classes to prepare to return to their local high school. As of December 1997 1,026 students were enrolled in the program. Approximately 250 NYCHA Alternative High School students graduated in Fiscal 1997, and 260 are expected to graduate by the end of Fiscal 1998.

DEPARTMENT OF PARKS AND RECREATION

The Department of Parks and Recreation (DPR) Neighborhood Recreation Program includes the Playground Associates initiative, which provides structured recreational activities for children in small neighborhood parks. In Summer 1997, 267 Playground Associates -- trained in first aid, basic park maintenance, community outreach, and program development -- were stationed in playgrounds throughout the five boroughs. These sites were further supported by visits from six mobile recreation vans, which traveled to all five boroughs providing equipment and instruction for activities such as in-line skating, baseball, miniature golf, and board games.

The Department provides a variety of free athletic instruction throughout the five boroughs. Through

the "Learn to Swim" program, DPR taught swimming to approximately 5,000 children at its 33 pools in Summer 1997, compared to 4,250 children during Summer 1996; and in Fall 1997 DPR taught swimming to 1,244 children at eight indoor pools, compared with 761 children in Fall 1996. In August 1997 DPR piloted free in-line skating clinics at six sites, serving 240 children. Following up on the success of the pilot program, the Department offered free in-line skating clinics at eight sites, serving 320 children during Fall 1997. In September 1997 DPR opened the Riverside Park Skate School in Manhattan, offering free in-line skating classes and rentals. In Summer 1997 a total of approximately 540 children participated in twelve three-day golf mini-camps located at both

Randall's Island and the Golden Bear Golf Center in Queens

In April 1997 DPR opened its first computer resource center at the Alfred E. Smith Recreation Center in Manhattan. In November 1997 additional centers were opened at the St. Mary Recreation Center in the Bronx and the Cromwell Recreation Center in Staten Island. This program, supported by funding from DPR and the City Parks Foundation and made possible by computer donations from the private corporations, provides people of all ages

with an opportunity to improve their computer skills free of charge under the supervision of qualified instructors. The Alfred E. Smith computer center has eleven computers, a file server, laser and color printers, a color scanner, a digital camera, and an Internet connection. The St. Mary and Cromwell centers each opened with ten computers, a color printer, and a color scanner. File servers, laser printers, and multi-media hardware were installed at both in December 1997.

PUBLIC LIBRARIES

The Connecting Libraries and Schools Program (CLASP), organized in collaboration with the Board of Education, is designed to encourage children in kindergarten through 8th grade to read more, as well as to make full use of their neighborhood libraries. The project provides children with field trips to local branch libraries; workshops; after-school, summer, and weekend literacy programs; introductions to new library technologies; and library card registrations. The program will be phased in within 13 school districts during Fiscal 1998, reaching almost 200,000 school children each year.

An additional \$1.3 million in City funding was provided to the Brooklyn Public Library (BPL) in Fiscal 1998 for the phase-in of CLASP, supplementing its existing \$375,000. BPL will use these funds to complete implementation of the program throughout the four districts in which it currently provides pilot services, and to hire new staff, purchase over 50,000 new books for children and young adults, and provide quality programs throughout the districts. CLASP staff conducted 200 sessions in 76 schools from July through October. Total attendance at these programs exceeded 4,000, a 150 percent increase compared to the same period last year. CLASP librarians also conducted 15 programs for approximately 2,000 parents, teachers, school librarians and public librarians. In Fiscal 1998 BPL's CLASP initiative will spend over \$500,000 on materials to enhance library collections for children and young adults.

CLASP staff are also working with the new Multilingual Center in BPL's Central Library to select and provide world language materials for immigrant children. Three additional CLASP field offices will be established during early 1998.

In Fiscal 1998 the New York Public Library received an additional \$1.2 million in CLASP funding, supplementing its existing \$1.4 million. In Fiscal 1998 CLASP will begin work with schools in three new community school districts, including District 1, on the Lower East Side; District 5, in Central Harlem; and District 10, in the Northwest and South Central Bronx. In addition, CLASP funds will allow for the purchase of approximately 25,000 new books for children and young adults, which will include materials for homework assignments, resources for teachers, summer reading books, and electronic databases. CLASP has been operational in District 8, the Bronx, District 6, Manhattan, and District 31, Staten Island, since 1992.

The Queens Public Library received an additional \$1.5 million in City funding, supplementing its existing \$175,000 in CLASP funding. This new funding will allow for program expansion to two additional School Districts. In addition, CLASP funds will allow for the purchase of approximately 80,000 new books for children and young adults. These new library materials will provide for needed multiple copies of materials for school assignments, homework assistance, and general reading materials for children.

CHILD HEALTH

Immunization. The Department of Health (DOH) continues to register children in the Citywide

Immunization Registry, a central record-keeping system that enables public health officials to

monitor Citywide and neighborhood immunization levels. Since January 1, 1997 all immunizations given in New York City to children from birth through age seven must be reported to DOH. As of November 1, 1997 nearly all public and private hospitals and clinics are reporting, as are 68 percent of private physician practices. To enable physicians to determine children's immunization status, software allowing providers direct access to the registry has been developed and made available along with free training on request. Over 970,000 children and approximately 4.5 million immunizations have been entered into the registry; immunization information for approximately 60 percent of children under the age of two is recorded.

During the first four months of Fiscal 1997, 97 percent of all two year olds seen at Child Health Clinics were immunized. In addition, 3,520 children (8 percent of all clinic users) received regular preventive treatment for asthma at the clinics. Beginning in July 1997 the Health and Hospitals Corporation (HHC) assumed responsibility for full administration of the Child Health Clinics. In September 1997 the City's Child Health Clinics were awarded the 1997 Primary Care Achievement Award by the Pew Commission on the Health Professions.

The Health and Hospitals Corporation, in response to the National Immunization Program's Healthy People 2000 report establishing goals for the delivery of child health services nationwide, continues to encourage its Health Maintenance Organization and contracted managed care plans to excel in completing the basic pediatric immunization schedule for all enrolled children up to age two. During the first three months of Fiscal 1998, 98 percent of the children enrolled completed their immunization schedule, compared with 94 percent during the same period in Fiscal 1997; this exceeds the 90 percent goal established by the National Immunization Program report.

School Health Program. Students newly admitted to New York City schools are required to provide results of a recent physical examination and an immunization record. The Department's long-term

goal is to link children with primary health-care providers and decrease reliance on DOH services. In keeping with this goal, in the first four months of Fiscal 1998 staff at DOH's nine School Health New Admission clinics performed 4,895 physical examinations for newly enrolled school children, compared to 6,906 during the same period in Fiscal 1997. Non-DOH physicians performed 40,450 physical examinations during the first four months of Fiscal 1998, compared to 33,288 during the same period in Fiscal 1997.

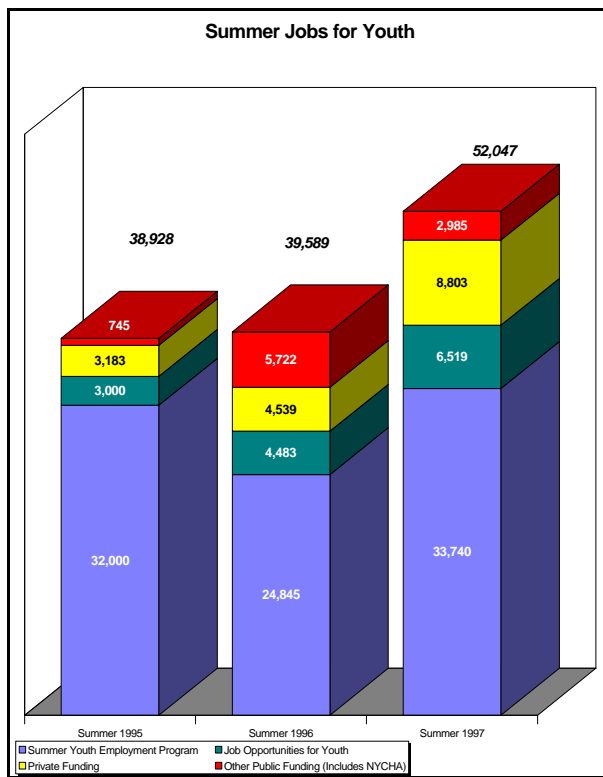
As of October 31, 1997 the Department provided a daily health care presence in 595 elementary schools (81 percent of the City's elementary schools) and 177 intermediate schools (89 percent of the total). By the end of the 1997-1998 school year, the Department expects to provide public health services in all elementary and intermediate public schools, except those with school-based clinics. The Department also provides public health services in all non-public schools that request them.

Lead Poisoning Prevention. The Department continues its efforts to ensure that children with high blood lead levels receive appropriate medical care and that their homes receive environmental follow-up inspection. In the first four months of Fiscal 1998, 591 new lead cases were reported and the Department conducted 810 initial inspections. During the same period in Fiscal 1997, 638 new lead cases were reported and the Department conducted 1,416 initial inspections. (The number of initial lead inspections conducted is higher than the number of new cases reported because children may spend time in multiple residences, all of which must be inspected.) While conducting more inspections, the Department has improved the timeliness of its inspection work; in the first four months of Fiscal 1998 initial lead inspections of homes and apartments for new cases were conducted within an average of 1.6 days after receipt of a report, compared to 2.8 days during the same period in Fiscal 1997. The Mayor's Office of Operations continues to work with DOH and the Department of Housing Preservation and Development to bring all of the City's lead abatement efforts into conformance.

SUMMER YOUTH EMPLOYMENT

The City's Summer Youth Employment Program continues to grow. 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 over 52,000 youth in summer jobs; these figures have been revised upward since publication of the Fiscal 1997 Mayor's Management Report. The program's success in Summer 1997 was due to DOE's citywide recruitment effort and



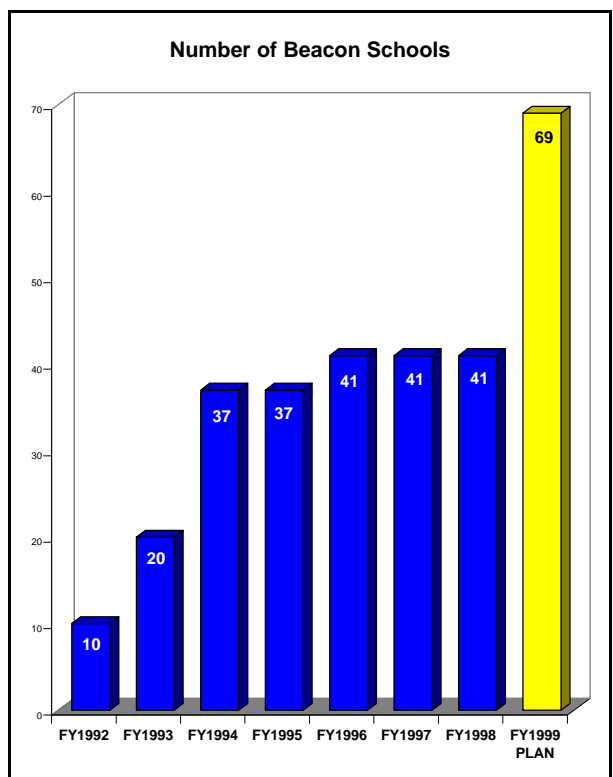
an investment of combined resources of \$43.2 million, including \$36.8 million in federal JTPA funds and \$6.4 million in City Tax Levy funds. In addition, the Department works closely with the YES Commission to match and place youth in private sector jobs developed by the Commission. DOE expects to begin recruitment for its 1998 Summer Youth Employment Program (SYEP) in March 1998.

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Beacons. The Department of Youth and Community Development (DYCD) operates the Beacons program of recreational and training programs at schools throughout the City. As part of the Administration's expanded narcotics initiative, the number of BEACON schools will be increased by 67 percent to 69 programs. DYCD is studying other drug prevention and education program models for possible inclusion in the new Beacons. It will release an RFP for the 28 new schools in February 1998, and expects to open all 28 new BEACON programs during Fiscal 1999.

Training The Family Development Training and Credential (FDC) initiative provides contract agency staff with the skills and knowledge needed to help families and individuals become self-sufficient. Staff are trained in areas such as family development and communication. As part of this effort during the first quarter of Fiscal 1998, FDC scholarships were awarded to 85 front-line workers at the Department's contracted community-based organizations.

Youth Violence. DYCD continues its to plan and implement programs to prevent domestic and youth violence. During Fiscal 1996 the Department participated in the Mayor's Office of Domestic



Violence committee to plan a targeted teen violence education and prevention campaign, launched in September 1997. This initiative included the dissemination of educational materials to the

Agency's contractors who serve the targeted population, and training for City and contract agency employees in the area of domestic violence prevention. In Summer 1997 DYCD joined a collaboration of public and private sector organizations, the Fountain for Youth, to plan and implement programs to prevent gang violence.

Programs such as YOUTHLINK and Street Outreach provide outreach to bring at-risk youth to services. DYCD arranged for the Fund for the City of New York to train YOUTHLINK and Street Outreach staff in December 1997 to handle violence prevention issues.

PUBLIC EDUCATION

During the 1996 -1997 and 1997-1998 School Years the program of the Administration and the Board of Education for improvement in the City's public schools began to show results. Reading and math scores rose; capital projects added more seats than newly enrolled students; and the Administration's budget initiatives to support enhanced educational quality moved forward. The Administration's commitment to educational quality is reflected in the City's Financial Plan for Fiscal 1999; as shown in the accompanying chart, total fund expenditures for the public schools will reach a record \$9.85 billion. The status of key initiatives is described below.

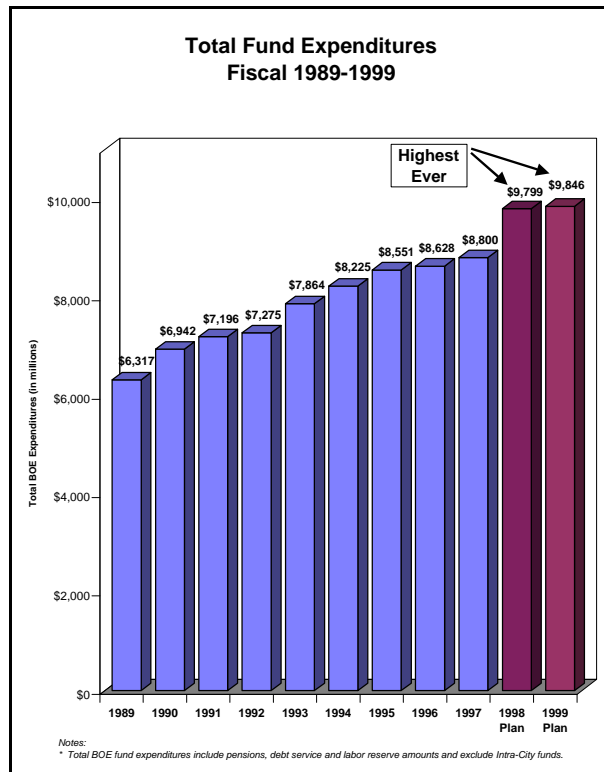
percent of students in grades 1 through 3. All these students receive at least six hours of additional reading instruction through core project components such as the Intensive School Day Reading program and the Family Literacy program, and many are also involved in the Summer Literacy program or in NYCHA's Partners in Reading program, which is described earlier in this section.

Project Smart Schools. This initiative has led to the installation of 7,576 computers in 185 middle schools, including 1,826 classrooms and 182 libraries . By early March 1998 over 13,500 computers will have been installed in more than 3,500 classrooms, providing computer access to more than 100,000 students. By April 1998 over 4,300 teachers will be trained in the use of computers as an educational tool.

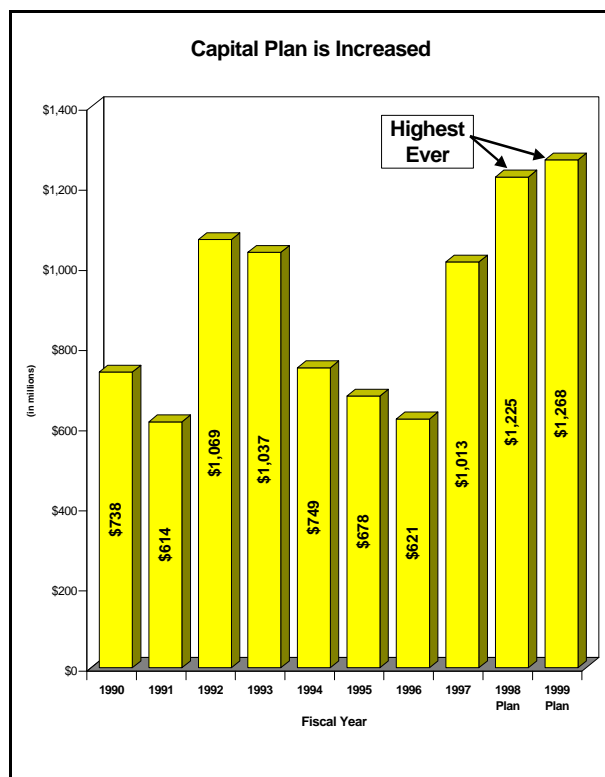
Project Arts. This initiative to restore arts programming as a necessary part of the curriculum in all schools has already reached 438 schools. The project will be enhanced through a commitment by the Metropolitan Opera to help expand students' exposure to Lincoln Center and the arts.

Project Textbook. This project has provided an additional \$70 million, over and above the Board of Education's initial \$70 million textbook budget, to ensure that textbooks are up to date; under law, 21% of the additional funding is provided to non-public schools . The Mayor's Office of Operations will work with the Board of Education to review this initiative, in order to assess its effectiveness in the public schools.

New Student Seats. The efforts of the Board of Education and the School Construction Authority to expand student seating are currently keeping pace with the growing public school population; over 22,700 seats were added during the 1996-97 School Year, for a total of more than 80,000 seats over the last four years. The Board and the School Construction Authority plan to create between 16,000 and 18,000 new seats during the period



Project Read. As of December 1997 approximately 50,000 students were enrolled citywide in the school day component of Project Read; 80,545 students are participating in the after-school program. Together, the programs reach about 50



October 1997 to September 1998, and to add over 55,000 new seats by the year 2001. The Board's capital plan for Fiscal 1999 will be raised to \$1.27 billion, its highest level ever, as shown in the accompanying chart.

In addition to the programs outlined above, Schools Chancellor Crew continues to pursue a comprehensive program of instructional initiatives, some of which are described below.

Teacher Recruitment. At the start of the 1997-1998 school year there were 72,159 teachers citywide, compared to the 66,890 teachers at the start of the previous year. During Fiscal 1997 the Board implemented new strategies to expand the pool of teaching candidates and recruit them earlier in the process. New initiatives were aimed at expanding on-campus recruitment, expediting New York State (NYS) credentials for City hires, and mailing special City recruitment inserts with all new NYS Certificates. For the first time, City Teaching Job Fairs were held in the spring rather than the summer, attracting over 2,000 certified teachers. These initiatives will continue in Fiscal 1998, along with other new efforts designed to help teacher preparation and placement better match the needs of both the system as a whole, and the individual schools.

Educational Standards. The Board continues to implement the approved standards of education

developed by a consortium of States and major urban school districts working towards the development of a national set of educational standards and assessments. In August 1997 the Board expressed support for a five-year comprehensive professional development effort for all public schools. Phase I of the plan was executed in September 1997 when the English Language Arts standards, which cover the areas of reading, writing, grammar, and English usage, were introduced. Introduction of the Mathematics, Science, and Applied Learning standards will be completed by the 1999-2000 school year.

Prekindergarten Programs. In November 1997 the Chancellor announced the development of the Universal Prekindergarten initiative, a grant program administered by the State. Its intent is to provide quality prekindergarten programs for all eligible four-year olds statewide by the 2001-2002 school year. While the State Education Department has yet to issue final regulations regarding program planning and implementation, the Chancellor has announced that a citywide advisory committee will be established in Fiscal 1998 to direct the planning process within the public school system. In addition, program standards will be issued to ensure quality, consistency, and equity in the development of all new pre-kindergarten programs. During the 1997-98 school year each Community School District superintendency will be required to establish an advisory board, conduct a public hearing, and develop recommendations to the Board for the development of a prekindergarten program within that district.

Regents Exam Requirements. Starting with the 1995-1996 school year, all students entering grade 9 are enrolled in Regents-level math and science courses. This requirement preceded the State's decision that all students entering grade 9 after the year 2000 will be required to pass Regents exams in English, mathematics, global studies, American history, and science in order to graduate. As a result of the Board's decision, the number of high school students enrolled in Regents mathematics and science classes has increased in each year. In Spring 1997 24,101 students were enrolled in Regents-level math courses that culminated in the Regents examination at the end of that school year, compared with 22,543 students in Spring 1996. In addition, 35,776 students were enrolled in a Regents-level science class that culminated in a Regents examination at the end of the school year, as compared with 31,420 the previous Spring.

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.

Since January 1996 the Mayor's Office of Operations has coordinated Citywide efforts to improve the quality of agency service delivery. These projects use emerging technologies and established management practices to enhance the ease, speed, and efficiency with which New Yorkers interface with the City. Under the Mayor's

Customer Service Initiative, the Office of Operations examines all points of citizen-agency contact, including automated information access, Internet services, walk-in sites, correspondence, and telephone call centers.

The Office of Operations has placed special emphasis on the role of new technologies in reshaping City services. These advances, from the Internet to Interactive Voice Response (IVR) systems, will revolutionize governmental processes that used to require in-person visits, repeated phone calls, multiple forms, and/or extensive waiting time. Now many of these tasks can be performed over the Internet or the telephone, saving both the City and its citizens time, energy, and frustration. The following outlines the Customer Service Initiative's main areas of activity.

CITYWIDE CUSTOMER SERVICE INITIATIVE

The Internet. The New York City Office of New Media has expanded the scope and content of NYC LINK, the official New York City web site. In recognition of this project's potential for improving services to New Yorkers, this effort has also become a primary focus of the Customer Service Initiative overseen by the Mayor's Office of Operations. Beyond simply posting information, NYC LINK now allows New Yorkers to perform a variety of government transactions that previously had to be performed in person or by mail. For example, citizens can use the site to register complaints about topics from broken streetlights to taxi drivers to unfair business practices. Users fill out an on-line form designed to gather all information relevant to each type of complaint. At the user's keystroke, the completed forms are automatically routed, via e-mail, to the appropriate agency for processing and follow-up. Also scheduled to be added to NYC LINK in Fiscal Years 1998 and 1999 are new opportunities to interface with the City's databases, including the Department of Finance's Fairtax system, the Department of Sanitation's recycling scheduling system, and the Geosupport network at the Department of City Planning.

Automated Information Access. New interactive technology is greatly increasing the speed, availability, and sophistication with which City agencies can communicate with New Yorkers. Through its Customer Service Initiative, the Mayor's Office of Operations has taken a leading role in introducing these systems to City agencies. In particular, agencies' telephone service lines have benefited from Interactive Voice Response (IVR) technology, which allows callers to key in preferences and then obtain detailed information without speaking to an operator. IVRs permit the provision of general, routine information, such as schedules and payment procedures, but can also allow users to interface with databases, and obtain account-specific information with a personal identification number. Examples of IVRs introduced to date include CALL-DOT, the Department of Transportation's customer service line, which currently receives over 1,400 calls a day on topics ranging from street signs to purchase orders; and the Department of Environmental Protection's water and sewer billing line, which will soon provide detailed, client-specific information to the City's 820,000 account holders.

Customer Service Reengineering

Citywide

- ☞ 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 procedures for responding to mail

Infrastructure and Community Services

Department of Transportation

- ☞ New bus-stop markers with clear route information (with the NYC Transit Authority)
- ☞ Intelligent Street Meters with digital display of remaining time, and 5 free minutes to find change

Department of Environmental Protection

- ☞ Customer service night to resolve water/sewer bill problems immediately
- ☞ New program to avoid estimated bills

Customer Service Reengineering

Health and Human Services

Department of Health

- Reduced walk-in waiting time for Vital Records

Health and Hospitals Corporation

- Reduced waiting times and more modern, comfortable facilities for women's health services
- Faster, more user-friendly access to parking permits for people with disabilities at Bellevue Hospital

Human Resources Administration

- Streamlined Home Care Services Program

Regulatory Services

Taxi and Limousine Commission

- Operation Refusal -- summoning of drivers who refuse fares based on race, disability, or destination

Department of Finance

- 200 Neighborhood Payment Centers by the end of June 1998

The City has also pioneered the provision of automated information through its CityAccess Kiosk Demonstration project. These kiosks attracted over one million visitors to 37 sites across the five boroughs, and averaged over 14,000 users per week during Fiscal 1998. In addition to providing a wide variety of information and services, the kiosks generated payments of approximately \$40,000 for parking summonses.

Telephone Service. When customers need to contact a City agency to obtain information or a service, they often start with the phone book or by calling directory assistance. To improve the accuracy of these listings, the Office of Operations began in Summer 1996 a joint project with NYNEX (now Bell Atlantic) to continuously update and improve City listings as each borough's directory is scheduled to be reprinted. Operations also worked with management at the Bell Atlantic Database Administration Center to learn how customers request listings from directory assistance. The first cycle of borough updates was completed at the end of September 1997. To make it easier to locate a service, some listings were expanded while others were printed in more than one place in a directory. For example, the Administration for Children's Services now lists all of its borough offices in every directory, and the Mayor's Office of Film, Theater and Broadcasting is listed under "F" for film as well as under the Mayor's Office. Outdated listings were deleted, and new numbers added; additional TTY numbers for hearing-impaired persons were included. During the second cycle of this initiative, the Office of Operations continues to work with agencies and with Bell Atlantic to further refine and enhance the listings. New steps include updating Board of Education listings, and inclusion of the Internet address for NYC LINK in the directories.

Walk-In Service. As discussed in previous Mayor's Management Reports, standards have been set for the physical condition and degree of staff responsiveness the public encounters at walk-in service locations. To improve signage, the Office of Operations has worked with agencies to obtain signs for 18 Health Centers operated by the Department of Health, the Department of Finance's Staten Island Borough Payment and Adjudication

Center, and each borough office of the Department of Buildings. The Office of Operations is currently working with the Human Resources Administration to improve signage at their customer service sites. The Health and Hospitals Corporation has issued guidelines to all Child Health staff for displaying interior signs, posters, flyers, and other informational material. Waiting time for services is being addressed at the Department of Consumer Affairs Licensing Center with the purchase of a second photo-imaging system; the objective is to maintain the Center's record of serving all applicants within 15 minutes. The Staten Island Borough Payment and Adjudication Center, which opened in September 1997, has an average wait time of five minutes for service and ten minutes for hearings. The Department of Buildings has hired a Customer Service Coordinator, and is taking steps to improve the comfort level and physical appearance of its borough offices.

Breakthrough Strategy Projects. The Office of Operations continues to use the Breakthrough Strategy, a process improvement technique, to help agency staff achieve significant improvements in core areas within eight to ten weeks. This strategy involves empowering a team of front-line and supervisory staff to make significant changes in service operations. The project is sponsored by a senior level manager to ensure support. The team begins by identifying barriers that hamper productivity and defining a measurable improvement goal. An action plan of discrete steps is agreed on by the team to correct operational deficiencies and reach the goal. Over the course of the project the team monitors progress and makes necessary adjustments. Since March 1996 the Office of Operations has facilitated nine Breakthrough Projects and helped facilitate two others. Seven of these projects were carried out at the Department of Health (DOH); due to the success of the strategy, DOH has now deployed the Breakthrough initiative throughout the agency. During Calendar 1997 DOH trained 18 agency facilitators and has launched 25 teams to carry out Breakthrough Projects; improvements have been seen in areas including processing of HIV test results, dog licensing, and the processing of personnel actions.

AGENCY INITIATIVES

Department of Transportation. In November 1996 the Department of Transportation (DOT) introduced a new centralized telephone number (212- or 718-CALL-DOT) for all transportation-

related inquiries and complaints. The number is answered at the Department's new Call Center, where a state-of-the-art Interactive Voice Response (IVR) system allows callers to select from an

electronic menu of services and information; speak to a call manager to report emergencies; or obtain more detailed information. In September 1997 the IVR system was expanded, with 12 new telephone ports added to the existing 36, decreasing the likelihood of customers having to wait for assistance. The automated services on the IVR also were expanded, so that callers can “self-check” the status of street lighting repairs or obtain information on bid openings, bid results, how to get on bidders’ lists, and the status of invoices, purchase orders and requisitions. The Call Center currently handles an average of 1,400 telephone calls a day.

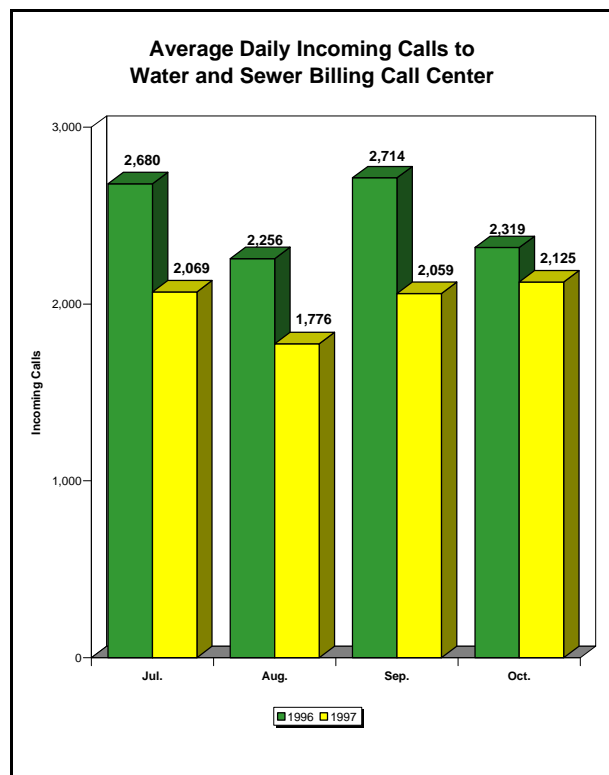
During Fiscal 1998 the Department will install 2,750 newly-designed bus stop markers in conjunction with the New York City Transit Authority. The new bus stop markers inform riders of the route name, route destination and stop locations, and feature a color-coded system which graphically depicts the type of route (express, local, or limited service). The new markers are graffiti-resistant and are made of plastic and recycled materials that offer no resale value to potential vandals or thieves.

In March 1997 DOT began its Intelligent Meter pilot project in the Bronx, where sixty-two electronic meters were installed along Morris Park, Crosby and East Tremont Avenues. The new meters have digital displays that show the precise amount of time remaining on the meter; they reset when a vehicle leaves the space, detect the presence of a new vehicle, allow customers five free minutes during which they can obtain change, and involve no manual knobs or handles. As a result of the pilot project, the Department issued a contract to purchase 2,000 additional meters and is currently testing samples from the low bidder to determine whether they meet specification.

In July 1997 DOT unveiled its page on NYC LINK, the official New York City web site. The new page serves as a 24-hour, user-friendly method of accessing information and services about the City’s transportation system. The information currently available includes bridge and road conditions; street cleaning regulations; bus routes and ferry schedules; municipal contracts; and parking facilities. Additionally, the Department has used the web page to pioneer new ways of interfacing with the public. New Yorkers can register complaints about potholes, street lights, and traffic signals; obtain parking permits; and apply to sponsor maintenance of segments of the City’s highway system through the Adopt-a-Highway program. The

Department plans to expand and update the web page’s content on a regular basis.

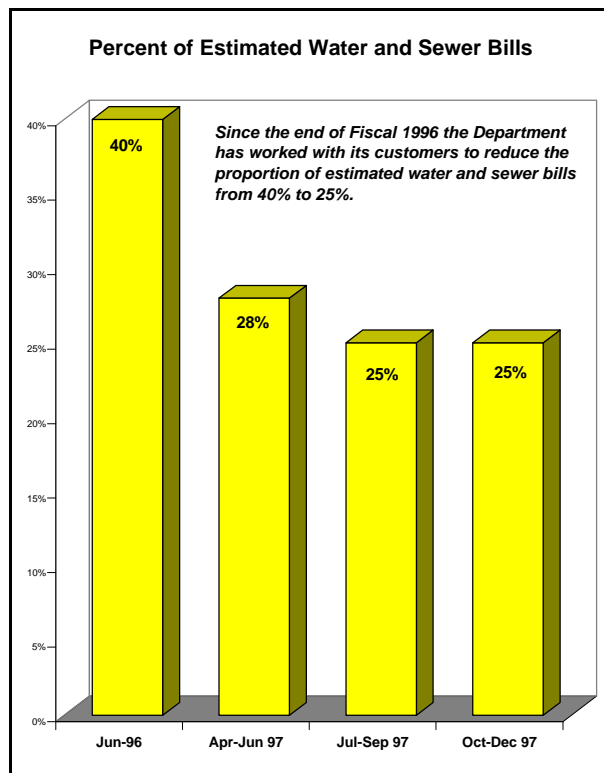
Department of Environmental Protection. In Summer 1996 the Department of Environmental Protection (DEP) began a series of initiatives designed to improve the Department’s water and sewer billing operations. The Department continues to hold community outreach events to inform property owners about the metering and billing process and to give local residents an opportunity to resolve their water and sewer account problems quickly. With technical support from the Mayor’s Community Assistance Unit (CAU) and the Department of Information Technology and Telecommunication (DoITT), DEP has hosted customer service events at 78 locations throughout the five boroughs, servicing over 3,100 water and sewer accounts since the program’s inception. The Department’s Customer Service Representatives at each event have on-line access to the water and sewer billing computer systems and can provide instantaneous account information. When an inspection is needed, inspectors make necessary repairs, perform a meter reading for billing, or check for leaks at customers’ homes or businesses, on the night of the event. The accompanying chart illustrates the Department’s success in reducing the



number of customer complaint calls received by the water and sewer billing center.

In Summer 1996 a Departmental operational review identified estimated bills as a common source of

billing problems and complaints. At the time of the review, approximately 40 percent of water and sewer bills were estimated. In order to reduce this number, DEP inspectors began a pilot program in selected areas of the City, leaving notices when they were unable to read a meter and 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, to adjust the bill before mailing. As shown in the accompanying chart, the



proportion of estimated bills was reduced to 25 percent by Fall 1997.

DEP has continued to improve the way information is provided on its 820,000 water-sewer customer accounts. All calls to the Department's central billing Call Center are routed through an Interactive Voice Response (IVR) system, which offers customers a menu of voice messages about metering and billing. By the close of Fiscal 1998 the IVR will interface fully with the Department's billing system, allowing automated checking of balances, payments, and other account-specific information.

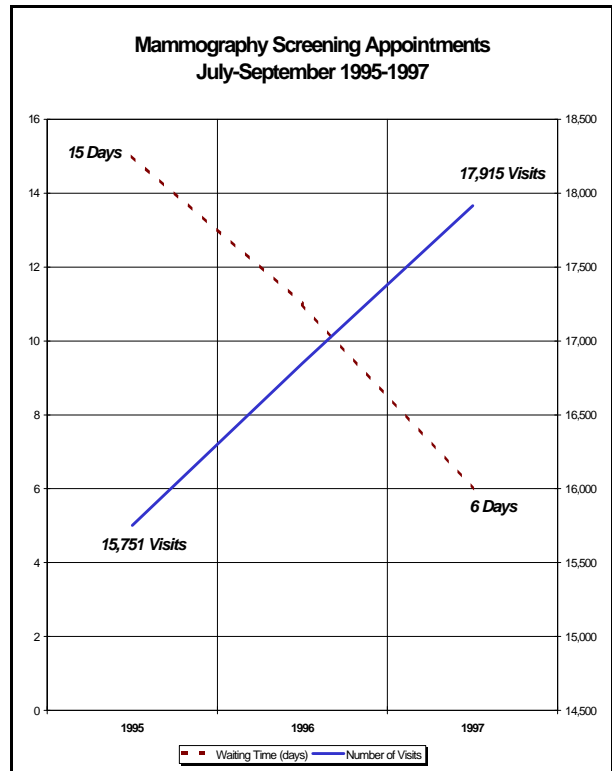
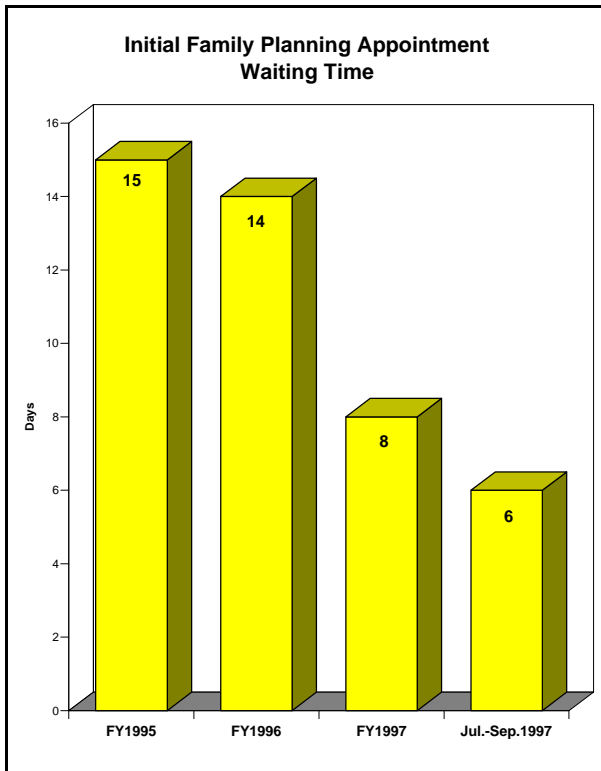
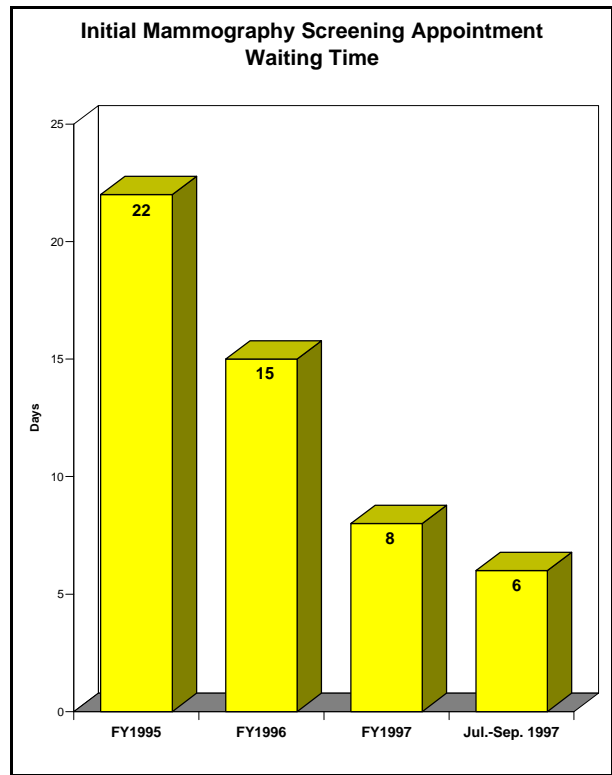
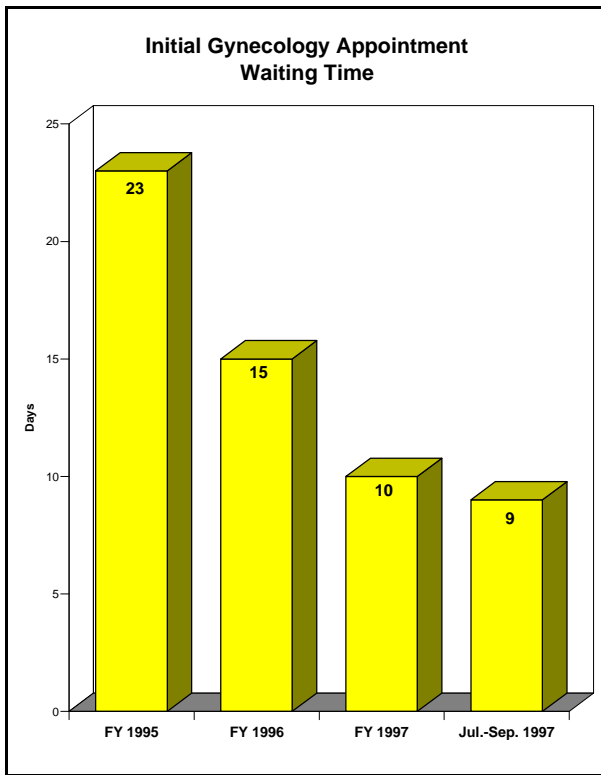
Department of Business Services. The City Business Assistance Program (CBAP) sends agents directly to business locations in order to help small business owners find resources, resolve zoning issues, identify space, obtain licenses and permits, plan business start-up, eliminate red tape, obtain financial assistance, answer taxation and

procurement inquiries, and facilitate the delivery of City services. During the first four months of Fiscal 1998 DBS opened cases in response to 630 business assistance requests. The Department, via CBAP, contacted 3,500 businesses during the reporting period through increased outreach to merchant associations, local development corporations, business improvement districts, and other locally based organizations.

Department of Health. During the first four months of Fiscal 1998 the Department of Health (DOH) issued 85,051 receipts for birth and death certificate applications. Customers with walk-in requests waited an average of 13 minutes during this period, compared to 15 minutes during the same period in Fiscal 1997. Response time for mailed birth and death certificate requests continues to improve due to the full implementation of the Cash Management System. In the first four months of Fiscal 1998 the average response time for mailed requests for birth certificate copies was three days, compared to 10 days in the same period of Fiscal 1997. The average mailed response time for copies of death certificates also decreased from 14 days to six days.

Health and Hospitals Corporation. In order to enhance women's access to quality health services, the Health and Hospitals Corporation (HHC) has initiated projects to improve service delivery, upgrade physical environments, and address special needs, particularly for obstetric patients. In February 1998 Bellevue Hospital Center opened a birthing center. This innovative unit includes four patient rooms, a renovated triage area and neonatal unit, and birthing, labor, delivery, and recovery rooms. The Corporation has also contracted with a provider to install an automated Medicaid Prenatal Care Assistance Program (PCAP) application system throughout its facilities. This system will enable HHC to expedite the eligibility process for approximately 17,000 pregnant women requesting medical assistance. The PCAP system will be implemented at the first three facilities by March 1998.

The Corporation continues to meet its targets for providing women with earlier access to services, as shown in the next four charts. From Fiscal 1997 to the first quarter of Fiscal 1998, the average wait for an initial gynecological appointment remained the same at nine days – but the average waiting time in this category was 23 days as recently as Fiscal 1995. Comparing Fiscal 1997 with the first quarter of Fiscal 1998, the average wait for initial family planning appointments was reduced from eight



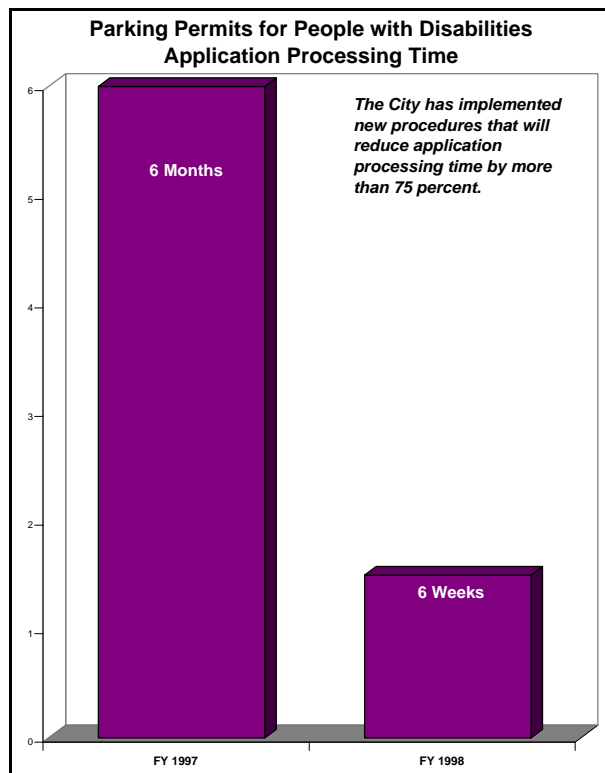
days to six; the average wait for initial mammography screening also fell from eight to six days over this period, and from fifteen to six days from the first quarter of Fiscal 1996 to the same quarter of Fiscal 1998. In addition, this 60 percent decline in the waiting time for mammography screening occurred while the number of visits for mammography screening saw a 14 percent

increase. The decline in waiting time for all obstetrics and gynecology services is due to HHC's restructuring of the patient appointment and reminder system, better staff deployment, and expansion of the capacity to accept walk-in clients.

In Fall 1997 HHC contracted with a vendor to develop and conduct a systemwide Customer

Satisfaction Survey. Designed to assess the level of patient satisfaction with HHC services, the survey will be implemented at all acute and long term care facilities, diagnostic and treatment centers, and certified home health agencies; it will take approximately one year to complete. In December 1997 the first phase of the survey was implemented for outpatient services at all acute care facilities and diagnostic and treatment centers. The survey findings will identify service strengths and patient priorities with the goal of supporting continuing quality improvement and marketing initiatives. HHC will use the recommendations of this survey to address issues of provider and staff performance and to refocus clinical and administrative processes to improve the delivery of patient care.

Parking Permits for People with Disabilities. The Department of Transportation, the Department of Health, and the Health and Hospitals Corporation have reached an agreement on the processing of parking permits for people with disabilities that will substantially reduce waiting time and effort needed to obtain these permits, as shown in the accompanying chart. The City provides free examinations to verify that an applicant for this permit is disabled and must use a private vehicle; prior to this year, DOH performed these examinations at its clinics, using only one doctor who traveled among five borough offices. The available facilities for appointments were difficult to



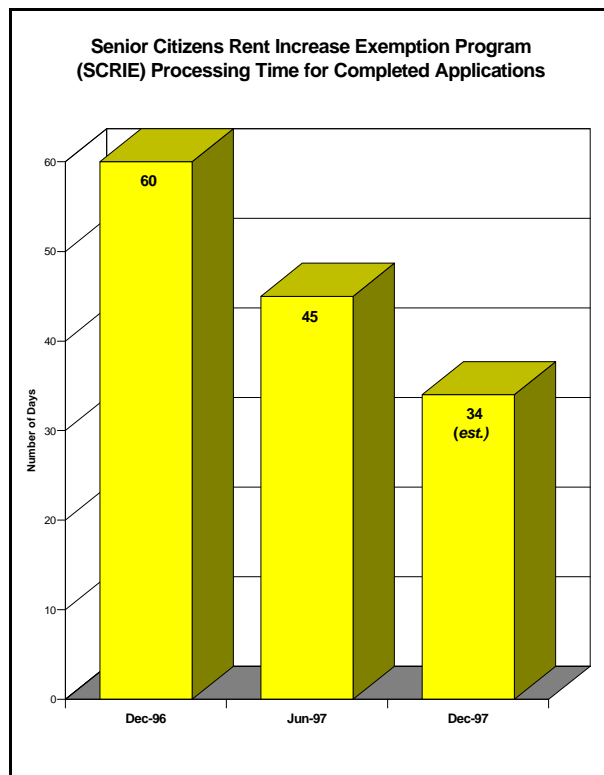
reach for some applicants, and a long waiting time

for approval -- averaging six months until recently - was coupled with a backlog of over 1,400 applicants awaiting examination.

In January 1998 Bellevue Hospital began performing the examinations for applicants in a state-of-the-art, recently renovated space on the Hospital's first floor. Bellevue plans to provide a substantially larger number of appointments than could previously be made, and will offer free parking to applicants in a parking lot easily accessible to a Hospital entrance. DOH will fund the program at \$200,000 annually. The program is expected to eliminate the backlog of applicants awaiting examination by the end of Fiscal 1998 at the latest; subsequently, the turnaround time for approval of eligible applicants will be maintained at six weeks.

Human Resources Administration. During the first four months of Fiscal 1998 the Home Care Services Program (HCSP), which authorizes and manages the delivery of home care services, continued to expand client participation in both the Personal Emergency Response System (PERS) and the Cluster Care Program. The PERS device improves the safety of its elderly and at-risk users by ensuring round-the-clock response to emergencies. At the end of October 1997 8,514 clients were utilizing a PERS device, an increase of 1.5 percent since October 1996. The Cluster Care Program provides improved efficiency in the delivery of home attendant services for clients. HCSP has added 22 new Cluster Care sites, for a total of 747; the number of clients participating in Cluster Care increased to 16,937, a 22 percent increase. The length of time to initiate home care services decreased from 30.9 days at the end of June 1997 to 30.5 days by the end of October 1997 through the efforts of HCSP's restructured and more efficient Community Alternative Systems Agency (CASA) offices.

Department for the Aging. The accompanying chart illustrates the continued improvement in management of the Senior Citizens Rent Increase Exemption (SCRIE) program. Preliminary data indicate that the average processing time for completed applications was 34 days as of December 1997, compared with 45 days as of June 1997. This productivity gain is due to improvements in operational efficiency, particularly automation enhancements undertaken in Fiscal 1997. The Department is continuing automation efforts by developing an electronic imaging component for the new Senior Citizen Referral and Entitlement Network (SCREEN). The new component will streamline records management by allowing case-



related documents to be transmitted directly to the SCREEN database for storage.

The Department implemented its IVR system in June 1997. Callers now have round-the-clock access to information on benefits, entitlements, and services. Enhancements currently being implemented include Spanish and TTY translations of IVR information.

Department of Employment. Building on its 1996 pilot customer satisfaction survey of job seekers and employers, in December 1997 the Department of Employment (DOE) completed a more extensive survey with over 4,000 participants who received employment, training, and job placement services in DOE programs, as well as 2,400 businesses that have hired former participants. The Department's analysis reveals that 70 percent of job seekers found DOE programs were either "very effective" or "effective" in helping them achieve their primary goal of obtaining a job. Furthermore, 72 percent of employers who hired DOE program participants were either "most satisfied" or "very satisfied" with their overall job performance.

Department of Consumer Affairs. The Department of Consumer Affairs now allows New Yorkers to file consumer complaints on NYC LINK. Users complete a form which is sent back to the Department for processing and follow-up. The Department's NYC LINK page also includes lists of

industries licensed by DCA; an explanation of the Consumer Protection Law; and fourteen of the Department's most-requested brochures.

Department of Buildings. Under the guidance of a new Customer Service Coordinator, the Department of Buildings (DOB) has developed new customer service initiatives and enhanced existing efforts. To make its facilities more welcoming and comfortable for customers, it has painted some offices and installed new chairs, and has established a "clean team" which is responsible for maintaining a good appearance in borough offices; it has also purchased and installed new professional sign directories identifying top managerial personnel in each office. Customer service booths continue to operate in each borough office, providing basic application instructions and necessary forms. Finally, the Department is preparing a new customer satisfaction survey to obtain feedback to identify additional areas that should be addressed, and is planning to provide staff members with customer service training in March 1998.

Taxi and Limousine Commission. In October 1996 the Taxi and Limousine Commission (TLC) initiated Operation Refusal, in which summonses are issued to drivers who refuse to accept fares based on the passenger's destination, race, or disability. Based on the past success of this program, Operation Refusal is now part of TLC's general enforcement efforts. Ten additional inspectors were hired and trained during the months of February and March 1997, allowing TLC to rotate inspectors used in the operation and decreasing the likelihood that they will be recognized by potential violators. In the first four months of Fiscal 1997 TLC inspectors stopped and tested 288 taxicabs compared with 1,562 for the same period in Fiscal 1998, an increase of over 440%. During the first four months of Fiscal 1998, 240 drivers received refusal summonses, and 1,312 were issued summonses for other violations, for a total of 1,552 summonses. Of the total 1,552 summonses issued, drivers were found guilty of charges in 1,474 cases, a conviction rate of 95 percent.

The Taxi and Limousine Commission has used NYC LINK both to present information to the public and streamline its services. Users can view the Taxi Riders' Bill of Rights, learn how to purchase a taxi medallion, and obtain details on attending a hearing. Users can fill out a complaint form which is instantaneously sent back to the Commission for processing. The Commission is reviewing feasibility

of posting medallion applications for prospective drivers to print out, complete, and return.

Department of Finance. The Department of Finance (DOF) continues to improve customer service by facilitating payments. In December 1996 a vendor was contracted to create 200 Neighborhood Payment Centers, giving New

Yorkers additional sites at which they can make real estate tax and parking violation payments. DOF opened 12 of these centers in October 1997; payment centers are now located in each borough. Fifty centers will be open as of the end of February 1998, and fifty more centers will open by the end of June.

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 re-engineering of service operations and by seeking to redefine mandates where appropriate.

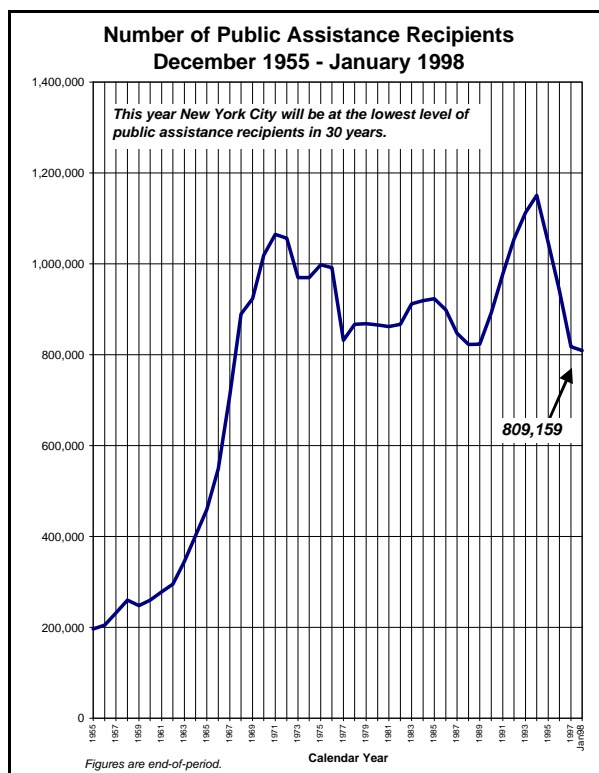
WELFARE REFORM

Federal and State Legislation. The Human Resources Administration (HRA) continues to implement the federal Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996 and the New York State Welfare Reform Act of 1997. These Acts eliminated the Aid to Families with Dependent Children (AFDC) and Home Relief (HR) programs and replaced them with the Temporary Assistance to Needy Families (TANF) and Safety Net Assistance (SNA) programs.

The new laws emphasize both the movement of recipients into work and the time limitation of assistance. All adult TANF recipients are required to participate in a work activity such as work experience and job search programs; community service; or unsubsidized employment, although clients can be temporarily exempted from work activity, primarily for medical reasons. Each State's progress in, and accountability for, moving families from welfare to work is measured by participation rates; failure to meet the target rate results in a financial penalty. The federal law mandates minimum work activity participation standards but allows States to receive credit for moving families to self-sufficiency. In federal Fiscal 1998, 30 percent of all TANF families must participate in a work activity. The rate increases by five percent for each year until federal Fiscal 2002. The official caseload reduction credits for federal Fiscal 1997, 1998, and 1999 have not yet been determined by the State, because draft federal regulations were not released until late November 1997.

Number of Recipients. The City continues to make progress in reducing the public assistance

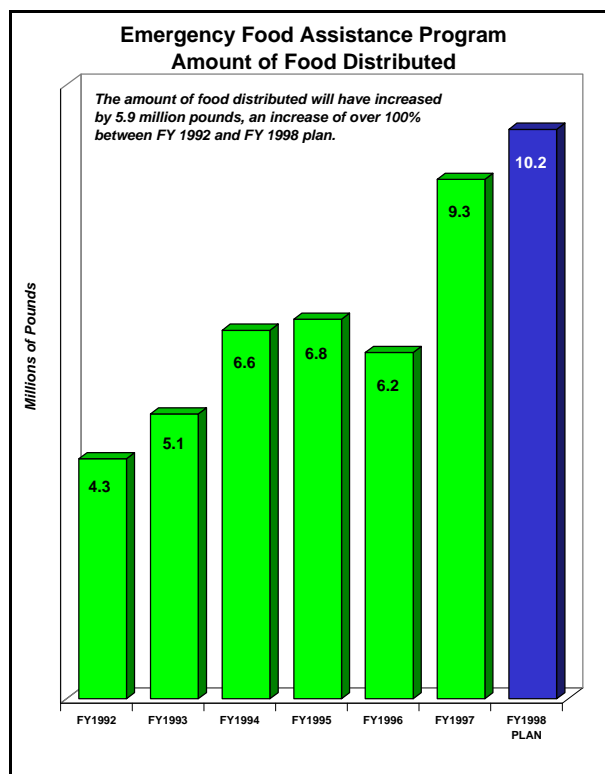
population. As shown in the accompanying chart, the number of public assistance recipients as of January 1998 was the lowest in 30 years. HRA attributes the steady decline to a greater emphasis on work activities, enhanced eligibility screening, and better fraud detection.



Fair Hearings. HRA continues to refine fair hearing operations. Timely implementation of fair hearing decisions in public assistance cases increased from 61 percent during the first four months of Fiscal 1997 to 94 percent during the same period of Fiscal 1998; the timely implementation of food stamp fair hearing decisions increased from 87 percent during the first four months of Fiscal 1997 to 96 percent during the same period of Fiscal 1998. In October 1997 HRA piloted a new automated notice system in seven centers in order to inform clients of changes in public assistance and food stamp benefits and services, thereby facilitating the documentation of these changes for fair hearings. The Agency also began developing a plan for a comprehensive Fair Hearing Evidence

Management System that will facilitate the storage, review, and delivery of evidence required to document case actions at fair hearings.

Food Distribution. HRA's Office of Food Programs seeks to improve the nutritional status of low-income New Yorkers by administering and coordinating emergency food distribution to 622 soup kitchens and food pantries. As shown in the accompanying chart, the amount of food distributed through this program increased by over three million pounds from Fiscal 1996 to Fiscal 1997. During the first four months of Fiscal 1998 the Office distributed over 2.5 million pounds of food, a 4.2 percent increase from the 2.4 million pounds distributed during the same period in Fiscal 1997. HRA plans to distribute 10.2 million pounds of food by the end of Fiscal 1998.



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. In August 1997 the City reached agreement with DC 37, the largest union representing non-uniformed City employees, and Local 237, IBT, 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.

During the first four months of Fiscal 1998 HRA and the Administration for Children's Services (ACS) continued to work collaboratively to ensure that work experience and other employment program participants can quickly access the child care options best suited for them. As part of this effort, the agencies introduced a pilot that transferred the responsibility for making licensed child care provider payments from HRA to ACS' Agency for Child Development. In December 1997 HRA also began an initiative with community-based provider organizations to arrange licensed child care for the school-aged children of work participants during school vacations, thereby preventing the disruption of clients' work assignments.

Examples of how WEP participants help City agencies serve the public are given below.

Department of Transportation. In March 1997 DOT began a pilot program designed to clean the service roads of the City's highways. WEP participants removed 5,071 cubic yards of debris during the first four months of Fiscal 1998. At the close of Calendar 1997, an average of 50 WEP participants were assigned to this program; DOT is working toward the goal of utilizing an average of 100 WEP participants.

New York City Housing Authority. The Authority is continuing to keep its developments clean by deploying WEP participants to help NYCHA's groundskeepers. During the first four months of Fiscal 1998 the Authority deployed 1,873 WEP participants at NYCHA facilities, compared with 543 in the first four months of Fiscal 1997. Since the inception of this program, the Authority has placed over 9,000 WEP workers in NYCHA developments throughout the City. To measure the impact of WEP assistance, NYCHA has developed indicators to track improvements in cleanliness, including the conditions of the grounds, grass and shrubs, garbage collection points, and building exteriors. NYCHA is establishing a Site Assessment Unit to compile and summarize this data and issue monthly progress reports.

Department of Sanitation. During the first half of Fiscal 1998 an average of 84 percent of the City's streets were rated acceptably clean, the highest six-month Scorecard rating achieved by the Department of Sanitation since surveys began in 1974. There were no Sanitation Districts rated less

than 67 percent acceptably clean during this period, while three were rated less than 67 percent during the first half of Fiscal 1997. These unprecedented improvements were made possible through the assistance of WEP participants assigned to street cleaning duties, as well as through intensive management of cleaning operations and enhanced cooperation with other government agencies that manage properties in the City. The daily number of WEP participants performing street cleaning work currently averages over 600.

Department of Parks and Recreation. During the first four months of Fiscal 1998 the percentage of park sites rated acceptably clean increased to 94 percent, compared with 91 percent during the same period last year. The Department attributes improvements in the cleanliness and overall appearance of the parks in part to its Work Experience Program (WEP) participants, who perform basic tasks such as removing debris and raking leaves. During the first four months of Fiscal 1998 DPR assigned an average of 6,228 WEP participants to locations citywide, compared to an average of 5,428 WEP participants assigned during the first four months of Fiscal 1997.

The Department invites its most motivated WEP participants to participate in its Parks Career Training (PACT) program. PACT participants receive intensive on-the-job instruction in custodial, clerical, horticultural, security, and maintenance work, along with job placement assistance and a comprehensive package of employment-related services. During the first four months of Fiscal 1998, an average of 520 individuals were enrolled in PACT. During this period DPR placed 155 PACT participants in the workforce, 114 of whom were placed in private sector jobs. By comparison, 139 participants were placed in the workforce during the same period of Fiscal 1997, 127 of them in the private sector.

Health and Hospitals Corporation. During the first four months of Fiscal 1998, 726 WEP participants completed their job rotation in HHC's acute care hospitals. HHC is evaluating ways to increase the number of permanent placements for WEP participants who have completed their initial job experience at the Corporation. In November 1997 HHC, in collaboration with the Human Resources Administration and a private vendor, began piloting the Vocational Work Study (VOWS) program at the Generations+ Health Care Network. Two of the network facilities, Metropolitan Hospital Center and Morrisania Diagnostic and Treatment

Center, are involved in the training of approximately 75 WEP participants for jobs in entry level billing and/or medical assistant positions; training will occur with their participation in the WEP program.

CITIZENSHIP NEW YORK CITY

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. The Citizenship New York City (CNYC) program, spearheaded by the Department of Youth and Community Development (DYCD), embodies this commitment.

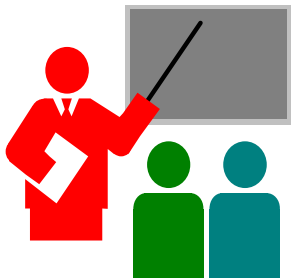
Citizenship Centers. As shown in the accompanying chart, DYCD coordinates the services of City and contract agencies to a substantial number of non-citizens in need of critical services. Six citizenship centers were established as of September 1997. The CNYC centers, as well as a telephone hotline (888-374-5100) with 24 multilingual operators, were created to assist legal immigrants at risk of losing federal benefits and help these immigrants with the process of becoming naturalized citizens. DYCD also refers these clients to its contract agencies for services such as English language assistance, legal help, and civic classes. The Department has collaborated with the federal Department of Immigration and Naturalization Services in training CNYC staff, and in handling administrative tracking and follow-up on previously submitted naturalization cases.

Food Stamps. Although approximately 51,000 individuals were deemed ineligible for both federal and State/City-funded food assistance at the end of August 1997, the City appropriated \$4.2 million to pay an additional month of food stamp benefits for this population. In September 1997 the State and City began providing food stamp funding as part of a \$25.7 million appropriation for non-citizens who are aged, disabled, or under 18 years of age, and who are deemed ineligible for federal assistance. At that time the Human Resources Administration (HRA) informed approximately 28,000 immigrants who were at risk of losing federal food stamps about the new State and City-funded food assistance program. At the end of Calendar 1997 there were approximately 70,000 individuals receiving State and City-funded food stamp benefits under this program.

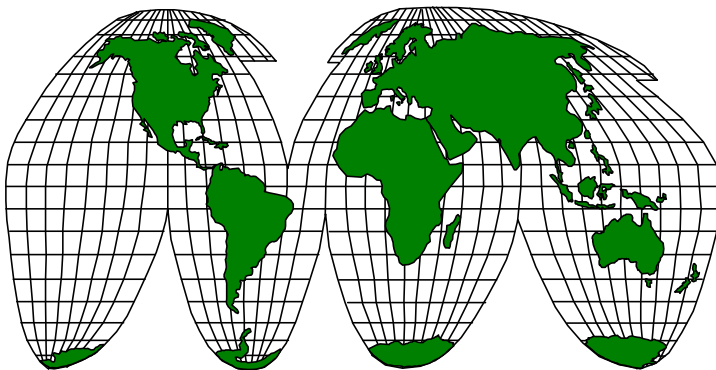
SERVICES FOR IMMIGRANTS

JULY-OCTOBER 1997

Six Citizenship Centers operated by the Department of Youth and Community Development (DYCD) received **3,594** referrals



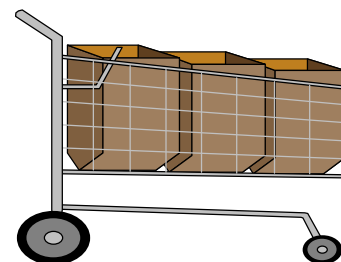
Senior Citizen programs administered by the Department for the Aging, including English as a Second Language and Citizenship Assistance, served **7,714 seniors**



Neighborhood Development Programs administered by DYCD served **11,909 individuals**

Basic Education in a Native Language Programs funded through DYCD served **513 students**

The Food Assistance Program operated by the Human Resources Administration - funded by the State and City for non-citizens who are aged, disabled, blind or under 18, and ineligible for federal assistance - served **70,000 individuals** during Calendar 1997.



Assistance to Seniors. In coordination with DYCD, the Department for the Aging (DFTA) is working to begin its Services to Older Refugees Project in March 1998. This initiative will identify legal refugees at risk of losing federal benefits, including Supplemental Security Income (SSI), and refer them to the appropriate resources. DFTA's contracted case management agencies will serve as the intake point for refugees who may be eligible for English as a Second Language (ESL) and citizenship preparation courses through programs funded by DYCD. The agencies will also work together to identify additional support services, including referrals to legal counsel, that refugees may require.

DFTA's ESL/Citizenship Assistance Project, launched in Spring 1997, provides ESL classes, citizenship classes, and naturalization counseling to legal immigrants. Currently 2,767 elderly immigrants are enrolled in ESL classes and 1,842 are enrolled in citizenship classes. These figures represents 56 and 38 percent increases, respectively, over the 1,775 and 1,330 seniors served during last spring's session. In addition, the ESL/Citizenship Assistance Project has provided immigration counseling to an average of over 580 immigrants monthly, up from a monthly average of approximately 330 last spring. Thus far in Fiscal 1998, 164 graduates of the ESL/Citizenship Assistance Project have become naturalized citizens.

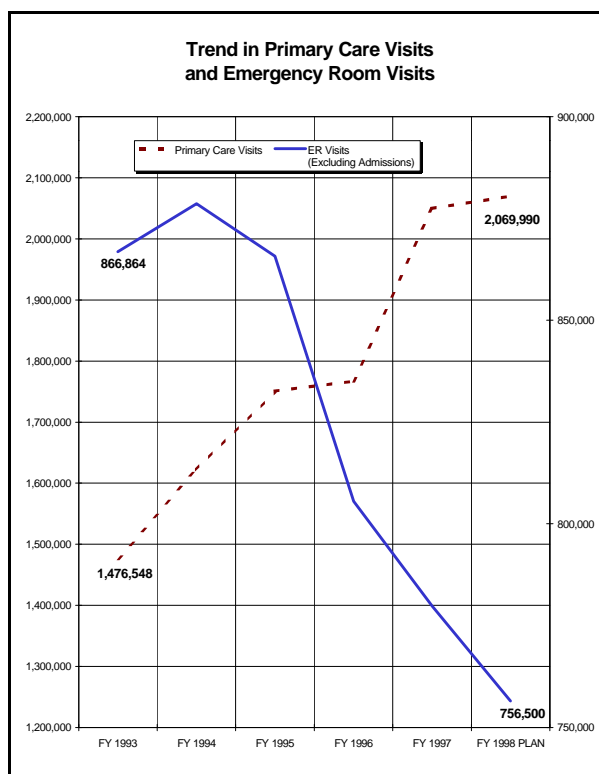
Mental Health Services. In Fiscal 1995 the Department of Mental Health, Mental Retardation, and Alcoholism Services established 15 outreach programs to serve immigrant families from non-English speaking areas of the world, including groups from the Caribbean, Eastern Europe, Asia, South America, and Africa. In Fiscal 1997, 3,626 families were served by these programs. The Department is currently reviewing the need for additional programs in areas of the City with high concentrations of immigrants.

Consumer Protection. In December 1996 the Department of Consumer Affairs (DCA) initiated a visa lottery educational campaign to coincide with the annual federal Diversity Visa lottery program. To protect lottery participants from fraud at the hands of unscrupulous immigration service providers, DCA published two pamphlets that describe the lottery process and explain how to avoid lottery fraud. The pamphlets were printed in nine languages and distributed through community-based organizations and the Mayor's Office of

Immigrant Affairs. DCA also established and staffed a telephone hotline, which handled consumer reports of fraudulent immigration practices related to the lottery.

HEALTH AND HOSPITALS CORPORATION

Primary Care. The accompanying chart illustrates the progress of the Health and Hospitals Corporation (HHC) toward enhanced quality of health care. HHC 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. In the first four months of Fiscal 1998 the Health and Hospitals Corporation (HHC) increased primary care visits by an additional 1.7 percent, to 696,907 from 685,233 during the same period in Fiscal 1997.



Hospital Reconstruction. During Summer 1997 the Mayor and the Corporation announced the rebuilding of both the Kings County Hospital Center and the Queens Hospital Center. In December 1997 the State Hospital Review and Planning

Council approved the first phase of the Kings County Hospital Center modernization project; \$90 million will be spent to replace 340 general care beds by constructing a new building and modernizing existing space. Design work began in November 1997 and construction is scheduled to begin in Fiscal 1999.

The State Council also approved the Queens Hospital Center rebuilding project in December. This initiative will involve the construction of a new 200-bed hospital offering general care and behavioral health services, as well as Centers of Excellence for women's health, ambulatory care, and cancer care. The project's cost is estimated at \$147 million over five years. Design work began in January 1998, with construction scheduled for Fiscal 1999.

Accreditation. The quality of care at all HHC 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 first four months of Fiscal 1997 Coler Memorial Hospital, Coney Island Hospital, Kings County Hospital Center, Lincoln Medical and Mental Health Center, and Seaview Hospital Rehabilitation Center and Home participated in the JCAHO Multi-Hospital Survey. All received preliminary three-year accreditation and are awaiting notice of full three-year accreditation. Survey preparation activities have already begun for Elmhurst Hospital Center, Jacobi Medical Center, Metropolitan Hospital Center, Queens Hospital Center, and the Gouverneur Skilled Nursing Facility, all of which will be surveyed by JCAHO in Fiscal 1999.

Performance-Based Affiliate Agreements. All affiliate performance-based productivity agreements now contain core standards that link payment with achievement of mutually agreed upon outcomes. The Corporation has developed new monitoring systems to assess whether facilities and affiliates are complying with contract standards; by the end of Calendar 1998, HHC will begin evaluating the effectiveness of these affiliation contracts.

Family Health and Support Center Initiative. In February 1998 a new pilot program that integrates substance abuse treatment with mental health and primary health care was launched at the Cumberland Diagnostic and Treatment Center in Brooklyn. The program targets families with children in foster care and those at risk of having children placed in foster care. The treatment model

relies heavily on care managers to implement treatment plans and to coordinate service delivery. Outcomes will include reduction in emergency room use and other costly medical and substance abuse services, the maintenance of sobriety, family preservation, and the transition from welfare to employment.

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 1998 DHS expanded its focus on workforce development with the creation of the Management Training Institute (MTI). A curriculum reflecting the goals of the Agency has been developed and a consultant has been employed by the Department to conduct classes that include six modules: Leadership, Mission and Structure; General Management; Effective Communication; Contracting for Services; Program Evaluation; and Challenges of Management. The first sessions, for a class of 25 DHS managers, began in November 1997.

At the beginning of Fiscal 1998 DHS implemented a systemwide incentive payment program designed to reward those shelter operators who demonstrate excellence as measured by several performance criteria. The program aims to increase placement of homeless families and single adults into permanent or alternative long-term housing and reduce the number of clients who return to the shelter system once placed. In addition, performance criteria have been developed and implemented for service-specific programs, such as employment programs. DHS is a leader in the City's effort to institute performance-based contracting for social service provision.

During the first four months of Fiscal 1998 the Human Resources Administration continued to aid families at risk of homelessness by helping them find suitable permanent housing, thereby preventing their entry into the emergency shelter system. A Homelessness Prevention Unit (HPU) operates at each of 31 centers during business hours and at the Emergency Assistance Unit, where round-the-clock services are provided; each HPU consists of one supervisor and up to six caseworkers. Staff interview all referred families, helping as many as possible to find alternate living arrangements. Of the 13,775 families referred to HPUs during the first four months of Fiscal 1998, 8,190 had their housing problems resolved, and

alternate housing was found for 61 percent of these families. The Homelessness Prevention Program is most effective with families who are at the highest level of risk. During the first four months of Fiscal 1998, 3,211 families were at imminent risk of homelessness; HPU's found alternate living arrangements for 88.9 percent of these families, compared with 87.8 percent assisted during the first four months of Fiscal 1997.

SPECIAL EDUCATION

At the start of the 1997-1998 school year more than 151,950 students were receiving special education services, an increase of over 4,500 students from the start of the 1996-1997 school year. The program serves 61,000 students in regional self-contained classes, 45,000 students who receive part-time resource room services, 16,000 students in self-contained schools and 12,000 students receiving services such as counseling or speech services. In addition, the Board conducts more than 120,000 evaluations per year.

The federal Individuals with Disabilities Education Act (IDEA) was re-authorized in June 1997 with significant changes. IDEA was amended to ensure that students with disabilities have access to school programs, and achieve high academic standards in the least restrictive environment; and to enhance the roles of parents and the general education teacher. Although federal IDEA regulations are not yet finalized, the Board has moved forward with an IDEA implementation team to begin discussion of policies and procedures that may require revision, and to develop a plan that is consistent with the overall Chancellor's Reform Plan for special education.

To support the new plan, which will be phased in over the next three years, in Fiscal 1998 the Board has allocated more than \$28 million for special education/intervention activities, including remediation, speech therapy, and counseling. Through this new initiative, the Board will work to ensure that students with disabilities receive needed services in the least restrictive environment.

Through its Special Education Prevention/Early Childhood Intervention initiative, the Board will continue to provide the opportunity for disabled and non-disabled children in grades pre-kindergarten through three to learn together through integrated educational services in a less restrictive environment. During the 1997-1998 school year the

Board plans to serve 3,584 special education students through such programs as SuperStart, SuperStart Plus, and School-Age Plus, compared to the 2,975 students that were served during the 1996-97 school year. In addition, during the current school year approximately 12,000 general education students will be served through the SuperStart program. The Consultant Teachers' Service Initiative, a preventive/intervention program for special education and general education students, will be expanded from 558 schools in Fiscal 1997 to 600 schools in Fiscal 1998.

In January 1998 Mayor Giuliani asked the Chancellor to chair a working group consisting of a former First Deputy Mayor, the City's Corporation Counsel, and other participants to set forth a strategy to rationalize and restructure the City's special education system.

WATERSHED PROTECTION

On January 21, 1997 the New York City Watershed Memorandum of Agreement (MOA) was signed by the Mayor, the Governor, the federal Environmental Protection Agency, over 70 watershed municipalities (including counties, towns, and villages), and a coalition of environmental organizations. 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, with approval by the State Department of Health (SDOH), of revised regulations for activities affecting water quality; an evaluation of the City's existing comprehensive water quality monitoring program, with the development of recommendations for possible enhancement; and a series of environmental and economic partnerships with upstate communities, including a program designed to correct water quality problems by upgrading existing wastewater treatment plants and constructing new sewage treatment infrastructure. City regulations for the watershed, imposing limits on certain activities affecting water quality and authorizing the City to take enforcement actions to protect the watershed, became effective on May 1, 1997. Since then the Department of Environmental Protection (DEP) has issued a total of 233 notices of violation for individual residential septic system failure, 300 environmental summonses, and 251 notices of warning.

The Department's primary means of securing a safe water supply is its land acquisition program.

Since January 1997 the Department has entered into 98 contracts to purchase a total of 9,158 acres of land. Before closing on these properties, the New York City Administrative Code requires that each parcel receive Mayoral approval. This process began in July 1997; since then DEP has received preliminary Mayoral approval for 75 parcels and final approval for 28 parcels. Title to the first three parcels, totaling 113 acres of land, was transferred to the City in October 1997. The City continues to solicit the owners of over 355,000 acres of land.

In August 1994 the Department executed a five-year, \$35.2 million contract with the Watershed Agricultural Council in agreement with the terms set forth in the Watershed Agricultural Program. This program is a major component in meeting the City's compliance with the filtration avoidance determination. The Board of Directors of the Council, a not-for-profit organization, includes individual farmers, representatives of the agricultural industry, and the DEP Commissioner. The contract provides for pollution prevention planning programs designed to improve farming practices and water quality on approximately 300 farms in the watershed. By the end of October 1997, 297 farms had entered into agreements with the Council to develop and implement Whole Farm plans for water quality protection.

SOLID WASTE DISPOSAL

Since the Mayor and Governor agreed in June 1996 to close the Fresh Kills Landfill, the Department of Sanitation (DOS) has been designing and introducing programs that prevent material from entering the City's waste stream, recycle more of the material in the waste stream, and export the remaining waste. In order to meet the December 31, 2001 landfill closure deadline, DOS is implementing a year-by-year phase-down schedule for decreasing refuse disposal at the landfill. In the short term, the waste that cannot be prevented or recycled will be exported. The first target of the phase-down schedule was to reduce the amount of

refuse being disposed at Fresh Kills from 13,000 tons per day in 1996 to 10,900 tons per day by December 31, 1997. The December 31, 1997 target was revised to 10,500 tons per day based on the August 1997 disposal of 10,152 tons per day. The Department achieved the revised target when it disposed of 10,300 tons per day at Fresh Kills during December. The City plans to dispose of no more than 8,500 tons per day at Fresh Kills by December 31, 1998. In order to achieve this target, DOS has issued a bid solicitation to export a combined total of 2,400 tons of refuse from Brooklyn and Queens beginning October 1998.

The long term plan for managing New York City's solid waste focuses on waste prevention, recycling programs, and the exportation of solid waste through the City's existing marine transfer stations. Exporting refuse through the existing marine transfer stations, located in all boroughs except Staten Island, is the preferred method of long-term export, as it is likely to have the least additional impact on local communities. In June 1997 DOS issued a Request for Proposals (RFP) for the continued use of the City's marine transfer stations to export refuse after Fresh Kills is closed. The Department expects to enter into contracts for the continued use of the marine transfer stations by early Fall 1998, but anticipates that its contractors will require 36 to 40 months to construct the infrastructure necessary to unload the waste from transport to out-of-City disposal facilities.

Final cover construction for all active landfill sections is now in the design phase. In order to control landfill gas emissions and associated odors at the Fresh Kills Landfill, the Department plans to install a landfill gas collection and flaring system. The City plans to install gas extraction wells throughout the landfill and interconnect them to a gas collection and distribution system designed in accordance with federal and State requirements. These efforts will result in a significant reduction in odors and other landfill emissions. The City expects to enter into a contract by mid-Calendar 1998.

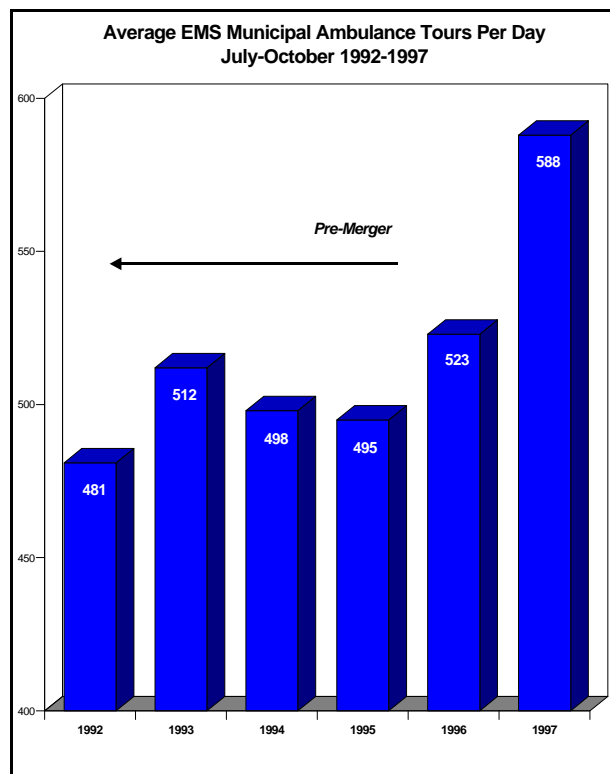
CONSOLIDATION AND RESTRUCTURING

City government has been substantially restructured over the past four years in order to increase efficiency 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; the merging of personnel and support functions into the Department of Citywide Administrative Services; and the separation of the Administration for Children's Services from the Human Resources Administration. A number of major restructuring initiatives have followed; in some cases, work to finalize the full consolidation or the transfer of administrative and service operations is still ongoing. Information on a number of these measures, including the Collection Consolidation initiative, contracting reforms in the Department of Youth and Community Development, and the NYPD's traffic strategy, are discussed elsewhere in this Summary. This section provides updates on three of the most recent reorganization initiatives, affecting the Emergency Medical Service, the Department of Design and Construction, and the departments of Health and Mental Health, Mental Retardation, and Alcoholism Services.

EMERGENCY MEDICAL SERVICE

In February 1996 the City Council passed legislation to merge the City's Emergency Medical Service (EMS) into the Fire Department to insure more timely 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. The impact of the merger in terms of emergency response times are discussed in this Volume's section on quality of life initiatives.

The Fire Department has taken a number of steps to increase EMS efficiency and reduce response times. As shown in the accompanying chart, the number of EMS ambulance tours has increased significantly since the merger was accomplished. In the first four months of Fiscal 1998 the average number of ambulance tours was 588, an 18.8 percent increase from the average number of ambulance tours during the reporting period directly preceding the merger, the first four months of Fiscal 1996.



Since the merger the Department has made progress in meeting its commitment to develop community-based ambulance stations, allowing units to be deployed throughout the City with maximum efficiency and speed. Since the merger five new stations have been opened, supplementing 16 that were already operational. Construction for a replacement station has commenced at Woodhull Hospital in Brooklyn; the new station will be completed by Fall 1998. In addition, construction for a garage facility was

initiated at Elmhurst Hospital in Queens and will be completed by Summer 1998. Construction has also begun at Old Engine 232 in Brownsville, Old Engine 68 in Highbridge, and Old Engine 71 in Melrose. All three will be completed by Spring 1998.

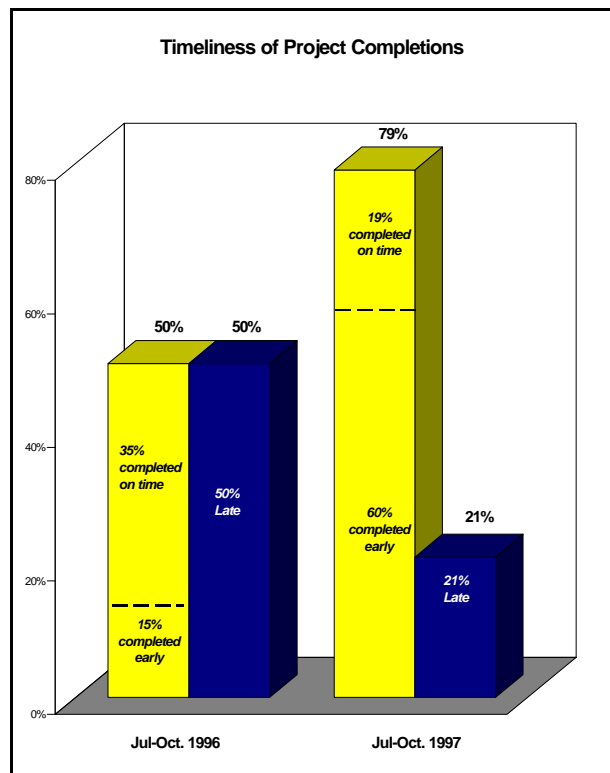
During the remainder of the fiscal year the Department plans to begin construction on a new ambulance station at Peninsula General Hospital and a garage facility at Western Queens Hospital. In Fiscal 1999 the Department will continue to work with the Department of Citywide Administrative Services and the Department of Design and Construction to identify and obtain properties, obtain the necessary land use approvals, complete building designs, and construct new stations.

DEPARTMENT OF DESIGN AND CONSTRUCTION

Created in October 1995 by Local Law 77, the Department of Design and Construction (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 creation in Fiscal 1996 DDC has worked to reduce the duration of construction projects in order to mitigate the impact of excessive noise, obstructions from equipment and machinery, traffic delays, and detours on local neighborhoods. As part of these efforts the Department has reduced the average contract duration of typical street construction projects by 44 percent. The decrease was made possible by innovative bidding and contracting methods; the consolidation of all construction activities into one agency; and a

project tracking system, which provides accurate and up-to-date information on the status of all DDC projects. The accompanying chart shows the dramatic change in timeliness of DDC-managed project completions from the first four months of Fiscal 1997 to the same months of Fiscal 1998. The proportion of projects completed late (more than a month past the scheduled date of substantial completion) has fallen from 50 percent to 21 percent.



Street reconstruction projects have traditionally been bid and awarded without provisions for associated utility work. When contractors were faced with the need to address utility issues in the field, projects stopped while negotiations between contractor and utility companies proceeded. In June 1996 the Infrastructure Division established a revised joint bidding protocol that minimizes delays by including utility work in construction contracts.

In Fiscal 1997 the Structures Division established Job Order Contracting (JOC), creating a unit-based contract which enables the City to group a sizable number of small and medium-sized projects within a single, competitively bid contract for the provision of an indefinite quantity of goods. This method allows standard design and construction projects to be completed earlier and more cost-effectively by eliminating small, redundant procurements. In

Fiscal 1998 DDC expects to use 12 job order contracts, representing task orders totaling \$12.0 million.

In Fiscal 1997 the Department developed a project report card system to rate management, record keeping, construction quality, timelines, and safety for DDC's Infrastructure Division projects. The report card is supported by an automated information system, which gives DDC an overview of its entire construction project portfolio and provide managers with advance warning of potential problems. The report card also identifies areas where management practices and policies need improvement. In the first four months of Fiscal 1998 DDC used the report card to rate 54 of its 548 construction projects; nine of these were rated unsatisfactory and were given special attention to correct deficiencies. In Fiscal 1998 DDC will rate a third of all active construction projects. In the third quarter of the fiscal year a similar report card will be developed for projects in the Structures Division.

In Fiscal 1997 DDC began implementing a comprehensive new Pre-Award Process in order to evaluate a bidder's technical and financial qualifications prior to awarding a contract, thus ensuring that each bidder is financially able to support the successful completion of their project and that contracts are awarded only to qualified contractors. A "Pre-Award Procedures Manual" was completed in Fiscal 1997, establishing DDC's criteria for the evaluation of bidders' technical and financial qualifications. By October 1997, 139 personnel had completed training in the evaluation process. In addition, project managers can now access the forms required for the pre-award through e-mail. In September 1997 the Second Street Day Care Center was the first project bid using the pre-award process; as a result, bidders submitted more detailed references and financial statements, and submitted pricing in Construction Specification Institute format to correlate with DDC's design consultant's estimate.

In Fiscal 1997 DDC substantially reformed its payment process. This effort included the development of a computer application to track payments, the centralization of payment functions to eliminate redundancies, and the establishment of target dates for each unit's payment processing. The Department also conducted a comprehensive payment processing training program for employees. As a result, in the first four months of Fiscal 1998 DDC processed 98 percent of capital payments in compliance with the prompt payment guidelines, a 26 percent increase compared to the first four months of Fiscal 1997.

The Department has established two task forces to improve the change order process. In Summer 1998 DDC will implement new processes, procedures, and forms recommended by the task forces. This process will ensure accountability at every stage of the change order process and will include a new computer system to assist in the management and monitoring of change orders throughout the life of a project. The system will track the status of each change order at all times and identify the cause of any delays. Clear outlines for change order steps for all project managers and others involved will be identified, including who is responsible for each element of the process.

DEPARTMENT OF HEALTH

In January 1998 Mayor Giuliani proposed the merger of the Department of Mental Health, Mental Retardation, and Alcoholism Services (DMH) into the Department of Health (DOH). The merger of DMH and DOH will allow the City to further develop the integrated health initiatives that address the needs of New Yorkers with complex health and mental health needs. Additionally, the new public health agency will administer the City's core health and mental hygiene programs, strengthen the Mayor's drug abuse initiative by ensuring access to drug treatment, and develop initiatives to better serve children and adolescents with health and mental hygiene problems.

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 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.

Automated Kiosks. As of December 1997 the CityAccess kiosk demonstration project saw over one million visitors to the 37 kiosks located throughout the five boroughs. City Access kiosks averaged approximately 18,775 visits per week during the first four months of Fiscal 1998. The kiosks also generated revenues for the City through the collection of payments for parking summonses via credit or debit cards. Since the inception of this program in January 1997 payments of approximately \$40,000, representing over 400 summonses, were made. The Department is compiling the information and statistics gathered during the demonstration project, and will evaluate the future of kiosk technology for City agency use.

Information Technology Standards. In Fiscal 1998 DoITT continues its efforts to establish citywide information technology standards. Utilizing information gathered in Fiscal 1997 from City agencies regarding current operating practices, DoITT applied State standards governing software development, database architecture, network interfacing, and Internet design. The review identified a number of areas where improvements could be made with existing resources. The Department will work with information systems managers at affected agencies during the remainder of the fiscal year to implement the

recommended changes from this review and incorporate new technologies wherever possible.

Year 2000 Project. The City is taking steps to deal with the potential impact of the Year 2000 on critical computer systems. In December 1996 the City's Year 2000 Project Office was established to develop a project methodology and coordinate the efforts of the 43 City agencies. In Phase I of this project, which was completed in July 1997, these agencies conducted a survey of areas where the Year 2000 may impact their operations. The inventory included application systems; hardware/software systems; telephone systems; preprinted forms; and facility systems. Since July 1997 agency and project office staff have worked together to complete an assessment of the inventory and determine what the potential impact the Year 2000 will have on each of the agency's critical and high priority application systems.

In Phase II of the project, which began in August 1997, agencies began testing and certifying the application systems reported to be Year 2000 compliant. Also in Phase II, agencies began developing strategic plans for their non-compliant critical and high priority application systems. These plans articulate an agency's strategy, on a system-by-system basis, to rewrite, replace, remediate, retire, or consolidate its non-compliant application systems. These strategic plans are being reviewed by the Project Office, the Office of Management and Budget, and technical and executive committees prior to approval.

In Phase III the Project Office will oversee the implementation, tracking, and reporting on the status of approved Year 2000 projects and strategic plans; complete the assessment and strategic planning for hardware/software, facility, and

Information Technology Projects

Citywide

- NYC LINK -- The City's Internet Server & Web Site
- CityAccess -- Automated Information Kiosks
- Citywide Review of Information Technology Standards
- Year 2000 Project

Public Safety

- **Police Department** -- Automated Fingerprint ID
- **Fire Department** -- OMNI system for arson investigation
- **Department of Correction** -- Victim Notification system

Infrastructure and Community Services

- **Department of Environmental Protection** -- Citywide basemap coordinating aerial photos, infrastructure and utility lines
- **Department of Design and Construction** -- Project Info system to control construction project schedules and budgets
- **Public Libraries** -- Automated telephone access to library information and schedules; enhanced on-line information

Information Technology Projects

Health and Human Services

- **Health and Hospitals Corporation** -- Health Care Information System to track patient health, treatment history, and monitor provider productivity
- **Administration for Children's Services** -- Automated case management for Child Support Enforcement
- **Department for the Aging** -- Provider Data System for tracking clients and monitoring service providers

Regulatory and Administrative Services

- **Department of Buildings** -- Streamlined plan examinations and permitting through electronic filing
- **Department of Consumer Affairs** -- Automation of the Citywide Licensing Center
- **Taxi and Limousine Commission** -- Photo-imaging system for drivers
- **Department of Citywide Administrative Services** -- New Vehicle Fleet Management system

telephone systems; and work with the City's information technology staff to identify areas where additional Year 2000 training is needed. Also in Phase III, the Project Office will continue to work with agencies to refine cost and time estimates and establish the skills needed for remediation projects. To accomplish this the Project Office has partnered with the Department of Finance (DOF), the Department of Buildings (DOB), the New York Police Department (NYPD), and the Office of Labor Relations (OLR) to remediate four critical or high priority application systems. The experience obtained from these remediation pilot projects will assist agencies in identifying and establishing the skills they need for other remediation projects, and will provide them with a more accurate model for time and cost estimates.

Concurrently with these Phase III activities, the Department of Information Technology and Telecommunications will be moving forward with its Year 2000 strategic plan to upgrade all of its current system software to Year 2000-compliant release levels. The core team responsible for this upgrade work has been identified and the work has started. DoITT expects to complete the upgrade work by the end of Calendar 1998. In addition and concurrently with its infrastructure 2000 upgrade project, DoITT will be establishing testing environments and providing testing resources to its client agencies.

The Internet. The New York City Office of New Media has expanded the scope and content of NYC LINK, the official New York City web site. New features and initiatives for NYC LINK are detailed in this Volume's section on customer service. NYC LINK now allows New Yorkers to perform a range of government transactions that previously had to be performed by mail or in person. In addition, NYC LINK allows New Yorkers to send e-mail to over 50 City Commissioners and agency heads. This has

opened up a new channel of communication between the City's managers and residents, and has improved the transmission of public feedback directly to agency heads.

The City has been recognized for the sophisticated and pioneering nature of its web site. In September 1997 NYC LINK won first prize in the national "Best of the Web" contest, sponsored by a coalition of public agencies, corporations, and publications to recognize innovative uses of web technology to deliver government services. NYC LINK was selected as the best local government site out of over 250 state and local government entries.

Technology Fund. In Fiscal 1996 the City established a Technology Fund, with allocations totaling \$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 moneys to agency projects that qualify by enhancing services through expanded and more responsive interfaces between customers and service providers. Since the inception of this initiative, a total of 49 projects have been funded. Completed projects supported by the Technology Fund include consolidation of the processing of all City-issued licenses and permits at the Citywide Licensing Center, and establishment of an automated victim notification system that informs registered crime victims when an inmate is released. Current projects including installation of interactive voice response telephone systems at several agencies, allowing callers to input data and receive corresponding information on programs and services. A total of 30 Technology Fund projects in 19 agencies will be completed by the end of Fiscal 1998.

AGENCY INITIATIVES

PUBLIC SAFETY

Police Department. In cooperation with the Midtown Community Court, the Department will expand its data link to provide precinct police officers with current information about cases they have brought to the court. Police Link has been in operation for two years at the Midtown North Precinct, and expansion to include the 10th and Midtown South Precincts is being evaluated. Each precinct will have a PC station where officers may

review arrest information, court outcomes, and current warrant status. This expanded system will improve criminal justice coordination for the Department and the Court.

With the addition of Patrol Boroughs Queens North and Queens South, the computerized Court Appearance Control System (CACS) is now operational in seven of the eight patrol borough commands. This system decreases the time necessary to schedule, track, and verify court attendance by police officers. Citywide

implementation will be completed during Fiscal 1998.

The Department's Automated Fingerprint Identification System (AFIS) was implemented in August 1997 with a database of 200,000 individuals, and will continue to grow at a rate of 15,000 per month. Since inception it has identified 130 individuals with extensive criminal histories who were previously labeled as first time arrestees by the State AFIS system. The majority were also found to have active warrants after being correctly identified. In addition, the new AFIS system produced latent fingerprint hits in four major cases that had been previously searched in the State system with negative results.

Completion of the new E911 Public Safety Answering Center (PSAC) at Metrotech in Brooklyn is continuing in phases. The radio dispatch function was relocated from One Police Plaza to the new PSAC in October 1997 to consolidate major call-taking and radio functions within one facility. Implementation of the new Computer Aided Dispatch (CAD) system to facilitate digital dispatching directly to the 2,000 mobile digital terminals (MDTs) recently installed in Department vehicles is expected by August 1998.

Fire Department. As part of an initiative to enhance arson investigation efforts, the Department's Bureau of Fire Investigation continues the implementation of its new Operations and Management of Network Information (OMNI) system. OMNI's functions include the Department's first real-time user-friendly arson investigatory database. The second implementation phase of OMNI, the Single Point Dispatch System (SPDS), was initiated in September 1997. SPDS will dispatch, classify, and track all fire investigations in a relational database format, and will include an up-to-the minute statistical reporting capability to track arson patterns and trends. SPDS is presently operating in a limited capacity and is expected to be integrated with the Department's Emergency Operations Center in early 1998.

Department of Correction. The videoconferencing project, which provides the Department of Correction (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 during the first four months in Fiscal 1998. 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, 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 first courtroom was outfitted and tested in November 1997, and will begin holding ten to twenty appearances per day beginning in January 1998. DOC will continue to develop this system in conjunction with the Office of the Criminal Justice Coordinator, DoITT, the Probation Department, and the State Office of Court Administration during the remainder of Fiscal 1998, and seek funding to install videoconferencing booths at the Adolescent Detention and Reception Center on Rikers Island.

The Department implemented a crime victim notification computer system (VINE) in October 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. As of December 31, 1997, over 450 individuals had registered with VINE.

Department of Probation. Work continues with the Department of Information Technology and Telecommunications on the Criminal Justice Information System (CJIS) restructuring project, with Probation and other end-user agencies participating in the final stages of the design phase of the project. The CJIS system is designed to provide information about arrested youth to criminal justice agencies. Initially, it will create a network linking Probation, the Department of Juvenile Justice, the Law Department, and the local courts; ultimately, the Police Department, social service agencies, and other organizations will be incorporated. The restructured CJIS system is scheduled for installation and system testing in the third quarter of Fiscal 1998, with full implementation scheduled by the end of Fiscal 1998.

INFRASTRUCTURE AND COMMUNITY SERVICES

Department of Environmental Protection. In conjunction with the City's Geographic Information System (GIS) Steering Committee, the Department

is developing a citywide computerized basemap that will serve as the foundation for an integrated GIS serving City agencies and other public and private organizations. The Department coordinated aerial photography of the entire City during Spring and Summer 1996; the photographs are to be converted into a citywide basemap, to be used in conjunction with GIS software. In October 1997 the Department registered a contract for the conversion of detailed aerial photography into the computerized basemap, to be completed by October 1999. At that time, registration of geographic data on the City's underground infrastructure, including water, sewer, electrical, steam, telephone, cable, gas, and subway lines, onto a common geographical basemap can be completed. To prepare for the new basemap, DEP has substantially completed mapping the City's water system, and is drafting specifications to map the sewer system.

Development and installation of DEP's new automated complaint system began in December 1997. Scheduled for completion in May 1998, the new system is designed to improve DEP's responsiveness to emergencies and customer service requests, as well as enable faster and more detailed reporting, by storing complaint information in a relational database. It will also improve routing and tracking of work crews and enable City agencies, Community Boards, and other users to access up-to-date status reports on DEP repairs and projects. Over the next two years the Department plans to increase telephone and home computer access to information about the status of complaints.

Department of Design and Construction. DDC has developed new customized computer applications that provide accurate, up-to-date information about all DDC projects from a single integrated source. The first phase of DDC's Project Info system, completed in Fiscal 1997, included basic project information on schedule, budget, location of construction sites, personnel, and project status. Subsequent phases, which will be implemented in Summer 1998, include contract data and more detailed budget and schedule information. Linking projects and contracts will enable DDC to manage its commitment plan effectively and better control project schedules and budgets. In December 1997 the Department completed the implementation of a Geographic Information System (GIS) link to Project Info, which provides information on all projects in a specific location, helping DDC to predict and minimize

construction-project inconveniences in City neighborhoods.

Department of Sanitation. In January 1997 DOS initiated Phase I of an upgrade to the Sanitation Action Centers' Interactive Voice Response System with financing from the City's Technology Fund. This enhancement allows callers to leave messages in DOS voice mailboxes after business hours and on weekends. Since this feature was introduced in March 1997, over 600 City respondents have used it to leave messages for DOS. Temporary snow laborers will be able to call SAC, key in their zip codes, and learn the available work locations closest to them, all without speaking to a DOS operator. In addition to streamlining DOS's operations, this capability frees up DOS staff to handle customer inquiries. Phase II of the upgrade, currently being installed, allows City residents to check their refuse and recycling collection days by entering their addresses from their home telephones, again without having to speak with an operator. The upgraded system will also enable callers to obtain selected DOS publications and forms automatically by fax. The Department is currently testing the system, which should be available to the public by the end of February 1998.

Public Libraries. In Fiscal 1997 the City's three public library systems received awards of \$115,000 each from the Technology Fund. The Brooklyn and New York systems will use their awards to install Integrated Voice Response systems for their Telephone Reference Services, thus improving the effectiveness and efficiency of their response to public inquiries. Callers will be able to obtain information on branch library hours of service, public programming schedules, and other general library information more quickly than was previously possible. The voice response system is expected to be installed by mid-February 1998, and callers will be able to obtain information on branch library hours of service, public programming schedules and other general information through the new system by the end of March 1998.

The Queens Borough Public Library will use Technology Fund money to purchase and install high-speed CD-ROM servers in order to expand information content for customers. In early 1998 these servers will be located in the Central Data Center, with access from any of the 63 libraries in the borough. Customers can find up-to-date information on line from any one of 400 public access workstations, or from their home or office

through the Library's home page. Implementation is expected by March 1998.

HEALTH AND HUMAN SERVICES

Health and Hospitals Corporation. HHC is proceeding with implementation of the Health Care Information System (HCIS), a computerized patient-record system used by physicians and other health care providers to document a patient's lifetime health and treatment history. As a byproduct of physician documentation of patient care, data is captured for productivity monitoring and clinical value improvement. In September 1997 Queens Hospital Center began using HCIS in its ambulatory care units, bringing the installed total to 33 percent of the facilities. In November 1997 Bellevue Hospital Center installed HCIS in two primary care units. All remaining acute care facilities and Diagnostic and Treatment Centers will install the system during Calendar 1998.

Administration for Children's Services. The New York State Department of Social Services has begun a major redesign of the Child Support Management System (CSMS), the information system utilized by the Office of Child Support Enforcement (OCSE). OCSE has formed a team of experts who are working closely with the State to design and develop the new system. A primary goal of the redesigned CSMS will be to fully automate case management functions, thereby granting staff more time to work on difficult child support cases. One of the first components to be operational will be an automated payment history search and calculation. This application will allow local districts to access and compile data currently only available through labor-intensive manual collection methods. The State will test and implement these applications in Spring 1998.

Department for the Aging. During the first four months of Fiscal 1998 DFTA laid the groundwork for further expansion of the Provider Data System (PDS), its client database and automated provider monitoring system. Equipment purchases and site alterations, such as new phone lines, are complete for 25 senior centers. The program will expand to 72 additional sites by the end of Fiscal 1998, bringing the total number of sites to 250.

REGULATORY AND ADMINISTRATIVE SERVICES

Department of Buildings. Electronic filing for nearly all new permit applications became available citywide in October 1997. Increased electronic filing by applicants reduces the need for repetitive data entry, ensures timely and accurate turnaround, and enables staff to devote time to other functions. During the first four months of Fiscal 1998 DOB staff visited professional architectural and engineering organizations and conducted numerous training sessions to encourage the use of electronic filing. In addition, in August 1997 the Department updated its mainframe computer, the Building Information System (BIS), to include capability for electronic filing of builders' pavement plans as part of the Express Permitting process. The Department is also working to include approvals for sewer, drainage and septic work into the BIS computer mainframe. DOB expects to implement these changes by early Fiscal 1999.

Department of Consumer Affairs. The Citywide Licensing Center now uses a photo-imaging system to create instant 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, reprint and store both photographs and signatures, thus reducing the need for physical storage space and enhancing the Agency's ability to retrieve records quickly. DCA expects this technology to reduce on-site traffic, as customers will be able to order an updated identification card online or through the mail at the same time they request their license renewal. The Licensing Center also uses electronic fingerprint imaging to scan licensees' fingerprints and produce forensic-quality fingerprint records that are more accurate than those recorded with ink.

Taxi and Limousine Commission. The Commission has completed several automation initiatives designed to improve its internal controls, streamline its overall operations, and enhance services to clients. To ensure that TLC meets its licensing and regulatory requirements, it is currently under contract with a vendor to provide a photo-imaging system that captures and stores the digitized images of all TLC-licensed drivers. The photo imaging system will be operational by April

1998. In addition, TLC and the Department of Finance are collaborating on a project that will link each agency's computer system for the purpose of tracking debts owed to the City. This initiative, which will enable TLC to access debt information quickly during license renewal process, will be in use by early Fiscal 1999.

Department of Citywide Administrative Services. The Department is currently 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 new system. By May 1998 the pilot will be complete and the Department will finalize its citywide implementation plan. The new fleet information system will be phased in at user agencies beginning in Fiscal 1998, and citywide implementation is expected by Spring 1999.

APPENDIX
INDICATORS ADDED AND DELETED

**I. NEW INDICATORS IN THE PRELIMINARY FISCAL 1998 MAYOR'S
MANAGEMENT REPORT**

The following table summarizes new performance measures appearing in the Preliminary Fiscal 1998

Mayor's Management Report. A total of 145 new indicators have been added to the Report.

I. PUBLIC SAFETY

Agency/Area	Measures
Police Department	<p>Average Response Time to Crimes-in-Progress Calls:</p> <ul style="list-style-type: none"> • Critical • Serious • Non-Critical <ul style="list-style-type: none"> • Total Major Felony Crimes by Patrol Borough • Total Arrests by Patrol Borough
Fire Department	<p>Fire Unit Runs:</p> <ul style="list-style-type: none"> • Total Average Runs for Engines and Ladders Combined • Runs to All Emergencies • Runs to Structural Fires • Runs to Medical Emergencies • Runs to Nonstructural Fires • Runs to Nonfire Emergencies • Runs to Malicious False Alarms <p>Citywide Response Time to:</p> <ul style="list-style-type: none"> • All Emergencies • Structural Fires • Medical Emergencies • Nonstructural Fires • Nonfire Emergencies <p>Medical Response:</p> <ul style="list-style-type: none"> • EMS Response Time to Segment 1-3 Emergencies (borough breakdowns) • Combined EMS/First Responder (CFR-D) Response Time to Segment 1-3 Emergencies (borough breakdowns)
Department of Correction	<p>Victim Services:</p> <ul style="list-style-type: none"> • Victim Notification System (VINE) Registrations • VINE Successful Notifications • VINE Unsuccessful Notifications
Department of Probation	<p>Adult Court Supervision:</p> <ul style="list-style-type: none"> • Total Caseload (beginning of period) • Cases Received During Period • Cases Removed from Supervision <ul style="list-style-type: none"> - Terminated (Sentence Completed) - Early Discharge - Probation Revoked • Total Caseload (End of Period) <p>Family Court Supervision:</p> <ul style="list-style-type: none"> • Full-Time Employees • Probation Officers • Cases Removed from Supervision <ul style="list-style-type: none"> - Terminated (Sentence Completed) - Early Discharge - Probation Revoked • Total Caseload (End of Period)

Agency/Area	Measures
Department of Juvenile Justice	<p>Secure Detention:</p> <ul style="list-style-type: none"> • Pre-adjudication In-Care Days, Alleged and Adjudicated Juvenile Delinquents • Pre-adjudication In-Care Days, Alleged and Adjudicated Juvenile Offenders <p>Non-Secure Detention:</p> <ul style="list-style-type: none"> • Pre-adjudication In-Care Days, Alleged and Adjudicated Juvenile Delinquents <p>Aftercare Program:</p> <ul style="list-style-type: none"> • Beginning of Period Case Count • New Cases Opened • Cases Closed • End of Period Case Count
Civilian Complaint Review Board	<p>Investigations Staff:</p> <ul style="list-style-type: none"> • Senior Investigators <ul style="list-style-type: none"> • Full Investigations as a Percentage of Total Cases Completed • Truncated Cases as a Percentage of Total Cases Completed • Cases 13 Months or Older (from date of incident) as a Percentage of Total Caseload

II. INFRASTRUCTURE, COMMUNITY SERVICES, AND ECONOMIC DEVELOPMENT SERVICES

Agency/Area	Measures
Department of Transportation	<ul style="list-style-type: none"> • Streets Maintained with a Pavement Rating of Good (%) • Square Yards Milled by Borough
Department of Design and Construction	<p>Projects Completed Early/On Time/Late:</p> <ul style="list-style-type: none"> • Projects Completed Under \$1 Million • Projects Completed Between \$1 and \$5 Million • Projects Completed Between \$5 and \$10 Million • Projects Completed Greater than \$10 Million <p>Design and Construction Contracts:</p> <ul style="list-style-type: none"> • Original Maximum Contract Amount: <ul style="list-style-type: none"> - Infrastructure Projects - Structures Projects - Health and Human Services - Schools - Public Safety - Cultural Institutions • Number of Current Contracts (Under \$1 Million/Between \$1 and \$5 Million/Between \$5 and \$10 Million/Greater than \$10 Million): <ul style="list-style-type: none"> - Infrastructure Projects - Health and Human Services - Schools - Public Safety - Cultural Institutions
Department of Parks and Recreation	<p>Forestry:</p> <ul style="list-style-type: none"> • Public Service Requests Received <ul style="list-style-type: none"> - Tree Removal - Pruning - Stump Removal - Other

III. HEALTH AND HUMAN SERVICES

Agency/Area	Measures
Health and Hospitals Corporation	<ul style="list-style-type: none"> • Managed Care Enrollees • HIV Education, Counseling and Testing Program (All Other Clinics)
Department of Mental Health, Mental Retardation, and Alcoholism Services	<p>Early Intervention Program:</p> <ul style="list-style-type: none"> • Children Qualified for Evaluation • Children Qualified for Service Plan • Initial Service Plans Developed • Children with Active Service Plans
Human Resources Administration	<p>Public Assistance Recipients:</p> <ul style="list-style-type: none"> • Temporary Assistance to Needy Families (TANF) • Safety Net Assistance <p>Office of Employment Services:</p> <p>Total Number of Cases Participating in Work Activities (TANF):</p> <ul style="list-style-type: none"> • Work Experience • Employed • Education/Training • Job Search • Community Service • Teens in High School <p>Total Number of Cases Participating in Work Activities (Safety Net):</p> <ul style="list-style-type: none"> • Work Experience • Employed • Job Search • Training <ul style="list-style-type: none"> • Participation Rate: <ul style="list-style-type: none"> - All TANF Families Participating in Work Activities as Calculated in Accordance with State Guidelines <ul style="list-style-type: none"> • Total Reported Job Placements
Administration for Children's Services	<ul style="list-style-type: none"> • Families Receiving Housing Subsidies – New, Active, and Cumulative Cases
Department of Employment	<p>Summer Youth Programs:</p> <ul style="list-style-type: none"> • Enrollment <ul style="list-style-type: none"> - Summer Youth Employment Program (JTPA) - JOY (City Tax Levy) • Value of Contracts • Contracts in Effect
Board of Education	<p>Total Employees:</p> <ul style="list-style-type: none"> • Reimbursable-Categorical Programs • Percent Reimbursable <p>Special Education:</p> <ul style="list-style-type: none"> • Program Recommendations Made Within 30 Days <p>School Safety Incidents:</p> <ul style="list-style-type: none"> • Menacing • Misconduct

IV. REGULATORY AND ADMINISTRATIVE SERVICES

Agency/Area	Measures
Taxi and Limousine Commission	<ul style="list-style-type: none"> • Adjudications Generated from Other Enforcement Agencies: <ul style="list-style-type: none"> - NYPD - Port Authority • Medallion Drivers' Licenses Not Renewed • Medallion Drivers' Retraining Completed • For-Hire Vehicles Drivers' Licenses Not Renewed
Department of Citywide Administrative Services	<ul style="list-style-type: none"> • Square Feet of Graffiti Removed from City Buildings • Total Auction Revenue (properties) • Inventory Management – Back Orders

V. CITYWIDE INDICATORS

Agency/Area	Measures
Vehicle Fleets and Maintenance	<ul style="list-style-type: none"> • Light Duty <ul style="list-style-type: none"> - Average Vehicle Age (Months) - Average Vehicle Mileage - Downtime - Average Cost of Maintenance • Medium Duty <ul style="list-style-type: none"> - Average Vehicle Age (Months) - Average Vehicle Mileage - Downtime - Average Cost of Maintenance • Heavy Duty <ul style="list-style-type: none"> - Average Vehicle Age (Months) - Average Vehicle Mileage - Downtime - Average Cost of Maintenance
Regulatory Performance	<p>Department of Sanitation:</p> <ul style="list-style-type: none"> • Recycling Summonses Issued <p>Taxi and Limousine Commission:</p> <ul style="list-style-type: none"> • Total Summonses Issued for Non-Inspection <ul style="list-style-type: none"> - Generated from Failure to Inspect - Generated from Failure to Reinspect

II. INDICATORS DELETED FROM THE PRELIMINARY FISCAL 1998 MAYOR'S MANAGEMENT REPORT

The following table lists quantitative indicators deleted from the Preliminary Fiscal 1998 Mayor's Management Report. For each indicator, the table lists the reason for removing the indicator and, where applicable, the name of the new or revised

indicator which provides similar information. A total of 32 indicators have been eliminated from the Report, of which seven have been replaced by new or revised indicators or are duplicated by other existing indicators.

I. PUBLIC SAFETY

Agency	Measures/Reasons for Deletion
Police Department	<p>Auto Crime Strategy:</p> <ul style="list-style-type: none"> • Grand Larceny Auto Complaints • Grand Larceny Auto Arrests <p>These indicators are reported elsewhere in the Police Department indicator table, under major felony complaints and arrests.</p> <p>Police Integrity Strategy:</p> <ul style="list-style-type: none"> • Number of Internal Affairs Cases • Number of Bribery Arrests <p>These indicators do not reflect the complex nature of Internal Affairs Bureau cases.</p> <p>Arrests:</p> <ul style="list-style-type: none"> • Major Felony Arrests by Patrol Borough <p>This indicator has been replaced by the more inclusive indicator, Total Arrests by Patrol Borough.</p>
Department of Correction	<p>Program Services:</p> <ul style="list-style-type: none"> • Bed-Days Saved by Unit Programs <p>This indicator does not reflect agency performance, because the programs in question are not primarily designed to save jail bed-days.</p>

Agency/Area	Measures
Department of Probation	<p>Adult Court Investigations:</p> <ul style="list-style-type: none"> • Probation Officers <p>These data appear in the City's Financial Plan.</p> <p>Adult Court Investigation Reports Ordered:</p> <ul style="list-style-type: none"> • Total • Felony Cases • Misdemeanor Cases <ul style="list-style-type: none"> • Family Court Investigation Reports Ordered <p>The Department is required by law to complete each investigation that is ordered. Therefore, the information is captured in both of the above sections by the indicator Number of Investigation Reports Completed, which remains in the Report.</p> <p>Family Court Intake:</p> <ul style="list-style-type: none"> • Cases Opened for Service (Delinquency Cases) • Cases Opened for Service (Persons in Need of Supervision) • Final Actions (Delinquency Cases) • Final Actions (Persons in Need of Supervision) <p>Similar information on case statistics is presented by the indicators Cases Received During Period, Cases Referred to Petition, and Cases Diverted, which remain in the Report.</p> <p>Program Services:</p> <ul style="list-style-type: none"> • Probationers Placed into Substance Abuse Programs <p>These data appear in the Goals and Objectives section of the agency narrative in the full-fiscal year Mayor's Management Report.</p>
Department of Juvenile Justice	<p>Aftercare Program:</p> <ul style="list-style-type: none"> • Case Managers <p>These data appear in the City's Financial Plan.</p> <ul style="list-style-type: none"> • New Enrollments • Total Number of Juveniles Served <p>These indicators have been replaced by more detailed measures on case-load, cases opened, and cases closed, as described above under "Indicators Added".</p> <p>Reduce Children's Violence Program:</p> <ul style="list-style-type: none"> • Case Managers <p>These data appear in the City's Financial Plan.</p>

Agency/Area	Measures
Civilian Complaint Review Board	<p>Investigations Staff:</p> <ul style="list-style-type: none"> • Clerical Staff • Alternative Dispute Resolution Staff <p>The number of clerical staff is not a performance measure. All CCRB investigators participate as needed in Alternative Dispute Resolution.</p> <ul style="list-style-type: none"> • Administratively Closed Cases <p>This category is now combined with the similar category, Truncated Cases.</p>

III. HEALTH AND HUMAN SERVICES

Agency	Measures/Reasons for Deletion
Administration for Children's Services	<ul style="list-style-type: none"> • Article X Cases Filed in Family Court <p>This indicator is replaced by Article X Petitions Filed in Family Court.</p>
Board of Education	<p>Special Education:</p> <ul style="list-style-type: none"> • Carry from Prior Year Beyond 30 Days <p>This indicator is replaced by Program Recommendations Made Within 30 Days.</p> <p>School Safety Incidents:</p> <ul style="list-style-type: none"> • Trespassing • Criminal Mischief • Larceny • Scanning Schools • Non-Scanning Schools <p>The Board of Education revised its categories of school safety incidents. The categories listed above are now included within Other Incidents. As described above under "Indicators Added", two new categories (Menacing and Mischief) now appear.</p>

IV. REGULATORY AND ADMINISTRATIVE SERVICES

Agency	Measures/Reasons for Deletion
Department of Consumer Affairs	<ul style="list-style-type: none"> • Number of Violations per Disposition <p>This indicator does not accurately reflect the performance of the Adjudications Division.</p> <p>Appeals:</p> <ul style="list-style-type: none"> • Non-Hearable Dispositions <p>Under current law only decisions on hearable violations can be appealed.</p>