

**MAYOR'S MANAGEMENT REPORT
PRELIMINARY FISCAL 1997
SUMMARY VOLUME
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INTRODUCTION

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

- Providing for 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 during the Administration's first three years, through targeting enforcement strategies, reorganizing emergency response services, safeguarding neighborhood quality of life, and improving relations with community groups.
- 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.

CONTINUING DEVELOPMENT OF THE MAYOR'S MANAGEMENT REPORT

The Preliminary Fiscal 1997 Mayor's Management Report, as required by the City Charter, focuses on agency performance during the period July-October 1996, while presenting data for key indicators through December 1996 where possible. The Report updates agency goals, objectives, and performance targets for Fiscal 1997, and presents preliminary objectives and performance targets for Fiscal 1998 based on the City's January 1997 Financial Plan.

The current decade has seen growing nationwide attention to the need for accountability in government operations, demanding not only a wide range of information on services such as law enforcement, education, and infrastructure maintenance, but also a higher quality of information. Government must articulate specific strategies for service delivery, and track performance against expectations; innovative assessment techniques must be created to gauge the effectiveness of services that were once taken for granted; and indicators must be created or redefined to focus directly on the impact of services as experienced by citizens. From the beginning, the Administration has embraced this trend and made clear to the leaders of City agencies the need for better management reporting as part of overall restructuring efforts. In overseeing the development of the Mayor's Management Report, the Administration has participated to an unprecedented degree 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 has come to play a substantial role in reviewing the Report and formulating recommendations.

The evolution of agency management reporting toward the ideal of outcome-based performance measurement is often a difficult and experimental process, requiring managers to face significant methodological, organizational, and resource-related problems. Nevertheless, three years of effort have produced enhancements in the quality of reporting within every broad area of municipal services, as well as a revised overall format and an emphasis on critical goals and objectives for all agencies. Some areas in which this continuing evolution can be seen in the Preliminary Fiscal 1997 Mayor's Management Report are as follows:

- Agency goals and objectives continue to be modified where necessary, reflecting evolving strategies for the delivery of core services, new numeric targets in some service areas, and revised expectations based on the City's Financial Plan.
- New objectives within public safety agencies reflect initiatives such as the continuing development of anticrime strategies within the Police Department, and the Fire Department's plan to restructure the Emergency Medical Service for greater efficiency.
- The establishment of specific quantitative objectives continues for services that have been reorganized within consolidated or restructured agencies, including the Department of Transportation, the Department of Design and Construction, the Department of Citywide Administrative Services, and the Department of Youth and Community Development.
- Numeric performance indicators have been added and, in some cases, restored for agencies administering the contracted provision of human services -- especially the Department for the Aging, the Department of Youth and Community Development, and the Department of Mental Health, Mental Retardation, and Alcoholism Services -- reflecting the City's movement toward greater accountability in social service contracting as well as the introduction of service improvement initiatives.
- New objectives and narrative information describe steps taken by the newly created Administration for Children's Services to ensure quality performance in responding to child abuse and neglect allegations and in providing other children's services.

- New agency objectives, performance indicators, and narrative detail provide information on customer service enhancements taking place in a number of agencies. In particular, the Report details an agencywide initiative to improve responsiveness and service quality at the Department of Transportation. Performance and plans related to ongoing initiatives within the Department of Health, the Health and Hospitals Corporation, the Department of Consumer Affairs, the Department of Environmental Protection, and other agencies are updated for Fiscal 1997.
- The Report's indicators on prompt payments to vendors have been expanded to cover all agencies making general fund payments. Further enhancements to the Report's recently-created procurement performance indicators are being developed for the Fiscal 1997 Mayor's Management Report.

The Appendix to this Summary Volume lists changes to quantitative indicators which appear throughout the Preliminary Fiscal 1997 Mayor's Management Report.

NEIGHBORHOOD QUALITY OF LIFE

For most New Yorkers, the most important government services are those that affect their daily living and working conditions. This section focuses on actual performance and plans in regard to public

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

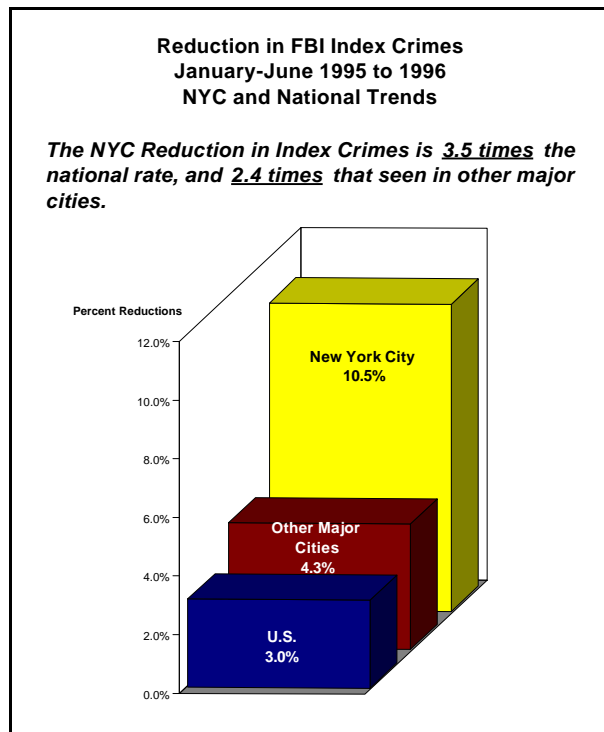
PUBLIC SAFETY

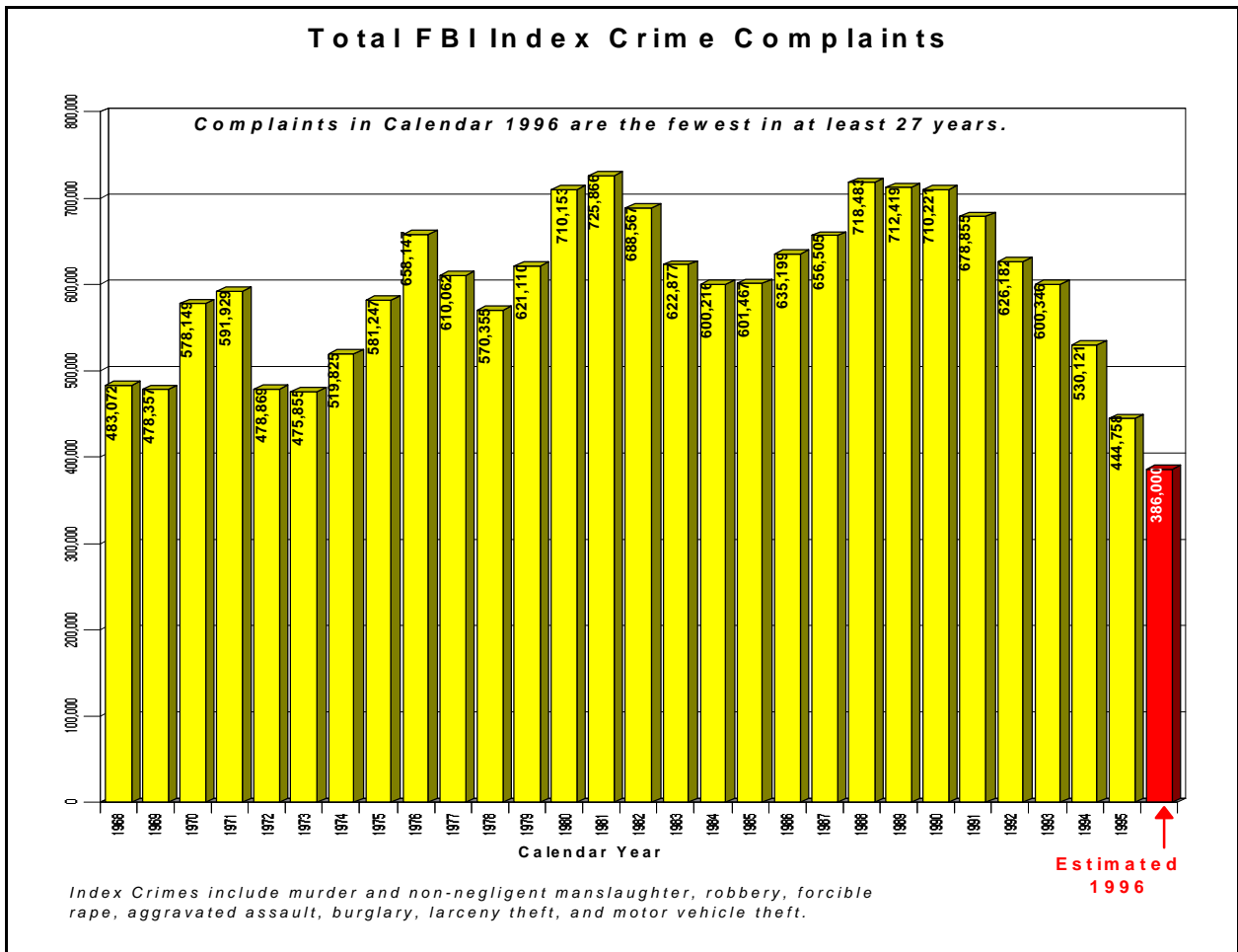
ANTICRIME STRATEGIES

The City's success in improving public safety is one of the most noteworthy accomplishments of local government in our era. As shown in the accompanying chart, the continuing reductions in crime complaints achieved by the New York City Police Department (NYPD) are significantly larger than those seen elsewhere in the U.S. or in other large American cities. From January-June 1995 to January-June 1996, the City's percentage reduction in total FBI index crimes was 3.5 times that seen in the nation as a whole, and approximately 2.4 times that in other major cities. In comparison to 189 U.S. cities with a population over 100,000 reporting to the FBI, New York ranked 144th in total index crimes during the period January-June 1996; by comparison, New York ranked 87th out of 181 cities reporting in Calendar

1993. The second chart depicts the City's crime rate per 100,000 population in comparison with 41 other major municipalities. The City's crime reductions result from the Police Department's application of targeted enforcement strategies, which are designed to:

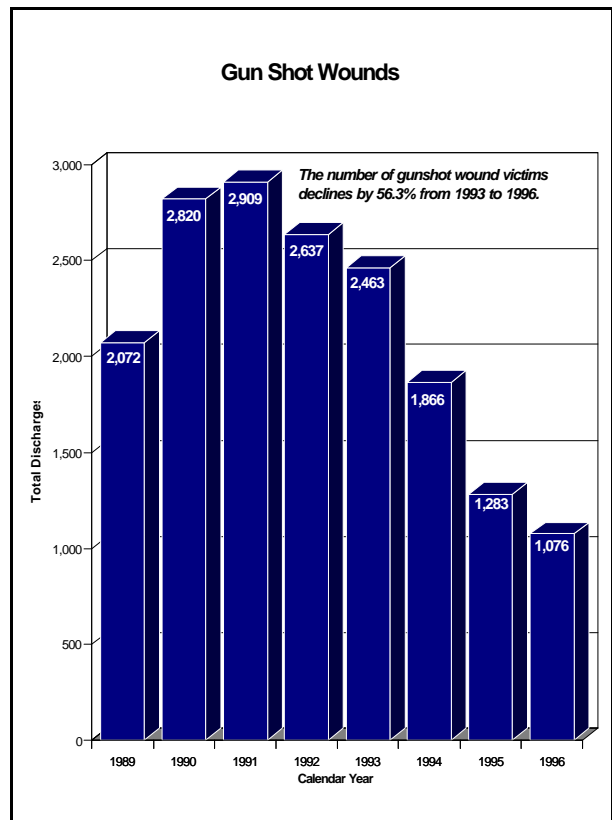
- Reduce the number of shooting victims and shooting incidents.
- Reduce youth crime by increased attention to juvenile offenses and by enhanced enforcement of truancy laws.
- Target major narcotics offenders for enforcement, as well as street-level drug dealers and buyers.
- Expand efforts to deter domestic violence, with a special emphasis on child abuse, through more intensive investigation and arrests for 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 Auto complaints.
- Enhance police integrity and combat police corruption.
- Improve the flow of traffic and ensure pedestrian safety.
- Promote positive police/community relations by emphasizing courtesy, professionalism, and respect.
- Bring fugitives to justice by implementing a new strategy focusing on pursuit of warrant violators.

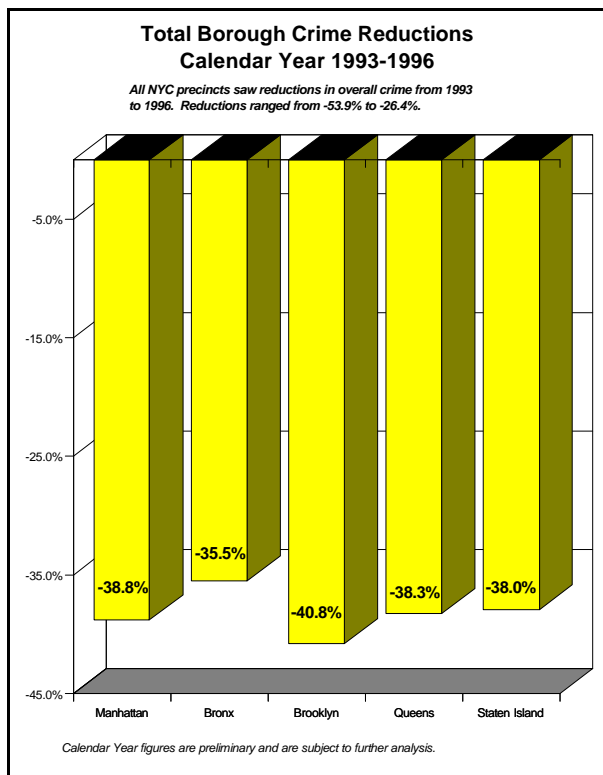




The accompanying chart represents the trend in FBI Index Crimes from Calendar 1968 to 1996. Crime in New York City is down to the lowest level in at least 27 years. Estimated index crimes for Calendar 1996 totaled 386,000, a reduction of 13.2 percent compared with the previous year. The Calendar 1996 total is also approximately 35.7 percent lower than in Calendar 1993.

Additional crime statistics are presented in the Report based on the incidence of felony complaints as defined by State Penal Law. For the first time since 1968, there were fewer than 1,000 reported murders in the City; a total of 984 homicides occurred in Calendar 1996, 48.9 percent fewer than in 1993. Over the same three-year period, the City experienced a reduction in forcible rape complaints of 2.3 percent; in robberies, a reduction of 42.6 percent; in felonious assault, a reduction of 25.7 percent; in burglaries, a reduction of 38.7 percent; in grand larceny, a reduction of 31.6 percent; and in grand larceny motor vehicle, a reduction of 46.8 percent. Attesting to the City's overall increase in public safety, the Health and Hospitals Corporation reports that its facilities saw 56.3 percent fewer gunshot wound victims in Calendar 1996 than in 1993.





Two charts depict the citywide scope of these improvements. From Calendar 1993 to 1996, all five boroughs experienced reductions in felony complaints of 35 percent or more; from 1995 to 1996, all boroughs saw reductions of at least 14 percent. Felony complaints declined in every police precinct from 1993 to 1996, with reductions ranging from 26 percent to 54 percent. From 1995 to 1996, only one precinct saw a small increase in felony complaints; this precinct, Eastchester in the Bronx, was expanded during Calendar 1996 to cover additional geographic area.

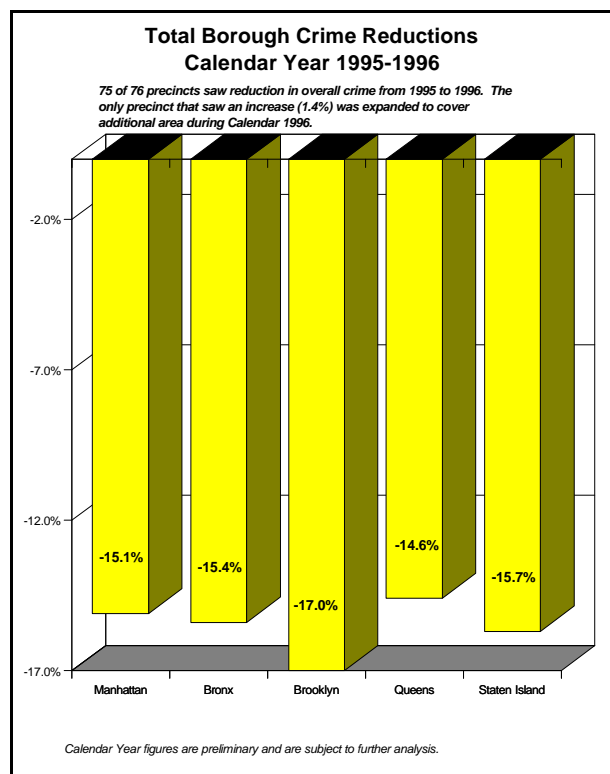
Crime in the City's transit system and public housing developments also declined. Reports of the seven major felonies in the transit system decreased by 31.1 percent, from 3,231 in the first six months of Fiscal 1996 to 2,226 in the same period in Fiscal 1997. Major felonies also dropped 5.2 percent in public housing, from 5,100 in the first half of Fiscal 1996 to 4,837 during the same reporting period in Fiscal 1997.

A large part of the Department's success in curtailing violence stems from its drug enforcement strategy. Narcotics arrests increased from 30,945 during the first four months of Fiscal 1996 to 32,297 during the same part of Fiscal 1997, a rise of 4.4 percent. Several targeted initiatives have focused the Department's efforts in selected neighborhoods identified with having drug problems. Beginning in April 1996, a 700-person strike force, the Strategic and Tactical Command (SATCOM), has focused on

Patrol Borough Brooklyn North crime problems, especially those related to narcotics. In its first seven months of operation, through the end of October 1996, preliminary figures show that SATCOM achieved a 24.4 percent decrease in the seven major felonies in the targeted area compared to the same months of 1995.

The Northern Manhattan initiative, started in September 1996, concentrates on crime in the 30th, 33rd, and 34th precincts and utilizes more than 670 NYPD uniformed officers and Federal investigators from the US Marshal Service, the Bureau of Alcohol, Tobacco and Firearms, the US Customs Service, the US Secret Service, the Drug Enforcement Administration, the Immigration and Naturalization Service, and the Federal Bureau of Investigation. In its first four months of operation, the Manhattan North initiative achieved 1,124 felony arrests, 1,366 misdemeanor arrests, and executed 144 search warrants. Other targeted initiatives focus on the 7th and 9th precincts on Manhattan's Lower East Side; the 67th, 70th and 71st precincts in Brooklyn South; and the 44th and 46th precincts in the Bronx.

The Department continues to develop and implement new enforcement strategies designed to make police work as effective as possible and enhance all aspects of public safety. "Courtesy, Professionalism, and Respect," the NYPD's strategy for improving police/community relations,



is described in this Volume's section on customer service initiatives. The Department is also implementing a new strategy called "Bringing Fugitives to Justice." This strategy details how appropriate Department commands will prioritize apprehension of fugitives, first seeking the most dangerous offenders, those who have committed heinous crimes and actively seek to thwart the criminal justice process. In the first quarter of Fiscal 1997, to improve apprehension of persons with outstanding warrants, the Detective Bureau combined its Warrants Division, Cold Case Squad, and Juvenile Crime Squad into the Fugitive Enforcement Division (FED). For the first four months of Fiscal 1997 FED made 5,913 arrests of persons with outstanding warrants, a 34.4 percent increase over the previous units' total of 4,399 arrests over the same period in Fiscal 1996. On July 8, 1996 the Department formalized a task force composed of FED and New York State Division of Parole personnel who effected 441 arrests through December 1996. On October 16, 1996 the Department formalized another task force including FED and U.S. Marshal Service personnel who effected 217 arrests through December 1996.

In the second half of Fiscal 1997 NYPD will begin digitized photo-imaging of criminals to be incorporated in its modernized Warrant System. Digital "mug-shots" and accompanying data will be computerized in a new program, already designed, and under contract with an outside vendor. The Department expects all precincts to be using digital photo-imaging by the end of Fiscal 1998.

QUALITY OF LIFE ENFORCEMENT

NYPD is continuing its strategic initiatives aimed at quality-of-life offenses. In addition to restoring a sense of order and improving living conditions in our neighborhoods, the Department's adoption of a "zero tolerance" approach toward low-level offenses contributes substantially to fighting more serious crimes, such as narcotics and weapons possession.

In an effort to serve the public while reducing the number of unnecessary 911 calls, the Department's Communications Division activated and publicized a quality-of-life complaint phone number in September 1996: 1-888-677-LIFE. As of December 31, 1996 the Quality-of-Life Hotline had received a total of 7,859 complaints, all forwarded to the appropriate bureau or borough command.

Enforcement against illegal acts of prostitution increased in the first four months of Fiscal 1997.

Arrests for prostitution rose 112 percent, from 546 in Fiscal 1996 to 1,159 in Fiscal 1997. Arrests for patronizing a prostitute also increased from 436 in the first four months of Fiscal 1996 to 772 in the same period in Fiscal 1997, a 77.1 percent rise. While illegal peddling summonses decreased by 12.3 percent over the reporting period, arrests for illegal peddling increased 13.8 percent from 1,328 in Fiscal 1996 to 1,511 in Fiscal 1997.

In September 1996 the Mayor signed legislation enabling NYPD to control panhandling and squeegee cleaners more effectively, by defining and prohibiting aggressive panhandling as well as squeegee cleaning and elevating both offenses to the category of misdemeanors. Continued attention and aggressive enforcement at intersections known to be targeted by squeegee cleaners have virtually eliminated this problem since the early weeks of the Administration. In addition, the enactment in October 1995 of new zoning restrictions has enabled the City to limit the proliferation of adult-use businesses and control these businesses' locations in our neighborhoods. Interagency enforcement efforts coordinated by the Office of Midtown Enforcement have assisted in the revitalization of the Times Square area.

In November 1996 the Deputy Mayor for Community Development and Business Services resumed the Nightclub Enforcement Initiative, a coordinated attack on problem nightclubs. The goals of the initiative are to address complaints by community residents, ensure the safety of club patrons and the general public, and reduce crime in local precincts by shutting down nuisance locations with a history of violating State and City laws and regulations. Agencies taking part are the Mayor's Office, including the Community Assistance Unit; the departments of Buildings, Consumer Affairs, Health, and Finance, including the Sheriff's Office; the Police and Fire Departments; the District Attorney's Offices; and the State Liquor Authority. Participants visit problem establishments on weekend nights, issue summonses, and where violations are sufficiently severe, have padlocked targeted locations. Over the course of six weekends during the period July to November 1996, the initiative targeted 50 locations in Queens, padlocking 14 locations and making 43 arrests.

ARREST PROCESSING

Arrest-to-Arrestment time includes intervals from the time of arrest to the appearance of an arrestee before a judge for arraignment. This time span has three components: the first represents the time from

when an arrest occurs until the arresting officer is ready to make a statement to the district attorney; the second represents the time from when the arresting officer is ready to when the complaint is sworn; and the final component represents the time from when the complaint is sworn until the detainee is arraigned. The Mayor's Criminal Justice Coordinator, the Police Department, and the district attorneys of Brooklyn, Queens, Staten Island and the Bronx have agreed to arrive at an average of four hours for the arrest-to-complaint sworn process in Fiscal 1997; participating agencies in Manhattan have agreed to reach a six-hour arrest-to-complaint sworn average in Fiscal 1997. Since narcotics arrests because of their nature take longer than other arrests, they are not included in these goals.

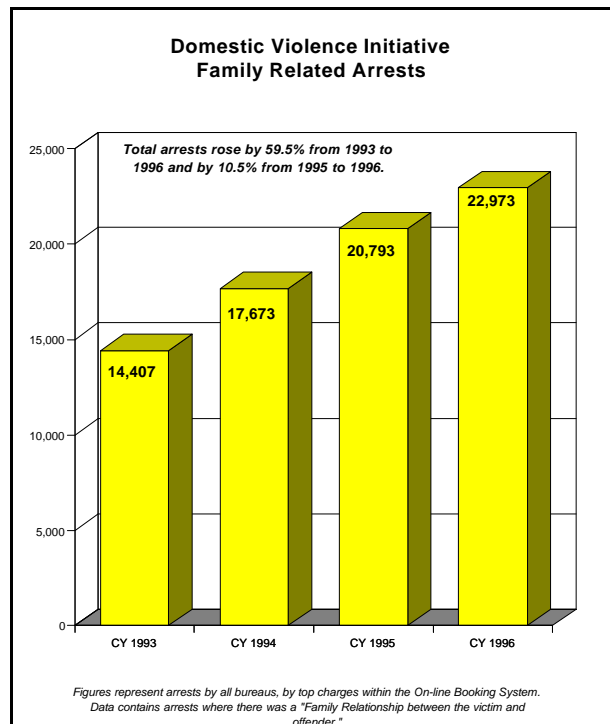
The Department has decentralized arrest processing citywide and continues to reduce arrest-processing time through technological enhancements. Precincts can now communicate with assistant district attorneys by telephone, video teleconferencing, document faxing, and electronic pad signing. These advances allow the arresting officers to complete much of the paperwork without leaving the precinct and still remain in contact with assistant district attorneys. Officers spend less time traveling and waiting to process arrests, saving overtime for new arrests and ultimately increasing the amount of time officers can dedicate to enforcement activities. In the first four months of Fiscal 1997 every borough's average arrest-to-complaint sworn time was reduced from its Fiscal 1996 average over the same period. As a result, the citywide average decreased by 25.7 percent, from an 11.3 hour average for the first four months in Fiscal 1996 to an 8.4 hour average over the same period in Fiscal 1997. In Fiscal 1997 and 1998, the Department will be evaluating which precincts require more than one video teleconferencing system based on the volume of arrests and will begin adding multiple terminals to the precincts.

DOMESTIC VIOLENCE

NYPD and other City agencies continue to implement innovative approaches in their coordinated attack on domestic violence. Some of these steps are described below.

- NYPD continues to pursue its domestic violence strategy. Family-related arrests rose to 22,973 in Calendar 1996, 10.5 percent above Calendar 1995 and 59.5 percent greater than in Calendar 1993. The Department's newly developed database for domestic

violence will become operational in the first half of Fiscal 1998, centralizing the information entered by precincts in their Domestic Violence Incidence Reports and making the data available to both local and supervisory commands on a timely basis. In January 1997 the City received a \$22 million grant under the Federal Crime Bill to enhance this initiative, so as to provide officers responding to domestic violence calls with relevant domestic violence history data via mobile data terminals in patrol cars. This information will also be accessible to probation officers.



- The Department of Health (DOH) continues to compile and analyze data on victims of domestic violence evaluated by Domestic Violence Coordinators at 11 acute care facilities of the Health and Hospitals Corporation (HHC). An automated DOH/HHC tracking system is expected to be in place by the end of February 1997, enabling Coordinators to maintain their own case tracking system and download the information to DOH for statistical purposes. In addition, information on more than 11,000 women with assault injuries treated in City hospital emergency rooms will be included in the City Health Information 1996 Annual Summary to be distributed to health care providers in March 1997. Starting with data for 1996, Weapon Related Injury Surveillance System reports will include in-depth analyses of assault injuries to women.

- HHC's Domestic Violence Initiative has made significant progress in identifying and treating Domestic Violence victims in its patient population. The Corporation has trained its Domestic Violence Coordinators to screen patients for signs of domestic violence, to act as advocates for battered patients, and to be a resource for community-based agencies. The coordinators have established linkages with the New York Police Department's domestic violence operation to facilitate the complaint process and the attainment of Orders of Protection. In Spring 1997, HHC will be issuing a family violence policy that will address the continuum of violence and include not only spousal abuse, but also child and elder abuse.
- The Human Resources Administration's (HRA) Office of Crisis Intervention and Stabilization opened its third domestic violence shelter, with a capacity of 82 beds, at the end of January 1997. HRA expects to begin providing Citywide Domestic Violence Non-Residential Services by the end of Calendar 1997 and implement 11 domestic violence nonresidential programs by the end of Fiscal 1998.

COMMISSION TO COMBAT POLICE CORRUPTION

The Mayor created the Commission to Combat Police Corruption by Executive Order in 1995. Comprised of representatives of the law enforcement and criminal justice professions, the Commission is mandated to monitor the NYPD's anti-corruption system by conducting audits and studies regarding the Department's effectiveness in investigating allegations of corruption, and in establishing and maintaining a system for command accountability, supervision, and training to fight corruption. In December 1996 the Commission issued a report describing findings and recommendations based on three studies, dealing with integrity testing, precinct Integrity Control Officers, and the Department's disciplinary system. Some key recommendations are as follows:

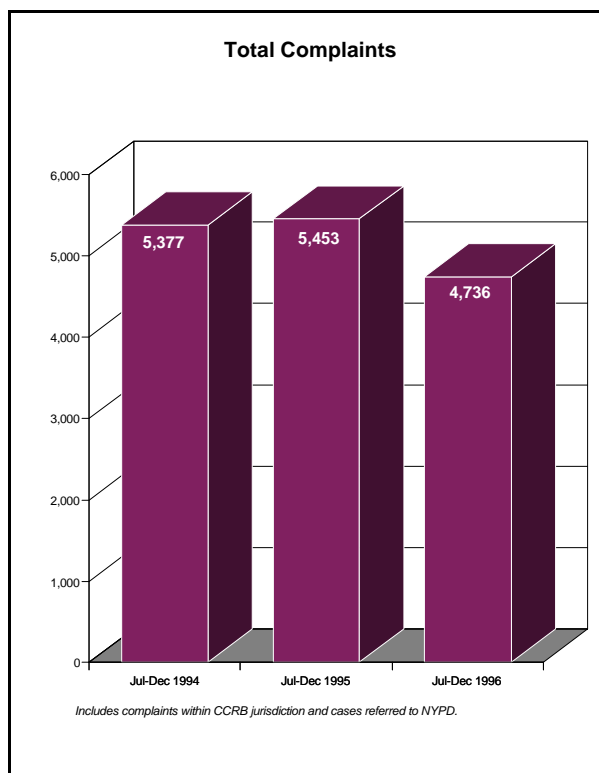
- The Department should continue its program of integrity tests to investigate the possibility of corruption among NYPD officers, but should increase the relative frequency of targeted integrity tests, focusing on specific units or areas in which a suspicion of corruption exists, as opposed to random testing.
- The Department assigns an Integrity Control Officer (ICO) to each police precinct to detect

potential integrity problems, and to support precinct commanders and the Internal Affairs Bureau in their efforts to fight corruption. The Commission recommended that the Department restructure ICO assignments to involve less administrative work; that ICOs should be required to spend a high percentage of their time in the field, including patrol work and developing community contacts; and that ICOs participate in developing targeted integrity tests.

- The Commission focused on the workings of the Department's internal disciplinary system in cases where officers make false statements in criminal, civil, or internal Department proceedings, and recommended that more severe penalties be applied in some cases where felony convictions of the officer have not resulted. In agreement with this recommendation, the Police Commissioner in December 1996 announced that officers found to have made official false statements in such proceedings will be terminated from the Department.

CIVILIAN COMPLAINT REVIEW BOARD

The accompanying chart shows the decline in complaints received by the Civilian Complaint Review Board (CCRB) over the past three years. The number of complaints fell from 5,377 during the months July-December 1994 to 4,736 in July-



December 1996, a reduction of 11.9 percent. These figures include complaints within CCRB jurisdiction as well as those referred to the Police Department.

In order to effectively discharge its mission to serve as an independent monitor of police conduct and instill public trust in the police force, CCRB is focusing on enhancements in two areas: prompt, fair and accurate resolution of civilian complaints, and expansion of community awareness regarding CCRB's functions and resources. Enhancements are being achieved through an emphasis on quality recruitment, staff readiness, and streamlining operations. The Board seeks to recruit highly qualified individuals by placing advertisements in local newspapers and by using an Internet service available to colleges around the country. During the period July through October 1996 the Board hired 29 investigators, while losing 17 through attrition; the number of investigators grew from 63 on July 1, 1996 to 75 on October 31, 1996. New investigators now undergo a thorough five-day in-house training program and, with the cooperation of the NYPD, all investigators attend a two-day seminar on police procedures at the Police Academy. In addition, in October 1996 CCRB initiated an outside speakers bureau to provide investigators with additional training from a wide range of experts in several fields, including law enforcement and civil rights.

A new "vertical investigative approach" was introduced during the first quarter of Fiscal 1997, which provides for greater continuity and accountability in the investigation of complaints. Individual investigators now handle each complaint from initial intake interview to the conclusion of the investigation, allowing complainants and witnesses to know, from the beginning, the investigator assigned to their case. In addition, cases have been reassigned to achieve a better balance of skills and experience of investigative personnel as well as a more symmetric distribution of cases among investigators and squads.

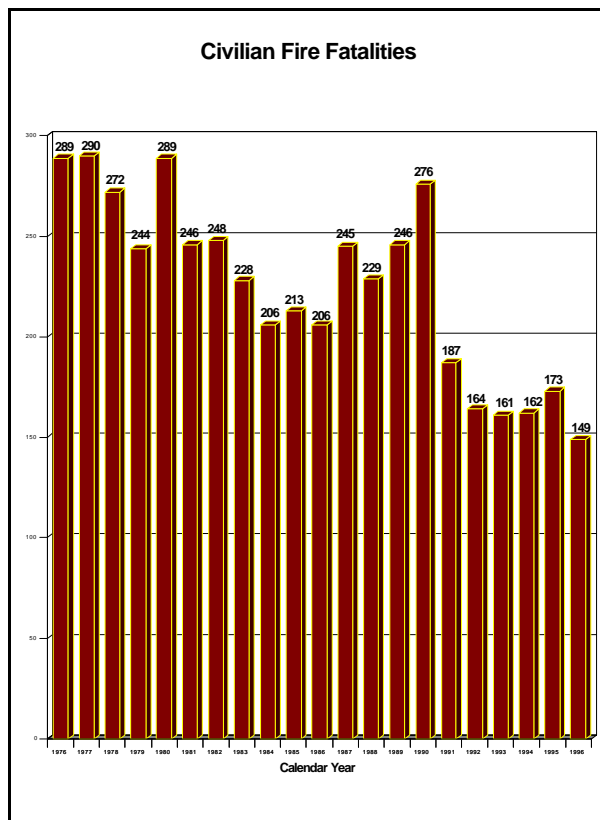
Since July 1996 CCRB's Public Affairs staff has attended and made presentations at 29 community meetings such as community precinct councils and neighborhood youth groups. At each of these meetings, approximately one hundred bilingual flyers as well as CCRB hotline (1-800-341-CCRB) signs and complaint forms were distributed. Two television public service announcements (PSAs) which describe CCRB's mission and ways to contact the Board with complaints were produced and are currently being broadcast. Another 30-second PSA has recently begun airing over the City's Crosswalks channels. Information about the

CCRB has been provided for Spanish language public service programming to be broadcast over Channels 41 and 47 as well as Linea Informativa, a public service program broadcast on Spanish language radio stations (WAKQ-FM and WXL-AM.)

In December 1996 a CCRB profile was drafted and made available for the constituency newsletters of all members of the City Council. A similar insert has been included in the New York City Housing Authority tenant newsletter with distribution to 189,000 households that includes a 600,000 readership. Over the second half of Fiscal 1997 a CCRB insert will be included in state legislators' newsletters, and the tenant newsletter of the Citizens Committee for New York.

EMERGENCY RESPONSE

The effectiveness of the Fire Department in responding to fire emergencies is clearly demonstrated by the City's long-term trend in civilian fatalities due to fires, displayed in the accompanying chart. There were 149 civilian fire fatalities in Calendar 1996, the lowest figure in any year for which data is available. Fatalities declined by 13.9 percent from 1995 to 1996, and are almost 50 percent lower than the level seen twenty years previous.

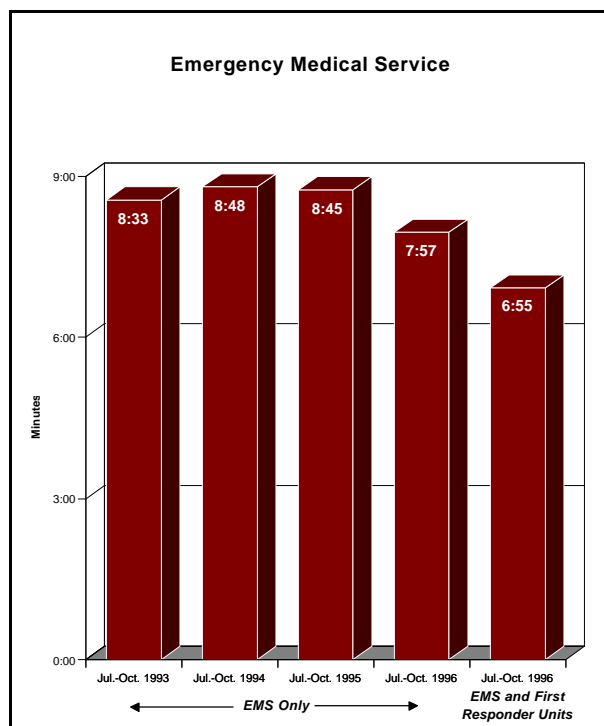


The March 1996 merger of the Emergency Medical Service (EMS) into the Fire Department is intended to improve the City's response to medical emergencies, by providing a uniform and consistent response time that eliminates extreme variances in ambulance response times. This Volume's section on agency consolidation initiatives discusses internal redeployment steps taken by the Department in the first part of Fiscal 1997, which have already contributed to quicker emergency responses.

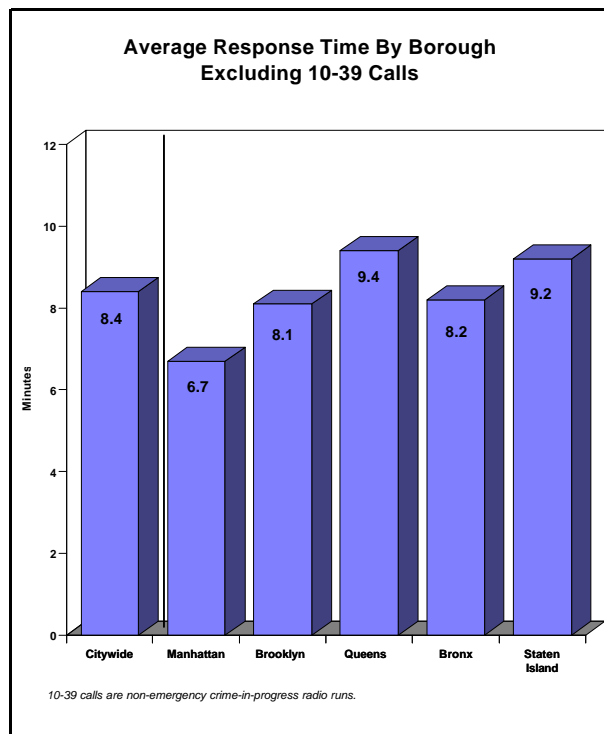
EMS average response time to potentially life-threatening emergencies has been reduced to less than eight minutes for the first time since this data was first reported in the Fiscal 1980 Mayor's Management Report. In the first four months of Fiscal 1997 there were 193,894 ambulance runs to Segments 1-3 life-threatening medical emergencies. Average ambulance response time to these life-threatening emergencies was 7 minutes and 57 seconds in the first four months of Fiscal 1997 compared with 8 minutes and 45 seconds for the first four months of Fiscal 1996. Fire companies, trained as first responders, responded to 49,509 of the 142,220 Segments 1-3 medical emergency incidents responded to by EMS Bureau ambulances in the first four months of Fiscal 1997, resulting in a combined average response time for EMS and first responders of 6 minutes and 55 seconds. Medical treatment was rendered in 26,261 of the 49,509 incidents responded to by fire apparatus.

All of the Fire Department's engine companies have been trained in CPR and are responding to high-priority Segment 1 calls for cardiac arrest and choke victims. Ladder companies were trained in CPR throughout Fiscal 1996 and began responding to these life-threatening medical calls in Fall 1996. All engine companies in the Bronx, Queens, and Staten Island are operational as CFR-D providers, responding to selected Segments 1-3 life-threatening medical emergencies. Engine companies in Manhattan are now undergoing CFR-D training and will be certified in Summer 1997. Recertification of Brooklyn engine companies will begin in February 1997 in accordance with State law that mandates recertification every three years.

The City has allocated capital funds that will enable the Fire Department to proceed with the construction of 24 new ambulance stations, representing the first phase of its plan to establish ambulance stations throughout the City. The Department is meeting with community hospitals that have expressed a willingness to have ambulance stations on their properties, saving the City acquisition costs. The first new ambulance station opened at Elmhurst Hospital in Queens in October 1996. The Department is currently working with the Department of Citywide Administrative Services (DCAS) to acquire available City-owned property or private property that conforms to FDNY's battalion-based deployment model. The Department of Design and Construction (DDC) is in the process of selecting a consultant for the design of prefabricated ambulance stations.



In the first half of Fiscal 1997 the Police Department's average response time for a crime-in-progress (C-i-P) call was 9.4 minutes, an increase from 9.1 minutes recorded in Fiscal 1996. Average response time for a C-i-P is influenced by several factors. One factor is the different categories for a crime-in-progress call: calls are divided into several codes for dispatching a patrol car, ranging from a code for reporting shots fired, to an assault in progress, to a non-emergency crime-in-progress. Examples of non-emergency C-i-Ps calls (radio code 10-39) are persons stripping a derelict vehicle, graffiti being sprayed on an abandoned building, etc. These radio runs are given a lower priority code than other C-i-P emergencies and are generally dispatched and responded to with less urgency than other crime-in-progress codes. For example, in the first six months of Fiscal 1997, the average response time to a robbery in progress was 4.7 minutes, while the average response time to a 10-39 non-emergency code was 17.7 minutes. In the first six months of Fiscal 1997 the number of 10-39



runs increased 39.5 percent compared to the corresponding period in Fiscal 1996, from 12,869 to 17,947. Not only did the total number of non-emergency 10-39 runs increase during the reporting period, but they also increased as a percentage of the total crime-in-progress calls dispatched. In the first half of Fiscal 1996, 10-39 runs consisted of 8.5 percent of the total C-i-P runs, while in the first half of Fiscal 1997 they contributed 12.4 percent of C-i-P dispatched runs. If citywide response time were adjusted to exclude the non-emergency C-i-P runs, the average would decrease by more than 10 percent from 9.4 minutes to 8.4

minutes. The accompanying chart displays citywide and borough average response times excluding non-emergency runs, for the period July through December 1996.

DEPARTMENT OF INVESTIGATION

The Department of Investigation (DOI) uses information gathered in its investigations to identify corruption hazards and formulate strategies to reduce the incidence of corruption in City agencies. The Department's investigations of welfare fraud over the last two years led to improvements in the integrity of the City's computer system for welfare payments. Other investigative findings resulted in additional security controls in the Department of Finance's tax collection system and a redesign of the physical layout of the City Collector's offices. The Department's Inspectors General also recommend procedure and policy changes in agency operations to reduce the City's vulnerability to corruption.

Approximately 60 percent of the investigations closed by DOI in the first four months of Fiscal 1997 resulted in either referral for criminal, civil or administrative action, or recommendations for policy or procedural changes, compared with 49 percent of the investigations closed in Fiscal 1996. The Department's investigative cases resulted in 117 criminal referrals in Fiscal 1997, compared with 91 criminal referrals made during the same four-month period in Fiscal 1996, a 29 percent increase. Fifty-three of the 117 referrals were arrests, compared with 24 arrests made during the same period in Fiscal 1996.

INFRASTRUCTURE AND COMMUNITY SERVICES

TRANSPORTATION

As detailed in this Volume's section on customer service initiatives, the Department of Transportation (DOT) has undertaken a comprehensive restructuring and strategy-formulation initiative, designed to focus resources effectively on the agency's missions and better serve the needs of citizens. In no area is this charge more critical than in regard to pedestrian and vehicular safety. Safety engineering improvements, such as regulatory signage and pavement markings, have been completed at 20 high pedestrian accident locations citywide. These improvements included the installation of warning and directional signs, high visibility crosswalks, and center line refurbishment at sites in all five boroughs. In November 1996 the Department received approval for federal funding to

continue the "Share the Road Safely" program. Funding will provide for traffic safety presentations for all age groups and for the production of pedestrian safety public service announcements and outreach materials. The grant will also pay for site selection, data collection and the development of engineering plans to reduce pedestrian and vehicular casualties on the most accident-prone segments of the City's arterial corridors.

In November 1996, the Department also completed implementation of five Residential Model Safety Zones. One zone was selected in each borough based on surveys that quantified specific traffic flow and safety characteristics. The zones were developed to promote safer travel for motorists and pedestrians, especially school children, and include engineering, education and enforcement initiatives.

All outstanding defects related to roadways, traffic signals, streetlights, and signs were identified and repairs completed by either in-house staff or contract. A comprehensive education program was designed for the students attending each of the 12 schools in the zones and presented by the DOT's Safety Education unit. Finally, the Department has consulted with the Police Department's Traffic Control Division which, in conjunction with the local precincts, is focusing enforcement against five specific moving violation types in the zones. The effectiveness of the Residential Model Safety Zones will be evaluated through measurement of variables such as motor vehicle volume and speeds; pedestrian volume and behavior; compliance with regulations and traffic control devices; and summons issuance. If successful, the Safety Zone program will be expanded throughout the City.

During Fiscal 1997 Safety City, a hands-on traffic safety training program for third graders, will expand from its Central Harlem location into the other boroughs. Construction for a Staten Island Safety City program is nearing completion and classes are scheduled to begin there early in Calendar 1997. Children who attend the Safety City program will receive two days of intensive training, conducted both in the classroom and in an outdoor, simulated street environment. In November 1996 new Safety City sites were identified in Queens, Brooklyn, and the Bronx. Development of these sites will begin during Winter 1997. The Department has also been working with the Board of Education and the Department of Parks and Recreation to schedule traffic safety theater tours for young children, teenagers, and older adults during 1997. The safety theater tours focus on pedestrian safety, DWI, safety restraints, and bicycle and skating safety. The theater programs will be offered at 91 locations throughout the five boroughs beginning in April 1997.

In late Summer 1996, DOT began a Pre-emptive Pothole Program on local streets and arterial highways. The program consists of performing small milling and paving projects on roadways that contain a significant number of defects. Work began in September 1996 on the highways and is now focusing on the streets. Under this initiative, maintenance efforts are targeted to problem spots, which if left unattended, would turn into pothole ridden areas during the winter months. Street and arterial maintenance crews completed strip paving, resurfacing, or extensive asphalt repairs to improve these problem locations. The Department has strip-

paved 42,800 square yards to date as part of this program.

The Department's Adopt-a-Highway program arranges for private sponsors to fund contractor maintenance on segments of the City's highways in exchange for roadside sign acknowledgment. As shown in the accompanying map, Adopt-a-Highway has now expanded to cover over half of the City's arterial highway lane miles. DOT continues to develop a rating system that will better assess highway maintenance conditions. The program is developing a beautification project for the Henry Hudson Parkway, which will include landscape maintenance, graffiti removal and mechanical sweeping; the project will cover the entire length of the Parkway in Manhattan, from 59th Street to Dyckman Street. Sponsors have already signed-on to participate and implementation is scheduled for early in Calendar 1997.

As part of the Mayor's East River Ferry Initiative, the Department's Office of Private Ferry Operations rehabilitated the first 80 feet of the 90th Street Pier in Manhattan and constructed a new ferry landing at Yankee Stadium. These improvements made it possible for a pilot East River ferry service to operate from 90th Street to East 34th Street to the South Street Seaport from September 16 through October 25, 1996, and permitted ferry service between Yankee Stadium, the South Street Seaport, East 34th Street, and East 90th Street. The Department anticipates the return of the Yankee Stadium ferry service in Fiscal 1997. In addition, East River commuter airport service will continue to advance, including the opening of new ferry landings at East 62nd Street and East 75th Street.

Using a Federal Highway Administration (FHWA) grant, DOT and the Economic Development Corporation (EDC) began a project to rehabilitate Pier 79 at West 39th Street in Manhattan. Pier 79 is currently used for staging connecting buses for 10,000 ferry passengers daily and is a possible site for a West Side central ferry terminal. Design plans for the Pier 79 project were completed during the first four months of Fiscal 1997. Construction is scheduled to be bid out by March 1997 and to commence in Spring 1997.

The Department implemented in-house improvements at the East 34th Street ferry landing that will allow the site to accommodate new vessels for the Staten Island-Midtown Manhattan high-speed ferry service, which began in January 1997. In September 1996 DOT issued a Request for

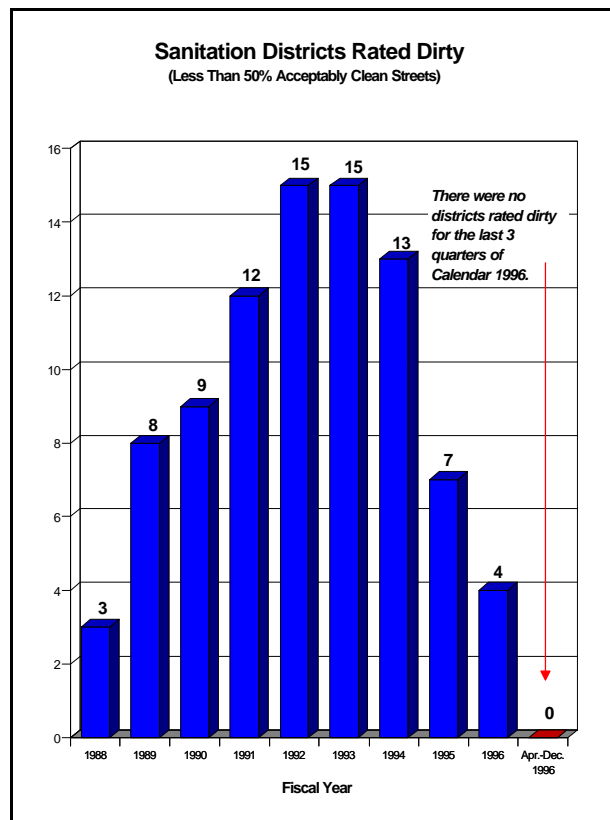
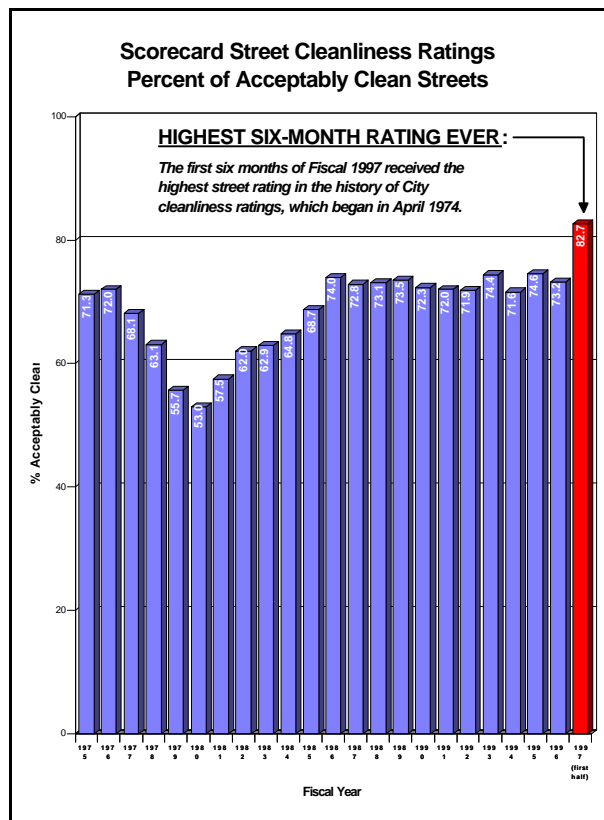
Expressions of Interest (RFEI) for the provision of Staten Island-Brooklyn ferry service and received several responses. Further action, likely to include the issuance of a Request for Proposals (RFP), will be pursued during Fiscal 1997.

SANITATION

During the period from April 1996 to the present, the Department of Sanitation (DOS) has attained the best street cleanliness levels seen since the City began street litter surveys 23 years ago. Since April 1974 the DOS street cleaning operation has used Scorecard street cleanliness ratings, now 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. Over the years Scorecard has generally indicated that the City as a whole averaged between 70 and 75 percent acceptably clean streets, while showing clearly that many neighborhoods were well below this average; as many as 15 Sanitation Districts have been rated "dirty", with annual average scores of less than 50 percent acceptably clean, at times over the past decade.

During Fiscal 1996 the Department worked closely with the Mayor's Office and the Human Resources Administration to sharply increase the number of Work Experience Program (WEP) participants assigned to street cleaning, from only 50 per day in July 1995 to an average of approximately 800 per day as of April 1996. DOS implemented a system of close supervision to effectively utilize WEP participants, integrating WEP teams into the Streets, Lots, Intensive Cleaning, and Enforcement (SLICE) program, which employs a coordinated approach to attacking street cleanliness problems in each neighborhood with the cooperation of residents, merchants and other City agencies.

The results of this initiative have outstripped all expectations. Citywide Scorecard ratings have remained solidly above 80 percent throughout Fiscal 1997 to date, an unprecedented level of cleanliness compared with nearly 23 years of previous observations; the last three quarters of Calendar 1996 received the three highest quarterly ratings ever recorded, and ratings for the first half of Fiscal 1997 averaged 82.7 percent acceptably clean. Ratings now average approximately eight percentage points above previous norms, representing the elimination of unacceptable litter conditions on approximately 4,800 City blocks. In addition, no Sanitation Districts have been rated "dirty" since August 1996, and the Department now has hopes of achieving an historic goal -- no dirty



districts for the average of the 12 months of Fiscal 1997 -- which it has pursued since the mid-1980s. Most of the neighborhoods that have been chronic problem areas for street cleaning have seen striking improvements during the first half of the fiscal year, including Mott Haven, Hunts Point, Morrisania, and other sections of the South Bronx; central Harlem, East Harlem, and the Lower East Side of Manhattan; Bedford-Stuyvesant, Bushwick, Brownsville, Sunset Park, Prospect Heights, Crown Heights, and Borough Park in Brooklyn; and Astoria in Queens.

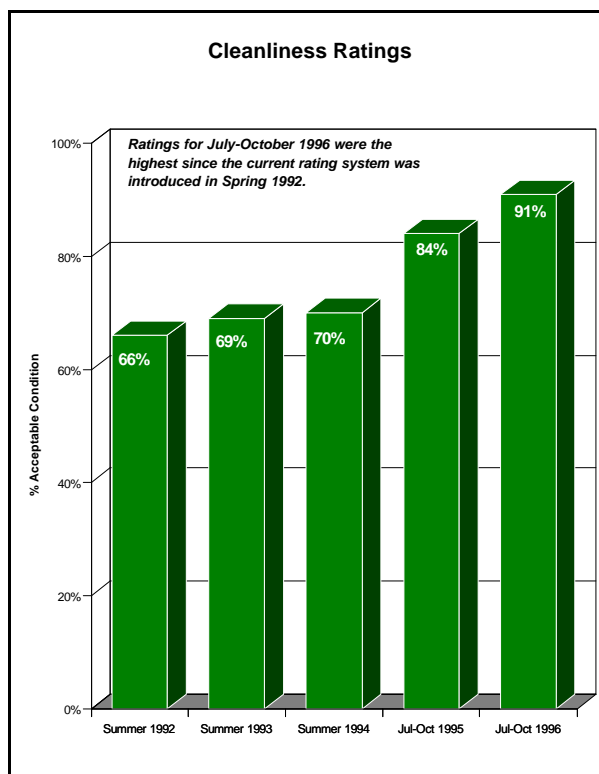
In October 1996 DOS expanded its Adopt-a-Basket program citywide. Formerly a pilot project in a few districts, over 300 baskets have now been adopted. As part of the program, DOS supplies participating merchants, individuals, or community groups with a new basket and a supply of plastic bags. The volunteers are responsible for removing full bags before they overflow and for relining empty baskets. Businesses or organizations interested in adopting one of DOS' 25,700 litter baskets should call the Sanitation Action Center at 212-219-8090.

In December 1996 DOS began Operation SMILE (Street Median Intensive Litter Eradication), a volunteer program to improve the cleanliness of asphalt traffic malls. Participants from neighborhood community groups and businesses make a one-year commitment to the program and in return are supplied by DOS with safety vests and traffic cones. The Department also posts recognition signs supplied by volunteer groups at adopted locations. Interested parties should contact DOS at the number listed above.

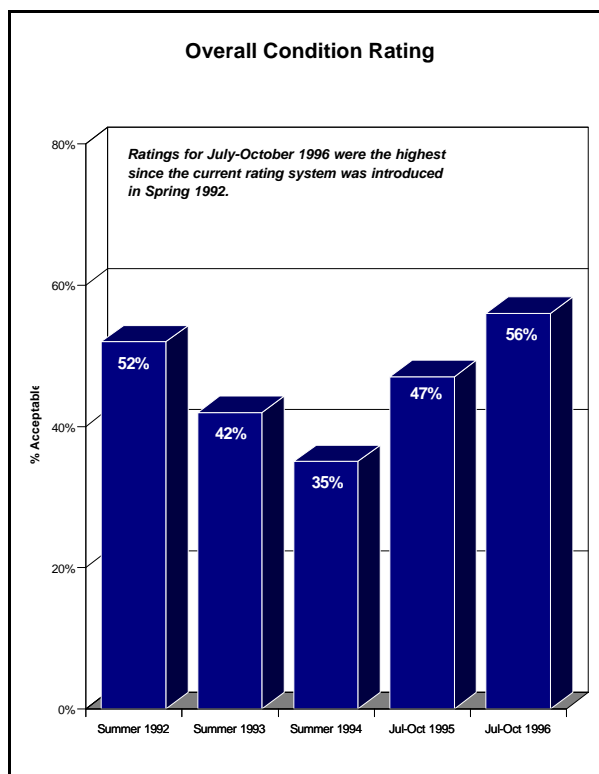
In the first four months of Fiscal 1997 DOS collected a citywide average of 10.5 tons of refuse per-truck-shift, a three percent increase over the same period in Fiscal 1996. During the same period DOS collected a citywide average of 5.5 tons of recyclables per-truck-shift, a 20 percent increase over the 4.6 tons per-truck-shift collected during the same period in Fiscal 1996. The increase is attributable to the start of alternate week recycling collection in the Bronx and in parts of Brooklyn and Manhattan in September 1996, and a 10 percent increase in the total amount of material put out for collection. The expansion of alternate week collection has saved DOS 200 truck shifts per week.

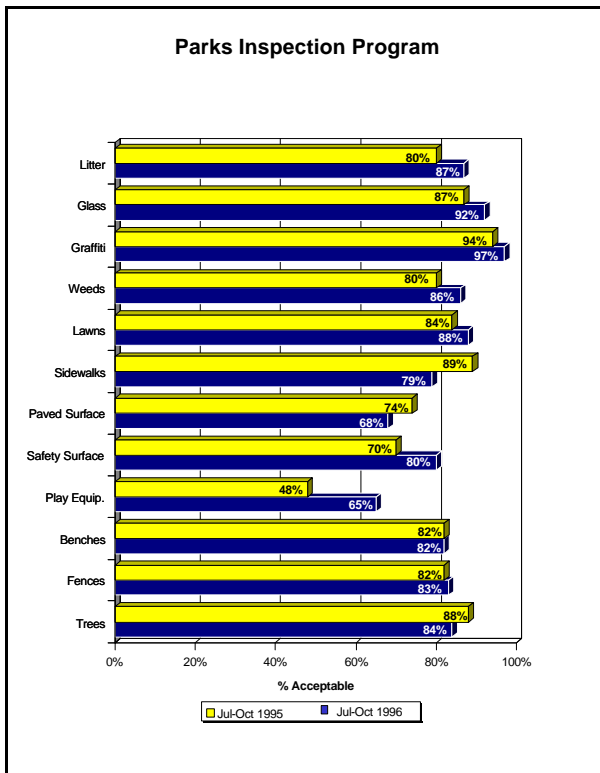
PARKS AND RECREATION

As shown in the accompanying charts, ratings of cleanliness and of overall conditions in the City's parks and playgrounds have improved to the



highest levels since the current rating system was implemented in 1992. The Department of Parks and Recreation's (DPR) cleanliness rating examines the amount of litter, broken glass, graffiti, and weeds in a park or playground, as well as the condition of its lawns. The Department's facilities are subject to random site evaluations by inspection teams equipped with handheld computers which travel to





City parks, playgrounds, gardens, and sitting areas to determine their cleanliness. DPR inspectors performed 2,547 evaluations in Fiscal 1996 and 913 in the first four months of Fiscal 1997. From July through October 1996, the percent of park sites rated acceptably clean increased to 91 percent, compared with 84 percent during the same months of 1995. In the first four months of Fiscal 1997, 87 percent of park sites were rated acceptably clean for litter and 97 percent for graffiti. The Department attributes improvements in its cleanliness ratings in neighborhood parks and playgrounds in large part to the 6,200 Work Experience Program (WEP) workers referred to the Department who perform a wide range of basic maintenance tasks, including cleaning debris and removing graffiti.

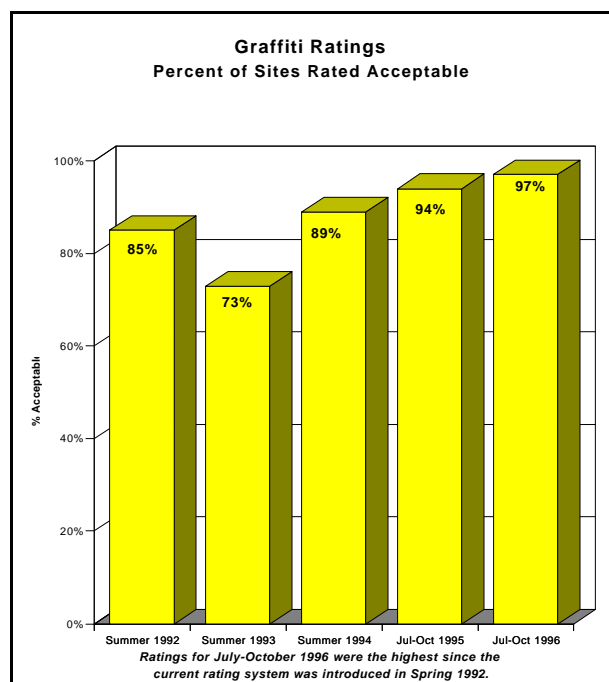
DPR's overall condition rating includes cleanliness features as well as the condition of sidewalks, paved and safety surfaces, play equipment, benches, fences, and trees. The overall condition rating is determined based on 12 factors, which are displayed in an accompanying chart. If three of the 12 features are considered unacceptable or one requires immediate attention, the entire site fails the inspection. In the first four months of Fiscal 1997, 56 percent of park sites were rated acceptable, compared with 47 percent during the first four months of Fiscal 1996.

Improved overall condition ratings can also be attributed to the Department's use of requirement contracts for park and playground renovations that

do not require substantive redesign. These contracts make it possible for DPR to respond quickly to address unacceptable structural conditions such as damaged play equipment, pavement, benches, or fences, and thereby improve overall condition ratings. The Department has completed improvements at 171 sites since the inception of the program in Fiscal 1995. The Department completed improvements at 171 sites since the inception of the requirement contracts program in Fiscal 1995, and an additional 30 sites will be completed this spring with Fiscal 1996 funding. In Fiscal 1997 DPR plans to increase spending on capitolly-funded requirements contracts by \$9.6 million to \$17.9 million, allowing work on approximately 300 sites.

ANTI-GRAFFITI TASK FORCE

The Mayor's Anti-Graffiti Task Force, created in July 1995, is composed of representatives of the Mayor's Office, including the Office of Operations and the Community Assistance Unit; the departments of Consumer Affairs, Business Services, Cultural Affairs, Parks and Recreation, Housing Preservation and Development, Buildings, Probation, Sanitation, Transportation, and Citywide Administrative Services; the Police Department and Fire Department; and the New York City Housing Authority, the Landmarks Preservation Commission, and the New York City Transit Authority. The task force has developed an anti-graffiti program that combines prevention and education, enforcement, removal, surveying, technical solutions, and community outreach.



In May 1996 the Task Force sponsored the City's first Anti-Graffiti Expo in the Gateway National Recreation Area at Brooklyn's Floyd Bennett Field. The event allowed community leaders to see demonstrations of the graffiti-removal techniques developed by City agencies, and to share information on ways to keep neighborhoods free of graffiti.

During Fiscal 1995 and 1996 the Mayor's Office of Operations coordinated citywide graffiti sample surveys, focusing on approximately 4,600 City blocks representative of every Community Board, plus additional survey samples in high-graffiti areas of special interest. Analysis of survey results permits the task force to work with Borough Presidents and community groups to target areas for clean-up, community outreach, and enforcement. The Task Force is now seeking sources of outside funding to support anti-graffiti efforts at the neighborhood level, and coordinating a clean-up program among participating agencies to address each problem area identified in these surveys.

CITYWIDE STREET FURNITURE FRANCHISE

As part of the Mayor's Streetscape initiative, the Department of Transportation (DOT) is moving ahead with plans for a citywide coordinated street furniture franchise to improve the quality of life on the City's sidewalks. The City Council has adopted a resolution authorizing the Department to seek a single franchisee to design, construct, install, and maintain bus stop shelters; automatic public toilets; newsstands; and public service structures, such as recycling or litter bins, and automated kiosks that provide access to government or commercial activity. Revenue from advertising on the structures should enable the franchise to be self-supporting. Commencement of the franchise is planned for Fall 1997, after necessary public reviews. Having received unanimous approval with modifications from the City Planning Commission, the Department's Uniform Land Use Review Procedure (ULURP) application for the franchise RFP is currently under review by the City Council.

HOUSING

In Fiscal 1996 the Department of Housing Preservation and Development (HPD), working with the Department of Finance (DOF), initiated the City's new anti-abandonment strategy. This program enables the City to take a comprehensive approach to preserving affordable housing while maximizing real estate tax revenues. DOF, through

its Tax Lien Sale Program, places liens on tax delinquent properties, bundles the liens together, and sells them to third parties who attempt to collect the debt. Before each tax lien sale, HPD's Building Evaluation Unit (BEU) reviews the list of residential properties to be included in the sale, and excludes those that are deemed to be distressed. Distressed properties then enter HPD's Anti-Abandonment Program, where BEU case managers research the current status of each property and prepare appropriate treatment alternatives. In September 1996 HPD received from DOF the list of properties to be included in the next tax lien sale scheduled for April 1997. The Department will complete its determination of distressed properties to be excluded from the tax lien sale and notify DOF in February 1997.

In addition to evaluating properties for the Tax Lien Sale Program, BEU proactively identifies distressed buildings that may be at risk, and begins measures to prevent abandonment. During the first four months of Fiscal 1997 HPD began to implement its newly created Early Warning System (EWS) and expects to have it fully operational by the end of Fiscal 1997. This new computerized tracking system allows HPD to obtain data from various City and State agencies in order to identify distressed buildings. Pertinent information about the status of a building includes tax arrears; outstanding housing and building code violations; mortgage debt; emergency repair charges; and several other factors that may contribute to abandonment. Using the EWS system, along with referrals from Neighborhood Preservation Consultant groups, the Department plans to create a citywide distressed building list to identify neighborhoods in which to focus its anti-abandonment efforts. By concentrating anti-abandonment efforts on particular blocks and in designated neighborhoods, HPD hopes to maximize preservation impact and safeguard existing City investment in those neighborhoods.

Lead paint violations are issued by the Department of Housing Preservation and Development's Division of Code Enforcement when inspectors find peeling paint in a building built prior to 1960, and where a child under the age of seven resides. During the first four months of Fiscal 1997, there was an 82 percent decrease in the number of lead abatement jobs that needed to be undertaken compared with the same period during Fiscal 1996, attributable to increased owner compliance. In 1994 HPD and the Department of Health (DOH) were awarded \$6.7 million by the federal Department of Housing and Urban Development for a Lead-Based

Paint Hazard Reduction Program. Since its inception, the program has identified approximately 560 dwelling units as having lead paint; of this total, lead-hazard reduction is underway in 300 dwelling units.

The remaining 260 units identified under this program will undergo lead hazard reduction through the City's Primary Prevention Program (PPP) in Fiscal 1997. Through this initiative, DOH and HPD identify buildings in which lead paint is likely to be present and young children or expectant mothers reside. Grants of approximately \$5,000 per unit are given to owners of these properties to reduce dust-lead levels in an effort to prevent young children from developing elevated blood-lead levels. The PPP is focusing on four Brooklyn neighborhoods that account for one-third of the City's childhood lead-poisoning cases: Bedford-Stuyvesant, parts of Fort Greene, Crown Heights, and Bushwick.

In order to improve the cleanliness of the grounds surrounding New York City Housing Authority (NYCHA) developments, the Authority will utilize participants in the City's Work Experience Program (WEP) to assist its groundskeepers and handypersons. The Authority now assigns WEP participants to perform various maintenance tasks such as raking leaves and moving garbage cans for curbside pickup.

In 1995 the Authority experienced an unusual amount of arson activity in the stairwells of its high-rise buildings, due to vandals igniting bulk debris and oil-based paint covering stairwell walls. After investigating fire prevention measures in cooperation with an independent fire-testing laboratory, NYCHA and the Fire Department determined that the application of fire-retardant paint would prevent the spread of fires. Due to concerns that the fire-retardant paint could not ensure protection against fires of extremely high intensity, in February 1996 the Authority began removing oil-based paint from the stairwells of high-risk buildings. As of December 1996 the Authority has removed oil-based paint from stairwells in 637 of the 929 buildings identified as high-risk. Paint removal work is currently in progress in all remaining high-risk buildings, with completion expected by the end of Fiscal 1997.

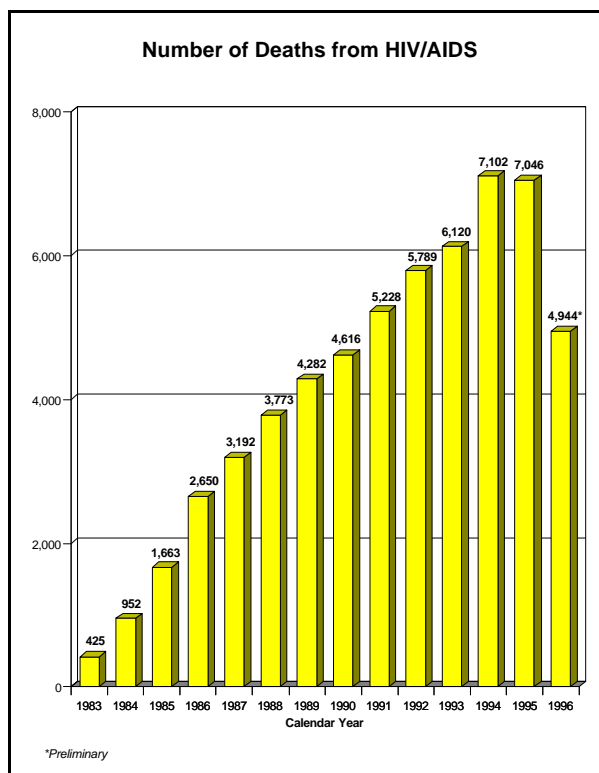
PUBLIC HEALTH

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

incidence of tuberculosis, as well as ongoing efforts to enhance HIV program services.

New tuberculosis (TB) cases declined by 36.4 percent from Calendar 1993 to Calendar 1996. To help stem the spread of tuberculosis, the Department continues to identify risk factors in the transmission of multidrug-resistant tuberculosis (MDR-TB), and continues to ensure that those who live or work with TB patients receive Directly Observed Preventive Treatment (DOPT) to prevent active TB. As of October 31, 1995, 695 individuals citywide were documented as receiving DOPT. The percentage of patients with MDR-TB decreased by 75.3 percent between Calendar 1992 and Calendar 1995.

As shown in the accompanying chart, deaths due to AIDS and HIV-associated illnesses declined by 30 percent from Calendar 1995 to 1996, resulting in the lowest number of deaths since Calendar 1990. Through April 1997, DOH will monitor the disbursement of approximately \$95.4 million in federal Title I Ryan White Comprehensive AIDS Resources Emergency (CARE) Act grants to provide HIV-related services in high-need communities. The HIV Health and Human Services Planning Council held a series of community forums and hearings throughout the City to solicit testimony regarding needed services, which include outpatient medical services, nutrition counseling, and DOT for those patients with HIV/AIDS and tuberculosis. Recommendations from the



community forums include substance abuse counseling, housing, client advocacy, treatment options, expanded food and nutrition programs, and mental health services, all of which will be incorporated into the current Request for Proposals (RFP) planning process.

In cooperation with a coalition of other City agencies and not-for-profit organizations, the Department has engaged a consultant to assist in the development and implementation of an outcome study to evaluate the effectiveness of HIV program service contracts. The Department is assessing the effectiveness of various strategies to change client behavior, build community based organizations' capacity, and to better track service delivery with new or expanded automation systems.

CONSUMER PROTECTION

The Department of Consumer Affairs (DCA) works to protect consumers against deceptive and illegal trade practices. Among the Department's recent consumer protection initiatives are several measures affecting important aspects of New Yorkers' quality of life.

- Three Puffs and You're Out, the DCA anti-tobacco enforcement program, conducted an undercover operation in July 1996. During this sweep, 99 locations were inspected throughout the five boroughs and 53 locations were cited one or more times for violating the Tobacco Product Regulation Act of 1992. In total, 65 violations were issued for either selling tobacco products to a minor, selling loose cigarettes or for failing to display proper signage regarding illegal tobacco sales. In addition, DCA ordered the license suspension of 15 merchants who were cited with third and fourth violations within a two year period.
- In conjunction with the Police Department, DCA conducted a sweep of 143 local merchants in September 1996 to ensure compliance with a local law that prohibits the sale of box cutters to minors or their display in an unsupervised manner in which they could be easily stolen. As a result of this enforcement initiative, 36 establishments were issued warnings for violating the law.
- In December 1996 DCA initiated a visa lottery educational campaign to coincide with the annual federal Diversity Visa lottery program. To protect lottery participants from potential fraud when the U.S. State Department awards 55,000 permanent resident visas through a lottery program in early Spring 1997, DCA has published two pamphlets describing the lottery process that include tips on how to avoid immigration services fraud. The pamphlets were printed in seven languages and distributed through community-based organizations and the Mayor's Office of Immigrant Affairs. DCA also established and staffed an immigration hotline to report fraudulent immigration practices related to the lottery.
- In August 1996 DCA released a study, "Driving Down Auto Theft: Are New York City Consumers Benefiting from the Decline in Auto Theft?" The study determined that despite the dramatic reduction in auto theft in the City, documented earlier in this section, the insurance premiums charged to city drivers have not reflected this change. On the contrary, DCA found that the average premium for comprehensive auto insurance in New York increased by 22 percent between 1990 and 1994. The Mayor's Task Force on Insurance Rates has scheduled hearings on the subject in February 1997.

MANAGING THE WORKFORCE

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

DOWNSIZING

Over the last three years, City-funded staffing levels have been significantly reduced. These reductions were accomplished without layoffs through severance, attrition, early retirement, and redeployment, with the help of the Municipal Assistance Corporation and with the cooperation of municipal labor unions. The full-time, City-funded headcount was reduced to 201,923 at the end of November 1996, representing a reduction of 20,913 since the end of Calendar 1993. These data reflect 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 transfer of traffic enforcement positions from the Department of Transportation to the Police Department.

During the first four months of Fiscal 1997 the Department of Citywide Administrative Services (DCAS) continued to facilitate redeployment to

meet agencies' personnel needs. The Department held three hiring pools to expedite the redeployment of 89 employees, bringing the total number of employees redeployed since the beginning of Fiscal 1995 to approximately 3,800. In Fiscal 1997 and 1998, as the need arises, DCAS will continue to provide appropriate training interventions to qualify employees for available citywide positions through redeployment.

An early retirement incentive program was announced in late Summer 1996. The program was available to employees over 50 years of age who have worked for the City for at least 10 years and served in nonuniformed titles within mayoral agencies; it offered employees one month of pension credit for each year they worked. During the open enrollment period of September 3, 1996 through November 8, 1996, 1,794 employees filed Notice of Intent forms indicating their interest in accepting the early retirement incentive. Of those, 1,644 employees qualified for and accepted early retirement.

PERSONNEL ADMINISTRATION

In order to eliminate duplicate personnel functions and improve service to agencies and employees, in the first half of Fiscal 1997 DCAS developed a plan to consolidate its internal functions that use job analysis as the basic tool to classify or restructure titles, or to identify the skills and abilities measured in an exam. Staff are being cross-trained in the exam and classification functions in order to enhance their productivity, efficiency, and flexibility.

DCAS also continues to consolidate and broadband titles in order to streamline the administration of the work force and to grant agency managers more flexibility in responding to service demands with available staff. During the first four months of Fiscal 1997 the Department reduced 10 competitive titles by consolidating the Fingerprint Technician title series; eliminating the Parole title series, whose functions are now performed by the State; and broadbanding the Public Health Sanitarian Trainee title. During the second half of the fiscal year DCAS had planned to reclassify four titles in the health-related series -- Licensed Dental Hygienist, Licensed Occupational Therapist, Licensed

Physical Therapist, and Licensed Audiologist -- to the noncompetitive class. In December 1996, however, the New York State Civil Service Commission indicated that it would not support the reclassification initiative. This reclassification proposal has therefore been eliminated; in the latter half of Fiscal 1997 and in Fiscal 1998, DCAS will focus on proposals to broadband and consolidate competitive titles that do not require state review.

During the first four months of Fiscal 1997 DCAS administered nine civil service exams and 12 license exams, including Police Sergeant, Station Agent, School Food Service Manager, and Signal Maintainer. The Department plans to administer a total of 57 civil service exams and 35 license exams in Fiscal 1997; the examination schedule reflects the Department's efforts to test in titles with significant numbers of provisional employees, where redeployment is not feasible and where no broadbanding, consolidation, or reclassification is being proposed. The Department plans to offer a consolidated examination for eight titles in April 1997, including Caseworker, Counselor, Public Health Educator, and Social Worker.

EARNED OVERTIME

As provided for by Mayoral Directive 94-3, issued in September 1994, the Mayor's Office of Operations and the Office of Management and Budget closely monitor the agencies accounting for the bulk of the City's total earned overtime. In Fiscal 1997 the monitored agencies, accounting for 95 percent of overtime, are the Police, Fire, Correction, and Sanitation departments; the Human Resources Administration and the Administration for Children's Services; the departments of Transportation and Environmental Protection; the Office of the Chief Medical Examiner; and the Health and Hospitals Corporation.

Total City overtime earnings in the first four months of Fiscal 1997 increased to \$177.5 million, 11 percent more than the total of \$159.3 million seen in the same months of Fiscal 1996, although remaining 4 percent below the level seen during the same period in Fiscal 1995. Monitored agencies' overtime earnings were \$167.9 million, an increase of 9 percent. Most of the increase in overtime earnings was seen in the uniformed agencies -- Police, Fire, Correction, and Sanitation -- for which overtime earnings totaled \$127.8 million during July-October of Fiscal 1997, compared with \$110.8 million during the same months of the previous year. Increases for these agencies comprised 93 percent of the total citywide increase in earnings.

The increase in uniformed agency overtime resulted from City initiatives such as agency restructuring and quality-of-life programs. Compared with the first four months of Fiscal 1996, overtime earnings in the same months of Fiscal 1997 were relatively level at Police and Sanitation. The Police Department used \$3.7 million less on special events overtime than during the first four months of Fiscal 1996; however, factors keeping Police overtime at a high level included the impact of law enforcement initiatives such as the renewed antidrug strategy, as well as the transfer of traffic enforcement responsibility from the Department of Transportation. An increase of \$7.8 million in Fire Department overtime earnings during July-October of Fiscal 1997 was largely due to overtime used to maintain available staffing and improve safety, and to the transfer of the Emergency Medical Service (EMS) from the Health and Hospitals Corporation; EMS earned overtime totaled \$4.7 million during this period. The marked increase in overtime earnings at the Department of Correction during this period is attributable to growth in the inmate population, which is in turn related to the aggressive application of the City's anticrime strategies. The City is responding with a plan to accelerate the hiring of correction officers in order to avoid overtime costs. A class of over 300 recruits originally scheduled to begin in January 1997 was moved up to November 1996; approximately 240 recruits are now scheduled to graduate in February 1997, with the remainder graduating in March. A second class of 400 recruits began in February 1997. The Department projects that these steps will save nearly \$7 million in earned overtime in Fiscal 1997 and more than \$25 million annually in Fiscal 1998 and Fiscal 1999.

While the use of earned overtime rose in uniformed agencies during the first four months of Fiscal 1997, these earnings were associated with significant gains in public safety, as documented in the previous section of this Summary Volume -- particularly continuing reductions in crime and a sharp reduction in ambulance response time. The Mayor's Office and agency managers will continue to monitor overtime usage and seek ways to control overtime earnings while continuing the aggressive pursuit of these quality-of-life goals.

ABSENCE CONTROL

The Mayor's Office of Operations 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.

The citywide absence rate, which includes paid sick leave for all employees and Workers' Compensation for civilian employees, decreased to 3.64 percent (equivalent to 9.0 days absent per year) in the first four months of Fiscal 1997, compared with 3.82 percent (9.4 days absent per year) in the same period of Fiscal 1996. The total absence rate, which is calculated utilizing Line-of-Duty-Injury (LODI) absences among the uniformed forces at the Police, Fire, and Sanitation departments; Workers' Compensation for all civilian employees and uniformed employees at the Department of Correction; and paid sick leave for all employees, dropped to 4.47 percent in the first four months of Fiscal 1997, compared with 4.77 percent in the first four months of Fiscal 1996.

The combined absence rate for uniformed employees in the Police, Fire, Correction, and Sanitation departments decreased to 4.69 percent in the first four months of Fiscal 1997, compared with 5.14 percent in the first four months of Fiscal 1996. This decrease reflects the impact of improved absence management at the Department of Correction, which reduced its uniformed absence rate to 6.30 percent in the first four months of Fiscal 1997, compared with 8.89 percent in the same period of Fiscal 1996.

WORKERS' COMPENSATION

The Law Department's Workers' Compensation Division manages claims for all City agencies and collects reimbursement from the State and other sources. With increased computerization and the use of authorized overtime and part-time staff, the Division is on target to achieve revenue collections of \$12.5 million for Fiscal 1997, 39 percent more than the \$9 million collected in Fiscal 1996.

Increased computerization also enables the Division to conduct an electronic, information-based review of cases. Since reengineering its bill payment process in October 1995, the Division eliminated its entire backlog of unprocessed medical bills, and is now able to keep current with new medical bills. During the first four months of Fiscal 1997 the Division processed almost 64,000 medical bills, 60 percent more than the 40,000 processed in the first four months of Fiscal 1996; and it expects to process over 170,000 medical bills in Fiscal 1997, eight percent more than the 158,000

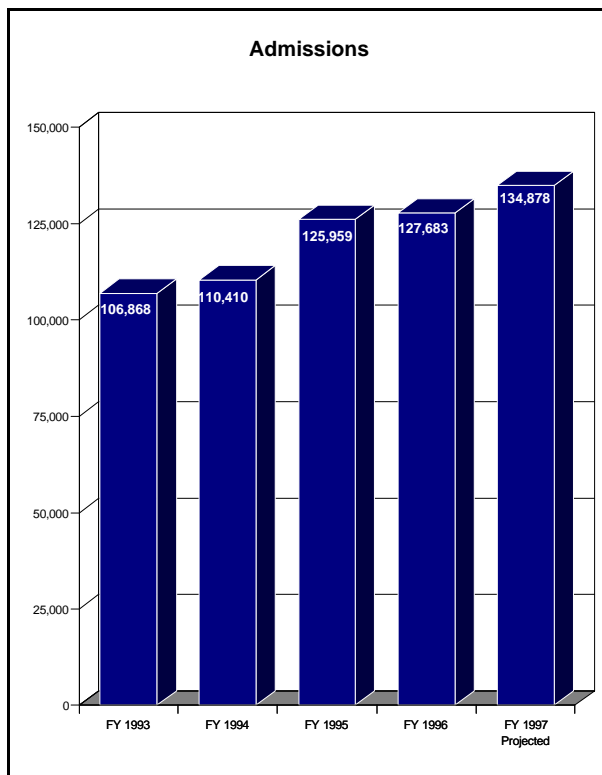
medical bills processed in Fiscal 1996, and 31 percent more than the 130,000 processed in Fiscal 1995.

Final programming that was scheduled for completion in October 1996 was delayed due to new modifications of the Workers' Compensation electronic communication system. The system, which automates key functions of the compensation process, including the submission of injury forms, lost time data, and restoration of annual and sick leave used, was developed in conjunction with the Mayor's Office of Operations, the Office of Payroll Administration, and the Financial Information Services Administration, and will enable the Division to manage claims more effectively. Training for the system began in January 1997, and will be completed by July 1997, at which time the system will be fully operational.

DOING MORE WITH LESS

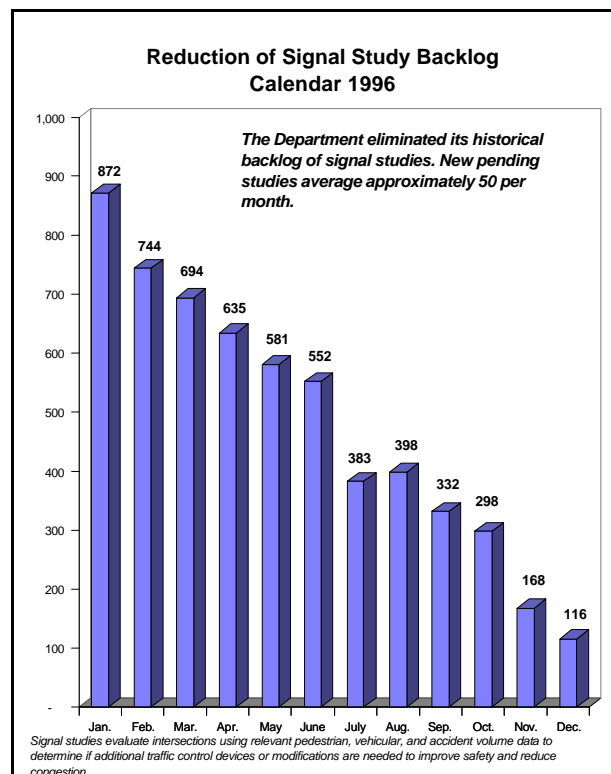
City agencies continually review their internal structure and work flow in key service areas in order to identify and eliminate bottlenecks to allow greater efficiency. Many agencies and units within agencies have been able to maintain or increase their level of work while absorbing headcount reductions over the past few years. Some new examples of agencies' ability to do more with less are described below. Unless otherwise noted, these examples relate changes in headcount to measures of work output, efficiency, or timeliness between July-October of Fiscal 1994 and the same months of Fiscal 1997.

- **Police Department:** From Calendar 1994 to 1996 the Department absorbed a reduction of six percent in the staff of its Forensic Investigations Division, while managing a 21 percent increase in its caseload.
- **Department of Correction:** The Department continues to efficiently process an increasing number of correctional admissions. While agencywide headcount has declined by 3 percent over the past three years, new admissions have risen by 23 percent over the same period. The Department has achieved improvements in capacity management through the use of established population management techniques. As shown in the accompanying chart, the Department expects to process nearly 135,000 new admissions by the end of Fiscal 1997, 5.6 percent more than in Fiscal 1996.



- Department of Probation:** While the number of Probation Officers assigned to Adult Court Supervision declined from 399 in July-October of Fiscal 1994 to 332 in the same months of Fiscal 1997, a drop of 17 percent, the Department of Probation has served more than 3,000 additional felony cases in the first four months of Fiscal 1997, an increase of 6 percent. This achievement was made possible by the Department's Adult Supervision Restructuring initiative. Procedures for supervision of adult probationers have been streamlined through internal reorganization, new technology, and risk assessment techniques to assign probationers to appropriate levels of supervision.
- Department of Juvenile Justice:** As described in this Volume's section on children's services, the Department of Juvenile Justice has increased its emphasis on parental consultation as a key element in case management. While the Department's case management staff has seen no change in headcount over the past three years, the number of case management conferences that include parental consultation has increased by 141 percent from July-December of Fiscal 1994 to the same months of Fiscal 1997.
- Department of Transportation:** The Borough Engineering Division is identifying efficiency improvements in order to further the

Department's mission of enhancing transportation safety and easing traffic congestion. With no increase in headcount, the Division increased in-house installation of signage by 12 percent from the first four months of Fiscal 1996 to the same months of Fiscal 1997. As described in this Volume's section on customer service initiatives, the Department has also eliminated its historical backlog of signal studies, which utilize relevant pedestrian, traffic and accident data to assess the need for new or modified signal devices. The signal study backlog was reduced by 64 percent from the first four months of Fiscal 1996 to the same months of Fiscal 1997.



- Department of Environmental Protection:** The Department of Environmental Protection (DEP) is responsible for enforcing City air, noise, and pollution codes, meeting air quality standards, enforcing asbestos abatement rules, and responding to hazardous material emergencies. In Fiscal 1996 the Department's Air, Noise, and Hazardous Materials unit achieved gains in efficiency in responding to public complaints. During the first four months of Fiscal 1997 the unit recorded a significant increase in the number of hazardous materials incidents handled. The unit's headcount has declined by 30 percent over the past three years, while the number of hazardous materials incidents handled increased by 73 percent.

- Department of Housing Preservation and Development:** The Department's headcount has declined over the past three years by 16 percent, from 2,945 to 2,487, while housing starts -- including new construction and gut or moderate rehabilitation of existing properties -- increased by 23 percent, from 2,333 in the first four months of Fiscal 1994 to 2,867 during the same months of Fiscal 1997. The Department's Building Blocks! program has effectively targeted groups of properties in which large numbers of City-owned residential units can be rehabilitated as a step toward returning the properties to responsible private ownership.
- Department of Sanitation:** While absorbing a five percent reduction in the uniformed headcount of the Bureau of Cleaning and Collection, the Department of Sanitation (DOS) has increased productivity and overseen an unprecedented improvement in street cleanliness. The involvement of approximately 800 Work Experience Program (WEP) participants per day in street cleaning duties, together with close supervision and aggressive targeting of problem areas by Department managers, boosted ratings of acceptably clean streets to a 23-year record of 82.9 percent for July through October of Fiscal 1997. The number of "dirty" districts scoring less than 50 percent acceptably clean was reduced from nine to zero. In addition, the number of tons collected per truckshift in regular curbside collections was 10.5 in the first four months of Fiscal 1997, 22 percent above the figure for the same months of Fiscal 1995.
- Department of Parks and Recreation:** The Department has achieved significant improvements in parks and playground condition ratings through a combination of WEP participation and process improvement. While the full-time, City-funded headcount has declined by 28 percent from the first four months of Fiscal 1994 to the same months of Fiscal 1997, cleanliness and overall conditions are the best recorded since the current rating system was implemented in 1992. Cleanliness ratings reached a high of 91 percent acceptable during July - October of Fiscal 1997, compared with 69 percent in Summer 1993. Overall condition ratings, which include infrastructure conditions as well as cleanliness levels, rose to 56 percent during this period, compared with 42 percent in Summer 1993.
- Department of Business Services:** As described in this Volume's section on economic development, the Department of Business Services (DBS) monitors and assists Business Improvement Districts throughout the City. Business Improvement Districts (BIDs) are economic vehicles for small businesses in a community to join together and create a unified voice for promoting its business area. While headcount has declined by nine percent from the first half of Fiscal 1994 to the first half of Fiscal 1997, the number of BIDs for which DBS furnishes oversight and assistance has grown from 31 to 37, a 19 percent increase.
- Department of Health:** The Department's Vital Records Division improved its historically slow processing of birth and death certificate requests. By restructuring work flow, changing the physical setup of office space and equipment, and rethinking management practices, the Department has reduced the turnaround time for written birth certificates requests by 83 percent, from an average of 12 weeks in Fiscal 1995 to ten business days during July-October of Fiscal 1997. This turnaround was achieved in spite of a 16 percent reduction in unit headcount over the same period.
- Office of the Chief Medical Examiner:** While the Office's headcount has remained stable over the past two years, reengineering of internal procedures has reduced the average time from an autopsy to completion of the autopsy report by 57 percent from July-October of Fiscal 1995 to the same months of Fiscal 1997. The Office of the Chief Medical Examiner worked with the Mayor's Office of Operations to streamline operations, and has also reduced the amount of overtime used by medicolegal investigators.
- Administration for Children's Services:** The Office of Child Support Enforcement (OCSE) works to insure the timely receipt of court-ordered child support payments, both for public assistance recipients and for other families. As described in this Volume's section on children's services, OCSE has achieved a substantial increase in child support collections, primarily due to the license suspension program implemented in Fiscal 1996. While the Office's headcount declined by 28 percent from the first four months of Fiscal 1994 to the same months of Fiscal 1997, child support collections increased by 24 percent. OCSE expects to

collect \$235 million by the end of Fiscal 1997 and \$265 million in Fiscal 1998.

- **Department of Consumer Affairs:** The Department continues to improve the efficiency of consumer complaint processing. While headcount in the Consumer Complaint division has remained unchanged from Fiscal 1995 to the first four months of Fiscal 1997, the average number of days to resolve complaints has fallen by 32 percent, from 64 days to 44 days. This was achieved by changing work methods from an assembly-line approach to one that relies on case management and on worker teams that can perform more than one function.
- **Department of Buildings:** While the Department's headcount has declined by 18 percent, efficiencies have been achieved in the completion of construction plan examinations. Staff completed 54,638 examinations in the first four months of Fiscal 1997, 6 percent more than in the same months of Fiscal 1995. The Department's new emphasis on the quality of customer service includes the Express Service initiative as well as restructuring of borough permit offices.
- **Law Department:** The Department's Condemnation and Certiorari Division, which experienced a 17 percent headcount reduction from Fiscal 1993 to 1996, achieved a 60 percent increase in proceedings settled over the same period. To further expedite tax certiorari cases, the Condemnation and Certiorari Division finished the computerization of all certiorari case records in October 1996. The computerization of case records allowed the division to eliminate the backlog of new cases awaiting assignment. The expedited assignment of cases will make it possible to resolve cases more quickly, and taxpayers with legitimate grievances will be able to receive refunds more promptly. By December 1997 the Division will have also computerized a standard audit analysis for certiorari cases that will automatically highlight possible fraudulent claims, reduce case processing time, and free auditors to pursue fraud investigations.
- **Department of Finance:** With a seven percent reduction in its Audit and Tax Enforcement staff from July-October of Fiscal 1994 to the same months of Fiscal 1997, the Department has greatly increased its performance of desk audits, resulting in potential revenue benefits to the City and a more thorough application of tax laws. The Department has placed a greater emphasis on automating its audit procedures, including accepting taxpayer records on various types of computer storage media and completing computer-assisted audits. The Department conducted over 153,500 desk audits in the first four months of Fiscal 1997, an increase of 116 percent over the same period in Fiscal 1994.
- **Office of Administrative Trials and Hearings:** While headcount has declined by 6 percent from July-October of Fiscal 1994 to the same months of Fiscal 1997, the Office has increased its number of cases resolved by 124 percent, from 280 to 626. In order to manage an increasing caseload, the Office enhanced its use of automation, including access to the Local Area Network from all court rooms and on-line research libraries, thus furthering its goal of becoming a paperless court, and expanded its use of case settlement techniques citywide.
- **City Commission on Human Rights:** The number of human rights case investigations completed by the Commission increased from 159 in the first four months of Fiscal 1994 to 340 in the same months of Fiscal 1997, despite a 45 percent reduction in the full-time staff of the Law Enforcement Bureau. In Fiscal 1996 the Bureau instituted a number of management initiatives that resulted in higher productivity levels for investigators. These included internal redeployment to match appropriate personnel with Commission goals, higher standards of productivity, and improved case management techniques. These initiatives, combined with productivity gains from increased legal supervision of investigators, were key to the Bureau's completion of a record number of investigations in Fiscal 1996.

ECONOMIC DEVELOPMENT

The Administration has assembled an aggressive combination of approaches to help foster economic growth in New York City. Business retention strategies, energy cost assistance, services to assist small and large businesses in coping with issues including government regulation, and direct aid to development initiatives foster a climate friendly to investment and to growth in the City's tax

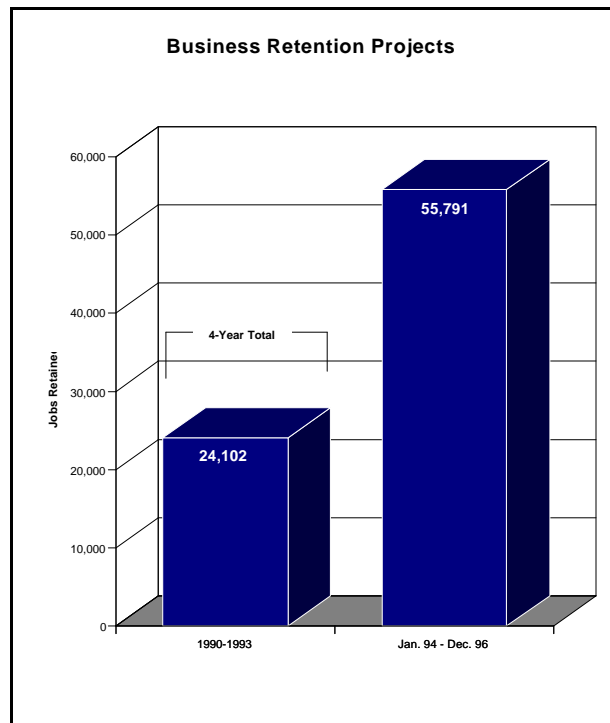
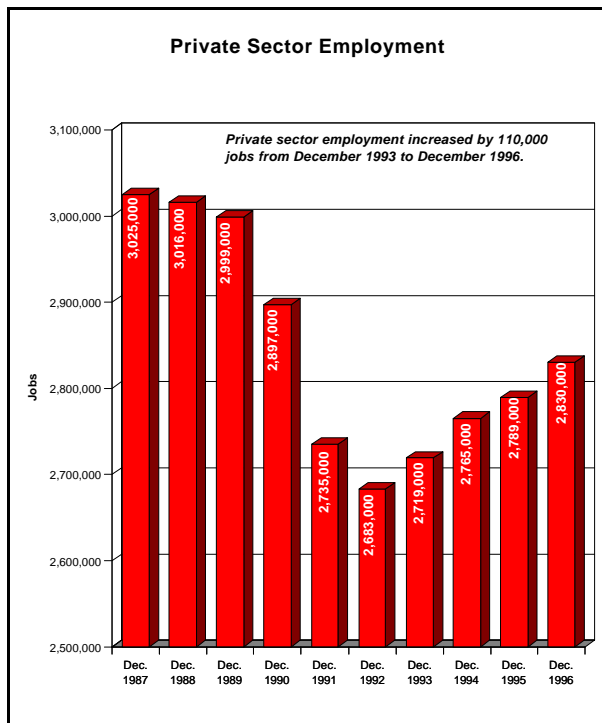
base. Regulatory and tax reform, as well as strong action to combat the influence of organized crime and prevent its entry into new businesses, protect entrepreneurs from factors that can stifle development. In addition, City agencies continue to advance public/private initiatives allowing government to improve service operations while controlling costs.

CITY GOVERNMENT AND THE ECONOMY

EMPLOYMENT

The effect of the City's economic policies can be seen most clearly in the continued growth of private sector employment over the past three years. As shown in the accompanying chart, employment in the private sector reached approximately 2.83 million jobs at the end of December 1996, an increase of 110,000 jobs compared with December 1993. Total employment in all sectors rose to 3.35 million jobs in December 1996, compared with 3.30 million in December 1993. As a result of downsizing at the federal, State, and local levels, government employment decreased by approximately 52,000 jobs over the same period.

The Economic Development Corporation's (EDC) business recruitment and retention efforts help bring out-of-state jobs into the City and assist businesses that are considering relocating to find the economic means to stay within the five boroughs. By providing these services and incentives, the City is able to increase its workforce, support local merchants related to the recruited or retained business, and give communities the economic anchor they sometimes need. As shown in the accompanying chart, EDC has, in the past three years, secured commitments from 24 major companies to stay at least 20 years, representing an estimated 55,800 jobs retained and a projected 19,400 new jobs to be created. The total tax



revenue generated by these companies to the City will be over \$800 million a year over the next 10 to 20 years. New retention projects within the first four months of Fiscal 1997 include negotiating a deal whereby a prominent insurance company will be remaining in the City for the next 20 years, thus retaining 736 jobs and creating a projected 50 new jobs. The company is expected to generate approximately \$7.7 million annually in total City tax revenue. The company will be relocating from Manhattan to Brooklyn's downtown Renaissance Plaza project in September 1998.

While EDC continues its business retention efforts, the Corporation is also actively recruiting new companies to New York City. New media, information technology, biotechnology, entertainment, and other high-growth industries are targeted in these efforts. An example of this success is a California based Internet training company which signed a lease in August 1996 to open a training facility in downtown Manhattan.

TWO-FARE ZONES

The Metropolitan Transportation Authority announced in June 1996 that the introduction of free intermodal transfers for New York City Transit subway and bus riders using the MetroCard fare pass would begin on July 1, 1997, thereby eliminating two-fare zones. The Mayor has directed the Department of Transportation (DOT) to proceed with the implementation of free bus-subway transfers between the City's subsidized franchise bus routes and the New York City Transit subway and bus system. DOT is spending approximately \$20 million to install Automatic Fare Collection fareboxes and their necessary companion equipment in the entire franchise bus fleet and depots.

TAX REFORM

The Administration has pursued an aggressive policy of targeted tax cuts to stimulate the local economy. In Fiscal 1997 City tax revenue as a share of personal income has fallen to 8 percent, the lowest level since Fiscal 1971. Tax reduction initiatives already enacted total \$374 million for Fiscal 1997. These reductions have included elimination of the commercial rent tax in most areas of the City, and reduction of this tax in Manhattan below 96th Street; as well as a 30 percent cut in the hotel tax, which has contributed to two consecutive years of resurgence in tourism and hotel occupancy. Other reductions have affected the unincorporated business tax; cooperative and

condominium property taxes; sales taxes related to interior decorating, manufacturing, and film production; and other business taxes.

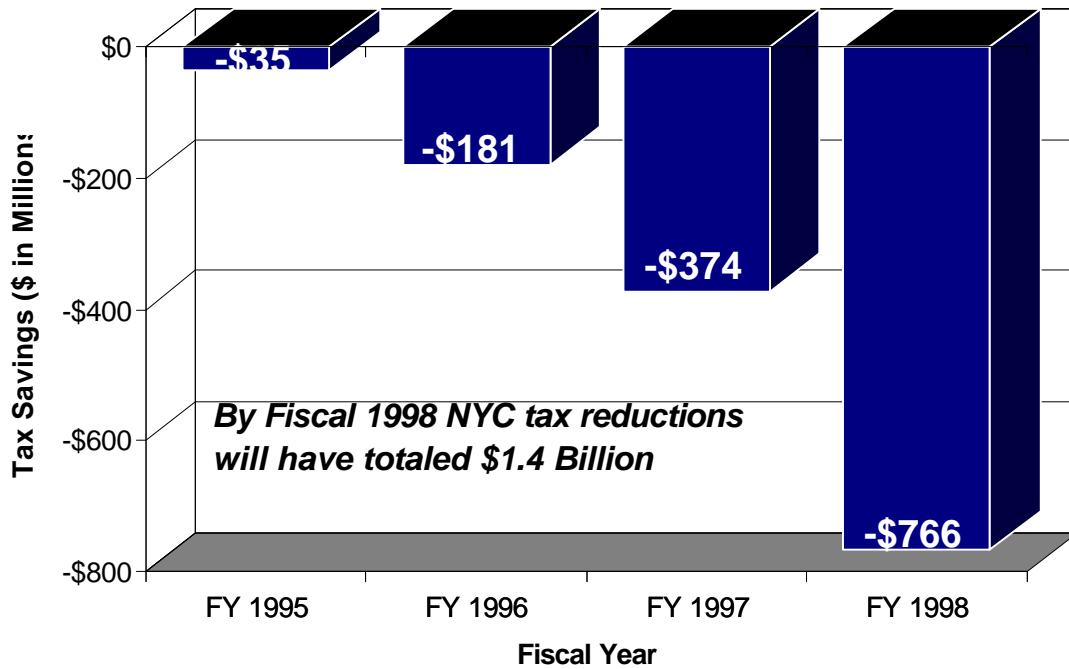
New proposed tax reductions, some of which are detailed below, would total \$250 million in Fiscal 1998 and reach \$538 million in Fiscal 2001. The impact of the City's total program of enacted and proposed reductions is depicted in two accompanying charts. Reductions will total a cumulative \$1.4 billion by the close of Fiscal 1998, by far the largest tax reduction seen in the last twenty years. This policy reverses the huge City tax increases seen in the early years of this decade.

Beginning on January 18, 1997, New York City shoppers enjoyed a week-long moratorium on the sales tax on clothing and footwear purchases under \$500, intended to boost retail sales and to support the Administration's initiative to permanently eliminate the tax. An EDC survey of 31 stores throughout the City saw a total sales increase of 100 percent on tax exempt items, and many retailers reported increased sales on other items as well. It is estimated that elimination of the sales tax would create over 17,000 jobs and \$1.2 billion in direct and indirect spending in the City. The City's January 1997 Financial Plan calls for elimination of the City's portion of the tax, reducing the remaining tax on clothing and footwear purchases under \$500 to 4.25 percent. The Administration continues to urge the State to eliminate the tax entirely.

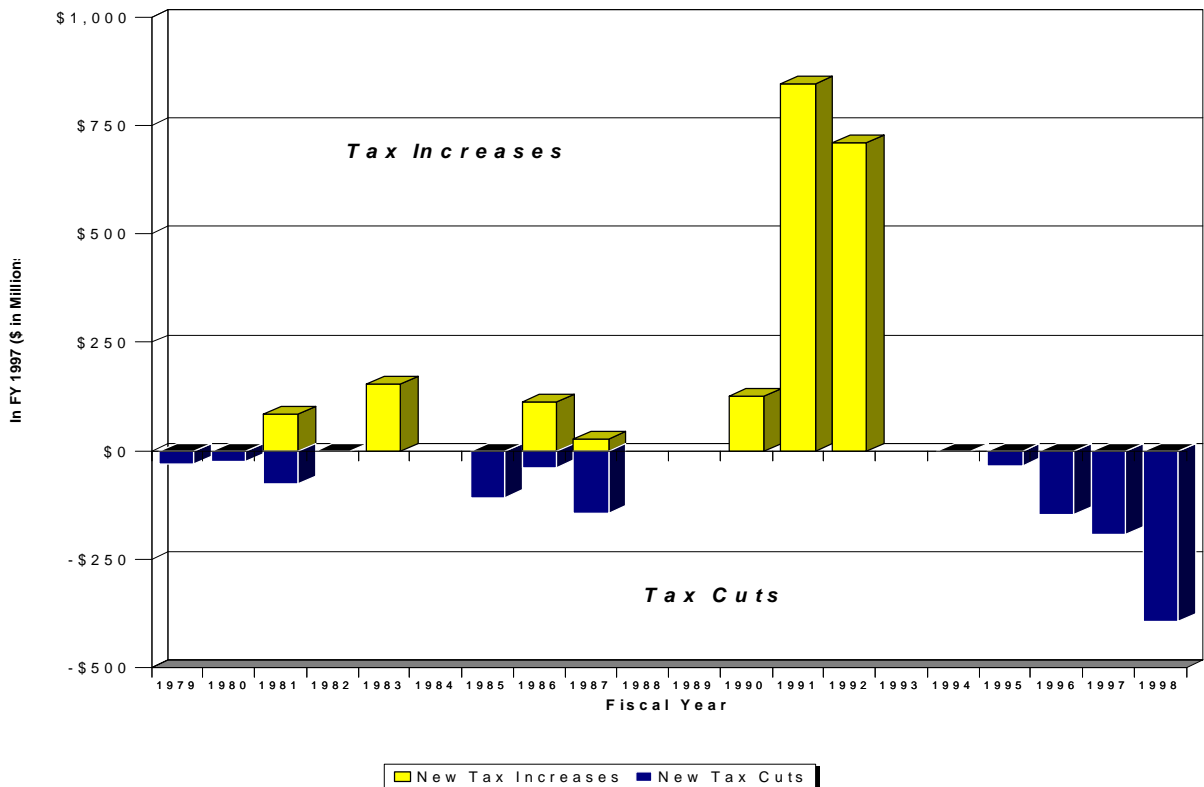
Several important tax reform initiatives proposed by the City were enacted in the 1996 State legislative session. The increase in the Unincorporated Business Tax (UBT) credit for small firms will be phased in over a two-year period. For tax years beginning after 1996, taxpayers with liability up to \$1,000 will receive full tax relief and those with liabilities between \$1,001 and \$2,000 will receive partial relief. The City's General Corporation Tax (GCT) has also been reformed for tax years beginning on or after July 1, 1996. The GCT add-back of officer's compensation under the income-plus-compensation alternative tax base is being phased out, thus relieving the tax burden of many corporations that have low profit or net losses. In addition, the per-firm deduction allowed under this tax base is being increased, assisting thousands of small businesses.

For tax years beginning on or after July 1, 1996, the regular place-of-business rule, requiring businesses to maintain an office outside of the City in order to apportion taxable business income outside the City, is being repealed. In addition,

Tax Reduction Program *Money Liberated for the Private Sector*



Changes in Tax Policy Fiscal 1979-1998



manufacturers will be allowed to apportion more of their income outside the City and thus reduce their City business income taxes. These measures will assist wholesale trade and manufacturing firms that ship their products outside the City.

As of June 1, 1996 the Commercial Rent Tax (CRT) effective tax rate was reduced from 6 percent to 4.5 percent. This step continues the process of reducing the burden of the commercial rent tax, begun with the Administration's elimination of the CRT in Manhattan north of 96th Street and in other boroughs effective September 1, 1995. In Manhattan south of 96th Street, the taxable threshold was increased to an annual base rent of \$40,000 and a sliding-scale credit was enacted for tenants with rents between \$40,000 and \$59,999.

In January 1997 the Mayor signed City Council legislation extending tax incentives to encourage new housing construction. The bill extends through September 1999 tax benefits for certain types of new residential development in areas within the Lower Manhattan Business Improvement District and the Midtown central business district, in order to encourage construction of market rate and affordable low income housing units. The measure is a component of the Administration's ongoing effort to generate new economic interest in financing for new affordable residential projects.

ENTERTAINMENT AND SPECIAL EVENTS

The variety of special attractions and events which have long helped to bolster New York's economy are experiencing a resurgence. The entertainment industry is a foremost example. During the first four months of Fiscal 1997, 97 feature films and 251 broadcast and cable network television programs were produced in the City, compared with 94 feature films and 237 broadcast and cable network television programs produced during the same period in Fiscal 1996. There was a total of 7,216 production shooting days, and 1,421 productions during the reporting period, compared with 7,047 production shooting days and 1,741 productions shot during the same period in Fiscal 1996. Production shooting days in Calendar 1996 totaled

21,286, an increase of 18 percent compared with Calendar 1994. The Mayor's Office of Film, Theater, and Broadcasting helps to coordinate the revitalization of the City's entertainment industry. In January 1996 the Office established the Mayor's Film and Television Advisory Council. Comprised of distinguished and celebrated professionals, the Council assists the Office in strategic planning for the marketing of New York City as a location, and provides updates on industry developments. In August 1996 the Office formed the Mayor's Theater Advisory Council, which is comprised of professionals in the theater industry who will offer expert advice in planning. The Council meets quarterly and serves as a clearinghouse for suggestions and ideas that can then be pursued cooperatively by both the theater industry and the City.

The New York Yankee's victory in the 1996 World Series Championship of baseball brought huge economic benefits. The City estimates that the Series generated \$22.1 million in direct economic activity as well as \$10.5 million in "indirect and induced" activity -- secondary spending such as payments to suppliers. The October 29, 1996 ticker tape parade for the Yankees in lower Manhattan generated another \$24.0 million in direct activity and \$6.8 million in indirect economic benefits. Shortly afterward, the New York City Marathon was held, attracting nearly 30,000 runners from 100 nations and all 50 states, and watched by an estimated two million people. The total economic impact of spending associated with the Marathon was \$97.8 million, so that the total economic impact of these two sporting events in Fall 1996 was approximately \$160 million. This figure includes City tax revenues of \$1.7 million for the World Series, \$1.4 million for the parade, and \$4.7 million for the marathon.

The recent holiday shopping season is believed to have been the best for New York City businesses in eight years. Retail sales in the City surpassed the previous year's sales by 4.1 percent, while the increase for the northeast region as a whole was estimated to be 0.8 percent.

BUSINESS SERVICES

BUSINESS ASSISTANCE

Business Improvement Districts (BIDs) are economic vehicles for small businesses in a community to join together and create a unified voice for promoting its business area. The

accompanying map shows Business Improvement Districts throughout the City; there are 3 BIDs in the Bronx, 12 in Brooklyn, 15 in Manhattan, and 7 in Queens. In the first four months of Fiscal 1997 one BID was established, Mosholu-Jerome-East Gunhill Road in the Bronx, thus increasing the total number

of BIDs to 37. The Department of Business Services (DBS) anticipates three more BIDs to be established by the end of Fiscal 1997. Since the beginning of Fiscal 1997 two local sponsors have received authorization to initiate new BIDs, and the Department expects five to receive authorization by the end of the fiscal year.

Along with the BID manager, DBS provides oversight of each BID. DBS routinely attends BID board and committee meetings and participates in ongoing program review. The Department receives annual reports and audits prepared by CPAs hired by the BIDs that are carefully reviewed by DBS staff, and assists the BIDs in both developing and implementing operational procedures. In addition, the Mayor's Office of Operations provides quarterly Scorecard ratings of street and sidewalk cleanliness on request to BIDs, and has documented significant improvements in a number of areas following implementation of BID sanitation programs.

The Bid-Match Program provides increased contracting opportunities to certified Minority-and Women-Owned Business Enterprises (MWBES) and other small businesses. A computer network, the Bid-Match System, informs participating businesses of bid opportunities with City agencies and quasi-governmental agencies for goods, services, and construction-related work. In addition, the program offers training on proper bidding procedures and assists companies with payment resolution. Currently, 45 City agencies participate in the program, and DBS expects additional agencies to participate by the end of Fiscal 1997. During the first four months of Fiscal 1997 participating businesses were notified of 1,481 bids totaling \$2.6 million in City contracts under \$25,000, of which \$0.4 million worth of contracts (15 percent) were awarded to small business contractors.

The Energy Cost Savings Program (ECSP) offers direct reductions in energy cost or tax credits to eligible industrial and commercial firms that are either relocating, expanding, or renovating within the five boroughs. DBS works with Brooklyn Union Gas and Consolidated Edison's Economic Development Offices to promote the program to potentially eligible firms. Many companies are benefiting from the ECSP, such as a manufacturer of tubular knit goods and fabrics who saved 30 percent and 20 percent of monthly electric and natural gas charges, respectively. Additionally, a commercial printer of marketing brochures received

a 30 percent savings off its electric charges with ECSP benefits.

DBS is responsible for assisting the business community by controlling illegal street peddling, reviewing City ordinances and Administrative Codes pertaining to street vending, and providing security and enforcement in some markets, such as the Fulton Fish Market. The Department has implemented the Administration's policy of providing alternative opportunities for street vendors by establishing new markets. In the first four months of Fiscal 1997 the 116th Street Open Air Market in Harlem and the Washington Heights Market together generated over \$15,500 in revenue to the City. Vendors in these markets sell apparel, food, books and magazines, and other items. Ventilation system and roof rehabilitation projects were undertaken at Mart 125 during the Fall 1996. The opening of an open air market at Rosehill Park in the Bronx has been postponed until Spring 1997 to allow time to train prospective market vendors so that they can take advantage of small business loans from the Bronx Overall Economic Development Corporation. DBS anticipates opening two additional markets in Brooklyn -- one at the Flatbush/Caton Avenue municipal parking lot, and the other in a strip of vacant commercial storefronts at Livingston and Bond Street in Spring 1997. In addition, the Department continues to work with the Department of Housing Preservation and Development to expedite needed repair of storefronts designated for the Commercial Storefront Program. This program helps vendors move into vacant stores.

The Economic Development Corporation continues to develop new public and private partnerships to enhance the City's economic development investments. The New York Discovery Fund is the first venture capital fund created by the City that invests in growing, City-based businesses engaged in the development, production, commercialization, and use of a wide range of advanced technologies, such as telecommunications, health care, entertainment, and financial services. The fund invests with the objective of creating a diversified portfolio that will generate positive returns for its investors and the City, as well as generate employment opportunities. The EDC is committed to investing a total of \$10 million in the fund. Since Fiscal 1995 EDC has invested \$2.9 million and plans to contribute \$5.1 million in Fiscal 1997. The Corporation has also received commitments of \$10 million from Brooklyn Union Gas, \$5 million from Consolidated Edison, and \$5 million from the State Power Authority. The Fund has obtained a federal

Small Business Investment Corporation (SBIC) license and has drawn-down \$12 million in SBIC funds in the first four months of Fiscal 1997, thus bringing the total to \$26.5 million since 1995. Since the beginning of the fiscal year, the fund has received 300 inquiries and business plans. Based on a review of these inquiries, investments have been made in four companies; five other inquiries are currently under review.

The Small Industries Incentive Program (SIIP), formerly the Straight Lease Program, and the Industrial Incentive Program (IIP), provide significant incentives for capital investment through various tax exemptions. These exemptions include sales tax on construction material and fixtures; a mortgage recording tax waiver, if applicable; and the City's IDA standard Payments-In-Lieu-Of-Taxes (PILOT) policy, which can provide lower real estate taxes. Eligible businesses include manufacturers, processors, assemblers, warehouses, and distributors planning to construct, renovate, or acquire facilities. In the first four months of Fiscal 1997 EDC completed two SIIP and IIP projects for approximately \$3 million. Since July 1996, 814 jobs have been retained and 244 have been created in association with SIIP. These programs have enabled companies to enlarge their businesses and, in some cases, increase services available to customers.

The Department of Housing Preservation and Development (HPD) continues work to implement the Alliance for Neighborhood Commerce and Homeownership Revitalization (ANCHOR)/Partnership Plaza Retail Demonstration Program, a joint initiative administered by HPD and the New York City Partnership to revitalize local community development and home ownership in distressed City neighborhoods. The project combines financing from federal, State and City sources through grants and subsidies, and provides low-cost financing, loan guarantees, real estate tax incentives, and improvements to City services to facilitate the development of these sites. City-owned land is also made available for the projects. The Mayor and Governor announced a \$6.25 million infusion of State funds to the program in November 1996, provided through the Empire State Development Corporation. Six developers were chosen in Spring 1996 to develop the six ANCHOR demonstration sites in Central Harlem, Brooklyn, and Queens. Two additional sites in the South Bronx were added to the program in November 1996. A total of over 360,000 square feet of retail space will be completed in these neighborhoods. Necessary public and environmental review

processes are currently being conducted, and construction is expected to start by the end of Fiscal 1997.

REGULATORY REFORM

The Department of Buildings (DOB) has consolidated and expedited the approval process for construction permits and Certificates of Occupancy within its Express Service program. Applicants can now receive approvals for sewer, drainage and septic work, and builder's pavement plans at the Department's borough offices. In June 1996 Express Service legislation was passed transferring these building construction related functions from the departments of Environmental Protection and Transportation to DOB; administrative consolidation of these responsibilities was completed in October 1996.

The City's Collections Consolidation initiative continues with the development of borough business payment centers where citizens can pay fines and taxes and adjudicate violations. The first centers will open in Queens and Staten Island in Fall 1997. The Department of Consumer Affairs (DCA) Citywide Licensing Center opened in November 1996, and the center's use of technology has begun to reduce the average waiting time to process a license; further details appear in this Volume's section on customer service initiatives. Manual functions such as the issuance of photograph identification cards and fingerprinting have been streamlined by offering document photo-imaging and electronic fingerprinting as needed. Additionally, the center uses state-of-the-art line queuing equipment to monitor customer traffic so that managers may more efficiently and effectively allocate resources.

The City implemented a new automated vendor clearance process in October 1996. General vendors licensed by DCA no longer have to visit both DCA and the Department of Finance (DOF) to complete their license renewal if no outstanding moneys are owed to the City. The sharing between agencies of electronic data eliminates the need for DOF staff to review and check clearances. Future plans will expand the automated clearance process to include the Department of Health food vendor clearances processed each year at DOF offices; vendors will be able to receive this clearance when applying for license renewal at DCA's Manhattan center.

A major revision of the portion of the New York City Health Code regulating restaurants became

effective in September 1996. This revision simplifies and modernizes the Health Code, and eases unnecessary regulatory burdens facing restaurant operators. Concurrently, the Department of Health instituted an early warning system -- under which fines are not assessed on the initial inspection -- for violations of lesser public health significance. The Department also eliminated fines for violations that are of minimal public health significance.

In November 1996 the Department of City Planning (DCP) and the Department of Transportation (DOT) completed a proposal to streamline the review process for open and enclosed sidewalk cafes by eliminating City Planning Commission review of sidewalk cafe applications. Under this proposal, application review would be consolidated under DOT. Legislation is currently under review by the City Council.

As part of its Comprehensive Retail Strategy, in May 1996 DCP began the public review process for retail and industrial zoning text amendments designed to foster retail developments on wide streets and in light manufacturing zones. As a result, in October 1996, the City Planning Commission approved a zoning text amendment to promote large-scale retail stores on under-used manufacturing zoned land. The "Super Stores" plan was designed to attract large-scale commercial anchors that often choose locations outside of the City. The plan was also designed to encourage small-scale retail activity on local commercial streets, and facilitate maintenance and expansion of the City's remaining light industrial activities. However, in December 1996 the City Council voted to disapprove this amendment. The Department anticipates that the plan will be revisited, with modifications, during Fiscal 1997.

ELIMINATING ORGANIZED CRIME INFLUENCE

Organized crime imposes a hidden "mob" tax on City businesses. The Administration has taken concrete steps to remove organized crime influence in the City's business sectors. In May 1995 the City began to regulate businesses at the Fulton Fish Market, and is now seeking legislation to bring similar reforms to other public wholesale markets, such as Hunts Point, the Gansevoort Market, and the Brooklyn Terminal and Meat Markets. The City has also created a Trade Waste Commission to eliminate organized crime influence in the private garbage carting industry. In addition, the Administration took action in September 1996 to remove organized crime involvement in the San Gennaro street festival; the festival produced \$150,000 for charity in September.

FULTON FISH MARKET

Since the implementation of Local Law 50 on September 1, 1995, the City's reforms at the Fulton Fish Market have led to the removal of the influence of organized crime, substantial improvements in the operations of the Market, lower costs for businesses, and increased revenues for the City. Local Law 50 allowed the City to reassume administrative control and oversight of the Market, a role that had been abdicated by City government for many years. Implementation of the reforms has been a multi-agency effort, involving the Mayor's Office; the departments of Business Services, Investigation, Sanitation, and Health; the Police Department; and the Economic Development Corporation. Unloading and loading functions are

now performed by properly licensed companies, and over 56 wholesalers have been registered by the City. Businesses pay less to buy and sell at the market; unloading costs have fallen by 20 percent, and loading costs have declined by 60 percent. The reduction in loading costs alone will save retailers and restaurateurs approximately \$2.5 million a year. The City will receive \$1.8 million in rent in Fiscal 1997, an increase of 800 percent over prior years.

These reforms have led to a growth in the Market's business. The volume of fish sold in the market has risen dramatically, with 184 million pounds sold from September 1995 through August 1996; this is an increase of nearly 50 percent compared to the 125 million pounds estimated for prior years. The volume of fish at the Market increased from 12.2 million pounds in September 1995 to 17.4 million in September 1996. Most significant has been the decrease in the wholesale price of fish; representative prices declined by over two percent during the period September 1995 to August 1996 in comparison with the previous 12 months, at a time when fish prices across the country rose by over 13 percent.

TRADE WASTE COMMISSION

Local Law 42, enacted in June 1996, imposes restrictions aimed at eliminating organized crime influence in the private garbage carting industry. The new law created a Trade Waste Commission, consisting of a full-time chair, as well as the

Commissioners of Investigation, Sanitation, Consumer Affairs, and Business Services. With the aid of the Police Department and the Department of Investigation, the Commission investigates the backgrounds of carting corporations, their principals, and their employees. In the first four months of Fiscal 1997 it completed 124 background investigations and participated in several criminal investigations as part of its efforts to eliminate the influence of organized crime in the carting industry.

In December 1996 the executive staff of the Trade Waste Commission recommended that the maximum rates private carters can charge for refuse collection be cut by more than 20 percent. The proposal would save an estimated \$300 million annually for City businesses. The Commission is now considering this proposal as part of its overall

goal of reducing rates and increasing competition throughout the City.

CASINO GAMBLING

In December 1996 a Gambling Commission was established with representation from the Office of the Deputy Mayor for Community Development and Business Services, the City's Corporation Counsel, and the Police, Finance, and Investigation Departments. The Commission has designed a regulatory system to govern casino cruise ships. As part of this effort, the City will investigate the backgrounds of cruise company officials and their employees. The Administration has forwarded a legislative proposal to the City Council to implement this regulatory system.

CITY-AIDED DEVELOPMENT

BRONX DEVELOPMENT INITIATIVES

- The Economic Development Corporation has completed lease negotiations with the Hunts Point Produce Market that will increase rent revenues to the City by 70 percent, and is funding a study of the expansion of the Hunts Point Meat Market. EDC is finalizing plans to invest approximately \$35 million in improvements to the Hunts Point Food Distribution Center.

In August 1996, as part of a broader quality of life initiative for the Hunts Point area, the Administration began a comprehensive Hunts Point Action Plan. In less than six months, the Administration has achieved many of the inter-agency Action Plan goals, including removal by the Department of Sanitation of 18,000 tons of debris from two lots on Faile Street that were an eyesore for the whole community. The Department of Sanitation has also stepped up nightly illegal dumping enforcement and doubled inspections of transfer stations. The Department of Transportation has installed 115 directional and street signs and repaired 54 street light defects to improve traffic flow and safety. The Department of Health, with the assistance of the Department of City Planning, has completed a comprehensive inspection, extermination and cleanup operation for rodents and pests on 25 targeted blocks in the Hunts Point area; 3,500 dwelling units in 477 residential buildings were inspected, with 94 buildings exterminated and 253 violations issued. The Department of Environmental Pro-

tection has replaced the area's catch basin hoods, which prevent trash from washing into the sewer system and prevent the escape of odors. The Department of Consumer Affairs has stepped up inspection and enforcement activities, specifically targeting unlicensed businesses. The Police Department has initiated an aggressive investigation of drug gangs, and stepped-up enforcement of prostitution. The Department is also monitoring all unlicensed social clubs, and will continue to monitor traffic conditions.

- EDC is initiating the property sale of a 119,000 square-foot site in the heart of the South Bronx's hub retail area, which includes 84,000 square feet of vacant land and a four-story concrete garage with 272 parking spaces. This retail development will add to the already burgeoning residential growth in the Bronxchester area. The selected developer will be eligible for business incentives, including reduced property taxes and a reduction on electricity and natural gas rates, as well as Economic Development Zone tax credits and benefits. Proposals must be submitted by February 1997.
- EDC is scheduled to complete a property sale for retail development in Co-op City in the Bronx. The project is expected to provide over 100 full-time jobs in the area. EDC has also designated a developer for a retail center in the northern part of Co-op City and is currently seeking Uniform Land Use Review Procedure approval.

- Requests for Proposals (RFPs) have also been issued for the sale of City-owned land for light industrial/retail use in the Bronx. The two sites are parcels in Morrisania and Zerega Industrial Park. The Morrisania site is made-up of four parcels totaling about 270,000 square feet. There are three sites in Zerega Industrial Park totaling 600,000 square feet. Responses to the RFPs are due in March 1997.

BROOKLYN DEVELOPMENT INITIATIVES

- New York's economic revitalization is particularly evident in Brooklyn development initiatives, as projects that have been dormant for years are finally taking shape. In July 1996 construction started on the Brooklyn Renaissance Plaza project, which consists of a new 31-story office and hotel building and underground garage on City-owned property. This will be the first new hotel in Brooklyn in 50 years, and the borough's first office tower in four years. In addition to over 1,200 construction and other short-term jobs created by the project, the new hotel alone will provide approximately 650 permanent jobs. The City has agreed to fund demolition and construction costs.
- The Atlantic Center retail project opened in November 1996. Located at Atlantic Avenue in downtown Brooklyn, this project is a prototype for urban "power shopping" centers accessible by mass transit. Consisting of 450,000 square feet of shopping anchored by two major retailers, the Atlantic Center will employ 1,300 workers. Construction was assisted by an \$8 million Urban Development Action Grant and a \$10.6 million funding agreement administered by the Economic Development Corporation. EDC also reconstructed several streets surrounding the Center.
- During Calendar 1996 The MetroTech project continued development with the opening of the City's E-911 center; ground breaking for a new headquarters for the Fire Department and the Emergency Medical Service; and the opening of Polytechnic University's Student Center in a renovated landmark former church. The MetroTech project, with four million square feet of new development, represents a major commitment by the City, private corporations, and educational institutions to the renewal of downtown Brooklyn.

- In Fall 1996 EDC executed an agreement with a shipping company and the terminal operator of Red Hook Marine Terminal to relocate a portion of the company's operation from New Jersey to Red Hook. This agreement also led to retention of another shipping company that had made arrangements to move to New Jersey. The initiative will allow the Red Hook Marine Terminal to receive an expected 60,000 containers between November 1996 and October 1997, and create 374 direct and indirect jobs, \$12 million in annual earnings, and \$1.4 million in annual City taxes.

MANHATTAN DEVELOPMENT INITIATIVES

- The 42nd Street Project is the largest redevelopment project ever undertaken jointly by the City and the State, and is one of the largest urban renewal projects in the nation. It is estimated that the overall initiative will create 35,000 permanent jobs in the City, and at least \$330 million in annual economic activity for the City and State.

Renewed private sector confidence is evident in the economic renaissance of Times Square. As of October 1996 the City has made commitments of \$89 million toward condemnations and renovations, while private sector commitments total \$837 million. For example, the New Amsterdam Theater is on schedule for completion by March 1997 and will help to serve as the anchor in a family-friendly area. This project will restore the theater to its original state with carved plaster decorative moldings throughout the theater, new electrical and mechanical systems, and new heating, air-conditioning, and ventilation systems. The original murals and frescos located in the lounges and sitting rooms of the theater will be restored. The theater is expected to open in May 1997 and will host a variety of family-oriented events including adaptations of favorite animated stories for children.

A developer is bringing a major entertainment complex to 42nd Street. The 335,000 square-foot area will also include a multicineplex, other entertainment centers, and retailers. A major corporation is also expected to develop a hotel and entertainment retail complex at 42nd Street. Construction on the retail portion of the development will begin in Spring 1997.

- In response to the Port Authority's decision to no longer operate the Passenger Ship

Terminal, EDC has issued RFPs to seek an operator to manage the sections of the terminal that serves cruise ships, and another RFP requesting redevelopment proposals for the underutilized Piers 92 and 94.

- Improvements to La Marqueta, an enclosed and open-air market in Harlem, were completed in September 1996. They included installation of new lighting, new pavement, stairs connecting the plaza's various levels, and handicap-accessible ramps. In Fall 1996 EDC contracted with a local management company to provide marketing and promotional assistance for the complex and assistance in managing its daily operations. The market is presently 75 percent occupied and new applications have been received. Additionally, the management company is working with a business outreach center and other business development groups to provide technical assistance to the merchants. In Spring 1997 the management company plans to create a farmer's market and flea market in the plaza area.
- EDC is initiating the property sale of a 11,000 square foot parcel to the developers of the \$56 million Harlem USA project, in order to expand the project to accommodate design of the area's first multiplex theater. The overall project involves the development of a four-level, 275,000 square foot retail and entertainment complex. In addition to the theater, the complex will feature national retail stores, a full-service bank branch, and a nightclub and recreational facilities. This initiative, expected to generate approximately 500 new jobs, highlights the resurgence of economic growth in the Harlem area and the 125th Street commercial corridor.

QUEENS DEVELOPMENT INITIATIVES

- EDC has designated a developer for an \$80 million retail and office complex in Jamaica Center. The complex will feature the area's first multiplex movie theater, office space, national retail stores, and a local not-for-profit health-care provider's administrative office. The project is expected to generate approximately \$15.5 million in direct and indirect tax revenue over 10 years and produce approximately 650 new jobs.
- The Queens West plan calls for the creation of a mixed-use community on 75 acres of land,

formerly used for manufacturing purposes, along the Queens side of the East River. The project includes the development of 21 parcels with approximately 6.4 million square feet of residential space; 2.4 million square feet of office and hotel space; 260,000 square feet of retail space; and 40,000 square feet of educational and community facilities. In addition, 19.2 acres of public parks and open spaces are to be built along 1.25 miles of East River waterfront. In Summer 1996 a \$23 million funding agreement was completed between the EDC and the Queens West Development Corporation, whereby the City has provided the necessary capital to construct the parks, open spaces, and infrastructure needed to support the development of the first four residential buildings. Construction began in August 1996 and is expected to be completed by early 1998.

- EDC has conditionally selected a developer for a 220,000 square-foot parcel located at South Conduit Avenue at 153rd Place in Springfield Gardens, Queens. This development is expected to create 55 construction jobs and 61 permanent manufacturing jobs, as well as retaining 74 existing manufacturing jobs. Upon completion, this facility will be geared toward automobile manufacturing.
- Construction on the Laurelton/Springfield Gardens trunk sewer on 226th Street will start in June 1997 with a projected completion date of December 1999. The Department of Design and Construction shortened the construction duration and revised the completion date from the year 2002. The Laurelton Sewer project is a key component to the City's overall effort to improve drainage throughout Southeast Queens.

STATEN ISLAND DEVELOPMENT INITIATIVES

- An Australian-based company located in Staten Island is on schedule to complete the first phase of a \$250 million wastepaper and recycling facility by March 1997. This first phase is expected to produce 250,000 tons per year of 100 percent recycled containerboard and create approximately 200 jobs. The project is expected to create a total of over 1,000 jobs and generate \$16.2 million in tax revenue during its four-year construction phase. When completed, the plant will create over 600 jobs citywide, as well as generating \$2.6 million in annual tax revenue.

- Howland Hook Shipping Terminal, the City's largest container terminal with 2,200 feet of berthing space and 152 acres of upland and shed storage space, received its first ship in September 1996. This represents the culmination of significant City investments in the marine terminal, including \$14 million of City funds to dredge the terminal's berth, enabling the facility to receive industry-size container ships. Since its reopening in September 1996 the terminal has exceeded initial expectations in container volume and during its first year of operation is expected to handle 80,000 containers, well above the anticipated 50,000 containers. Approximately 250 jobs are expected to be created in its first year of operation, and after three years, the terminal is expected to create more than 1,700 direct and indirect jobs, with approximately \$70 million in annual wages and \$230 million of annual economic activity. The Staten Island Railroad will provide dockside rail service to the Howland Hook Marine Terminal. Rehabilitation of the railroad will begin in January 1997. Proposals for a private rail-freight operator were received in Fall 1996 and designation of a rail operator is expected by the end of February 1997.

RAIL AND PORT INITIATIVE

For more than 30 years, the City has suffered from a lack of adequate rail freight access, resulting in a street network congested with trucks. The consequences have included increased wear and tear on bridges and roadways, higher prices to ship products to New York, and the loss of the City's maritime industry to New Jersey. To address these issues, the Mayor announced in January 1997 that the City will pursue construction of a dedicated rail freight tunnel between Brooklyn and Staten Island or New Jersey, as well as development of a hub port in Brooklyn or Staten Island to enable New York Harbor to capture a forecasted growth in trade and become the dominant port of the Atlantic coast.

Both of these initiatives build on preliminary studies conducted by the Economic Development Corporation indicating great benefits in building a freight tunnel and revitalizing the maritime industry. The studies indicated that the market for increased freight and maritime traffic in the City is robust, and that these initiatives would create thousands of jobs while reducing traffic congestion. EDC will begin major investment studies of both a rail freight tunnel and a hub port facility to further explore the costs and benefits of each project, and will begin preliminary engineering and planning for both projects. The federal government has agreed to pay 80 percent of the cost of these studies, and could eventually contribute up to 80 percent of construction costs for a rail freight tunnel.

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, and help to revitalize both the public and private sectors. Some major initiatives of this type - such as the planned privatization of selected Health and Hospitals Corporation facilities, and the Department of Transportation's Adopt-a-Highway program for arterial roadway maintenance -- are discussed in other sections of this Summary Volume. The following is an update on some public/private initiatives developed by agencies to improve maintenance and service operations.

- During Fiscal 1997 the Department of Transportation's Parking Operations Division will continue working with a private firm contracted to conduct a demonstration project to field test a new parking meter collection system. This demonstration project involves installing a "closed loop" exchangeable coin

box collection system in approximately 3,500 parking meters. The vendor delivered equipment and software in February 1997, and activation is expected in April 1997.

- The Department of Environmental Protection (DEP) has proceeded with vendor solicitation for the reading of water meters for the 90,000 accounts in Staten Island. Consolidated Edison was the low bidder; the utility's bid was approximately 75 percent lower than in-house costs. DEP is currently working with Con Edison to establish routes, computer linkages, and reporting mechanisms in order to implement the contracts. It is expected that Con Edison will begin work in March 1997.
- Under the New York City Housing Authority's (NYCHA) Contracted Management Program, private firms are contracted by the Authority to manage several of its scattered site

developments. These contracted management firms are responsible for rent collection, apartment rental inspection, evictions, maintenance, emergency preparedness, and resident regulations. Currently a total of 1,899 Authority-owned units in seven developments are managed by private companies; two developments with 1,186 units in the Bronx, one development with 430 units in Queens, three developments with 205 units in Manhattan, and one development with 78 units in Brooklyn. In November 1996 NYCHA enhanced its criteria and procedures used for monitoring and evaluating the performance of its contracted managers. These enhancements include annual field inspections and unannounced spot-checks of tenant records, financial information, and physical conditions of sites; trend analysis of key operational indicators; and annual financial audits by independent accountants. During Fiscal 1997 the Authority plans to transfer to private management a third Bronx development with 1,168 units. In Fiscal 1998 the Authority plans to contract out the management of an additional 455 units in six developments.

- In June 1996 the Department of Parks and Recreation (DPR) began a two-year contract for the operation of the Bronx Automotive Garage, covering the maintenance and repair of over 300 vehicles. Maintenance services are now provided at a savings of 38 percent compared with in-house costs. The percentage of vehicles that are out of service at any one time is now approximately 5 percent, compared with a 20 percent out-of-service rate at the time the contract began.

- The Department of Homeless Services (DHS) continues to privatize its shelter facilities and programs. In November 1996 DHS released a Request for Proposals (RFP) to contract out six shelter facilities including Springfield Gardens, Linden, Flatlands, Catherine Street, Powers, and Jamaica. To ensure that quantifiable outcomes are included in its efforts to help families make the transition to independent living, DHS has identified program goals and will include measurable performance standards in three areas -- permanent housing placements, post-shelter recidivism, and linkage to community-based support services for relocated families -- in its negotiated contracts with selected providers. Tier II service providers will be required to assess all families entering the shelter facilities; heads of households will continue to have access to a variety of social service programs such as General Equivalency Diploma (GED) classes, job training, and housing readiness skills.
- In March 1996 DHS contracted out job training programs in two of its seven privatized adult shelters. Service providers operating the Harlem and Pamoja adult shelter facilities anticipate placing 350 individuals in jobs by the end of Fiscal 1997. In September 1996 the Department released an RFP to select a service provider to operate Camp La Guardia. DHS will begin negotiations with the selected provider during Fiscal 1997 and anticipates having the contract in place by the end of Fiscal 1998. The selected provider will be required to offer rehabilitative services including assessments, alcohol and substance abuse programs, mental health services, and educational and vocational training programs.

CHILDREN'S SERVICES

In the year since the Administration announced its intention to make services to children and youth a top priority, positive steps have been taken to restructure agencies and policies in order to provide more effective services. This section discusses initiatives in protecting children from child abuse and neglect; in administering foster care, adoption, and the Head Start and day care programs; in enforcing child support awards; in neighborhood and recreational programs; in youth employment programs; in child health; in the public libraries; in the juvenile justice system; and in the collaborative effort by the City, the State, the Board of Education, and our communities to improve the quality of public school education.

ADMINISTRATION FOR CHILDREN'S SERVICES

Established by Executive Order in January 1996, the Administration for Children's Services (ACS) maintains the safety of children by providing protective and preventive services; administering foster care and adoption programs; and overseeing child care, early childhood education, and child support enforcement services. These functions were separated from the Human Resources Administration (HRA) so that within a small, restructured agency, a strong focus could be placed on necessary improvements in policy, management, and staff readiness to the direct benefit of children most in need. Another shift in responsibilities occurred in December 1996 with the transfer of the Agency for Child Development, which oversees publicly-administered day care programs, from HRA to ACS. At the same time, the agency began an internal reorganization initiative that includes consolidation of the former Child Protective Services unit into the Division of Child Protection (DCP), and consolidation of the former Division of Direct Foster Care, Prevention, Contract Case Management, and Adoption into the Division of Family Permanency (DFP).

ACS is working to pool expertise within and outside the agency in order to guide the process of instituting improved quality assurance procedures for child welfare services and making these services more effective in responding to children's

needs. During Fall 1996 focus groups including agency staff at all levels and outside experts were held to identify improvements in agency practices; the results form the basis of many initiatives included in the agency's December 1996 Reform Plan. The plan focuses on ways to increase accountability, enhance training and supervision, and create a community-based network of services. In February 1997 ACS convened Reengineering Advisory Groups representing community-based service providers, health professionals, universities, and the State and federal departments of social services to advise the agency on facing fundamental challenges. Topics to be addressed by the advisory groups include: developing managed care options for foster care services; improving medical and mental health service delivery in child welfare; and enhancing employee training.

Some of the initiatives and accomplishments in specific areas addressed by ACS are described below.

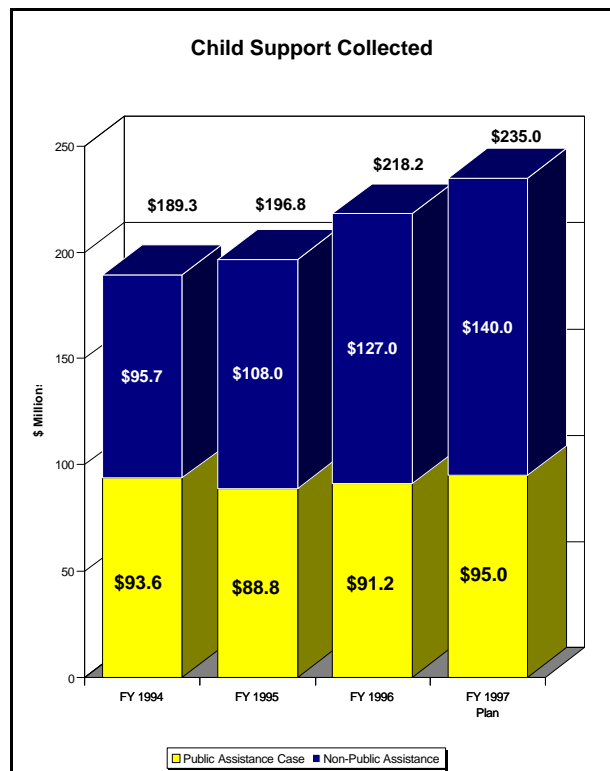
- **Protective Services:** Confronted with the continuing problem of retaining protective service caseworkers and reducing workers' pending case rates, the agency's approach is to improve the quality of training, standard procedures, and managerial support available to staff, so that efforts to protect children are more effective and caseworkers experience a greater degree of success in dealing with critical situations. The new Division of Child Protection is collaborating with the Police Department and the District Attorneys' Offices in order to develop a training curriculum by Spring 1997. The curriculum will continue to cover the principles of family assessment, and will include enhanced information on topics such as evidence gathering and the legal requirements of court proceedings. All protective workers will be trained on these skills by the end of Fiscal 1997. By Summer 1997 ACS will establish clear standards for the referral of cases to the District Attorneys for criminal prosecutions, and will develop instant-response teams comprised of ACS staff and police officers who will coordinate their efforts with prosecutors on a 24-hour basis; these groups will be in operation by the end of

Calendar 1997. ACS also intends to bolster managerial support by restoring the ratio of supervisors to protective units in its field offices from 1:8 to 1:4 in Spring 1997. In addition, DCP will begin conducting case conferences within 72 hours of removing a child from an at-risk situation. The conference participants will include parties involved with the family, such as birth and foster parents, neighborhood service providers, hospital staff, and school personnel. Conferences will be phased in by borough, and will be conducted citywide by the end of Calendar 1997. Finally, ACS will reorganize the internal structure of all its field offices to align with community-district boundaries by the end of Calendar 1997. The agency expects this realignment to facilitate community outreach, thus helping staff obtain access to community-based services, individuals, and institutions who are familiar with the child and family.

- Family Permanency:** Reforms being implemented in the administration of preventive services, foster care, and adoptions are designed to more effectively prevent abuse and neglect and to move children who have been exposed to abuse or neglect toward a long-term stable family environment. The agency's Reform Plan calls for development of a neighborhood-based service provider system; in preparation for this shift, ACS will standardize its criteria for referrals to preventive services and retrain staff in these criteria by Spring 1997. In order to expedite permanency planning and provide appropriate comprehensive service to children in care, all foster care and contract preventive service cases will be transferred to the new Division of Family Permanency within 90 days beginning in March 1997. Efforts to delegate the implementation of key case management functions to contract agencies by the end of Fiscal 1997 will also expedite permanency planning for the child; the contract agencies will be responsible for assuring compliance with all State and federal regulations. ACS will periodically conduct a random review of cases to ensure quality social work practice and regulatory compliance by the contract agencies.
- Child Care:** The National Head Start Bureau has begun to develop outcome measures that will be used for all Head Start programs. Introduction of outcome-based funding to the Head Start program will strengthen the

incentive for achievement of concrete goals in early education. In order to assist in this process and to evaluate the benefit of more outcome-focused contracts, the Head Start programs administered by ACS are currently participating in a demonstration project that is a collaborative effort between ACS and a consortium of for-profit organizations, non-profit organizations, and City agencies. A pilot program ended in November 1996; a second effort, focused more specifically on new Head Start performance standards, will begin in Spring 1997 with the participation of 20 additional provider agencies. Results from this study will be published by the end of Calendar 1997.

- Child Support Enforcement:** As shown in the accompanying chart, the Office of Child Support Enforcement (OCSE) has achieved a substantial increase in child support collections, from \$189.3 million in Fiscal 1994 to \$218.2 million in Fiscal 1996. OCSE attributes the increase in collections primarily to its license suspension program, implemented in Fiscal 1996. OCSE expects to collect \$235 million by the end of Fiscal 1997 and \$265 million in Fiscal 1998. The "10 Most Wanted" program, which began in April 1996, will be expanded by developing a "Deadbeat Hall of Shame" for the OCSE portion of the ACS web site on the Internet in Fiscal 1997. In January 1997 OCSE began participating in a



joint project with the New York State Department of Taxation and Finance to pursue collections from approximately 9,500 delinquent parents. OCSE expects that this initiative, as well as the aforementioned outreach efforts, will continue increased collections.

- **Fair Hearings:** In November 1996 ACS, with the assistance of the Mayor's Office of Operations, completed a review and made recommendations to improve the agency's Fair Hearing process. Fair Hearings are held when an ACS client appeals an action taken by the Agency, such as a reduction in homemaking services. The Agency will begin implementing the recommendations in Summer 1997 by retraining its staff in the preparation and presentation of cases in Fair Hearings.

POLICE DEPARTMENT ENFORCEMENT AGAINST CHILD ABUSE

The New York Police Department (NYPD) continues to increase enforcement activity against child abuse and neglect, an effort which dovetails with the Department's anticrime strategy focusing on domestic violence. The Department may receive reports of abuse allegations directly as well as from the Administration for Children's Services (ACS) or the State Central Registry. Precinct Youth Officers review reports of all cases, advising precinct detective squads or Domestic Violence Officers when necessary. Cases investigated by ACS that reveal possible criminality are reviewed by the district attorneys, who refer cases for further investigation to either the Special Victims Squads (SVS), which are the Police Department's primary investigators of child abuse, or to local precinct detectives. In the first four months of Fiscal 1997 the Special Victims Squads received 2,210 cases, of which 785 were referred to the precinct squads. Efforts to improve child abuse investigations have helped to get the Police Department involved in cases prior to an ACS referral. Several hospitals, such as Columbia Presbyterian, Bellevue, and Montefiore, have established prompt response protocols with the Department for direct SVS notification in cases of serious child abuse, thus eliminating delays caused by waiting for referrals from the State Central Registry.

The Department is participating in the development of child advocacy centers in Manhattan and Brooklyn and has developed a protocol with the Queen's District Attorney for joint case interviewing by SVS, ACS, and District Attorney staff. The

Brooklyn Child Advocacy Center opened in September 1996 as a joint effort of NYPD, the Mayor's Child Abuse Task Force, the Victims Services Administration (VSA), ACS, the Mayor's Criminal Justice Coordinator, and the district attorney for Kings County. The Center was created to reduce trauma experienced by the victims of child abuse and to improve investigations by teaming ACS, VSA, and NYPD child-abuse investigators in one location where interviews occur in a child-friendly atmosphere, with individual interview rooms that connect through a televideo conferencing system to various agency locations within the Center. In addition, the Department now participates in a child fatality review committee in Queens, in conjunction with the Office of the Chief Medical Examiner (OCME), ACS, the Queens District Attorney, and the Queens Homicide Squad, to review suspicious fatalities of children. If this program proves successful, OCME plans to expand the initiative to the other boroughs in Fiscal 1998.

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

In October 1996 the City Council approved the merger of the former Department of Youth Services and Community Development Agency to form the Department of Youth and Community Development (DYCD). The new agency's mission is to foster community growth by supporting both youth and adults through a comprehensive, coordinated network of locally-based services; efficiency will be gained by eliminating duplicative administrative systems. The first phase of consolidation was completed in December 1996 with centralization of staff and equipment in one facility. Full merger of administrative functions, program operations and contract management will be completed by the end of Fiscal 1997.

During the first four months of Fiscal 1997 the Department continued to provide a wide range of services to youth. The BEACONS program, which provides community-based centers in public schools to support youth and their families, now includes 41 sites and served 76,834 youth and families during the first quarter of Fiscal 1997. The 237 youth programs funded by the federal Community Service Block Grant program emphasize educational support, violence prevention, teenage pregnancy education and prevention, and job readiness. The Youth Development/Community Share programs, which reached over 204,900 youth, seek to improve participant performance in areas such as job search skills and computer literacy. Programs funded

under the Safe Streets, Safe City initiative include the Neighborhood Youth Alliance program, which provided leadership development to nearly 3,400 youth; the YOUTHLINK program, which furnished precinct-level community services, counseling and antidrug intervention to approximately 7,500 youth; and the Street Outreach program, which offered peer counseling, mediation, and referrals to over 9,800 youth. DYCD served 510 runaway and homeless youth during this period, providing temporary beds and host homes, mental health counseling, and independent living programs. In addition, the Department will provide services through its Neighborhood Development Programs to over 96,000 clients in Fiscal 1997, including services for children and youth as well as senior citizens, services for homeless people, and adult education.

The children of recent immigrants to the City are often particularly in need of the Department's services. In August 1996 DYCD reissued a citywide Immigration Initiative Request for Proposals (RFP) to provide services to immigrants. Thirty-four providers have been selected to receive three-year contracts from January 1997 through December 1999.

DYCD continues to upgrade its contracting and oversight procedures, emphasizing contractor accountability and funding based on specific program targets. Fiscal 1997 has seen the introduction of measurable performance outcomes for Youth Development/Community Share contracts. DYCD also added measurable objectives to BEACONS contracts in Fiscal 1997, focusing on attainment of quantitative educational outcomes, competency in job search, and team building skills. In both these programs, contractors are required to ensure successful outcomes for a specific proportion of program participants. Contract outcomes will also be introduced in Fiscal 1997 for 10 additional City-funded programs that provide education and job skills development.

To improve its working relationships with contract service providers, in October and November of 1996 the Department conducted focus groups with agency staff from both DYCD and community-based organizations to develop a survey addressing contractors' experience with agency processes, including Requests for Proposals, contract development, and program and fiscal monitoring. In March 1997 the survey will be administered to 300 community-based organizations. The Department will review the results and develop action plans by the end of

Fiscal 1997. In addition, the Department is in the process of developing a plan to integrate automated contract tracking systems for both youth and community development programs by the end of Calendar 1997. The new system will allow DYCD to track contracts at each stage of development, to register them more efficiently, and ensure that funded community-based organizations receive immediate and regular notification regarding the status of their pending contracts.

SUMMER YOUTH EMPLOYMENT

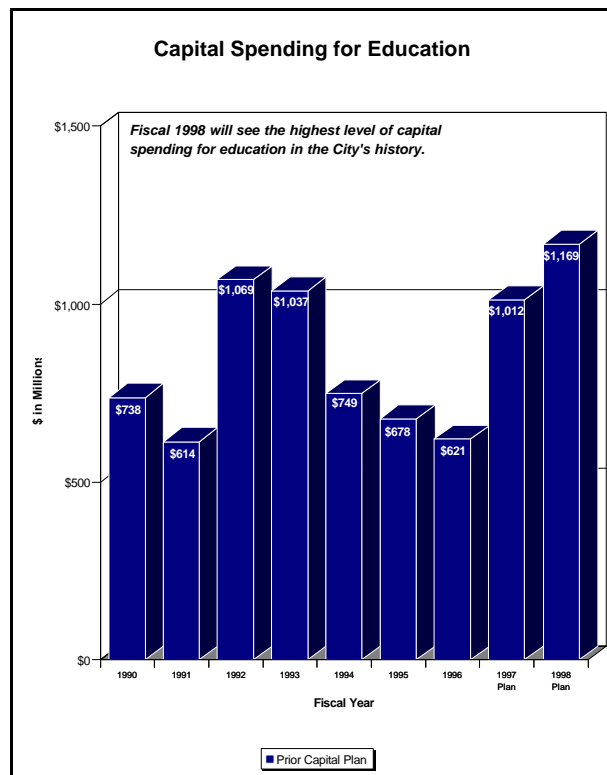
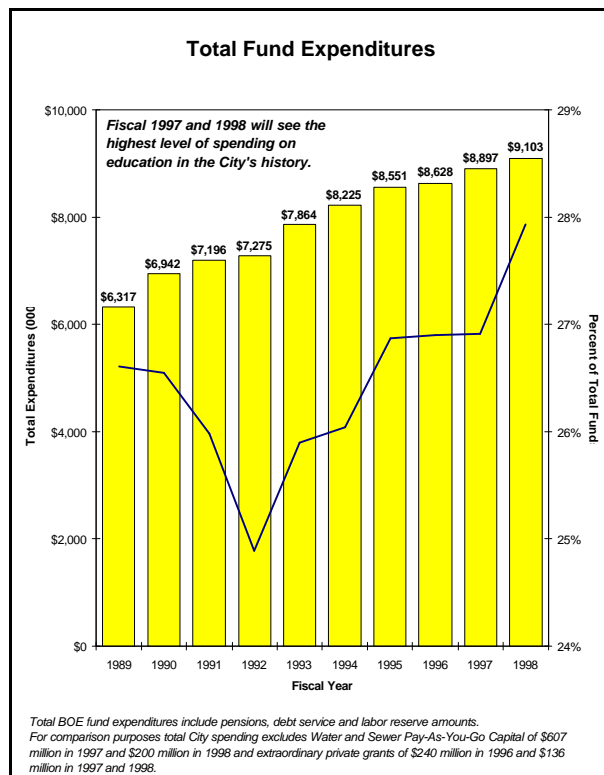
The Department of Employment (DOE) operated a successful 1996 Summer Youth Employment Program (SYEP) despite a 30% funding reduction by Congress. DOE exceeded its placement objective of 27,300 by placing 29,300 young people in summer jobs. Federal funding for the program has been increased to \$35 million for 1997, an increase of 30 percent compared with Summer 1996. DOE expects to serve 32,000 youth by offering them employment opportunities in public and not-for-profit agencies, educational enhancements, and job skills development.

In addition, the Mayor's Commission on Youth Empowerment Services (YES Commission) was successful in its efforts to identify other public and private resources to compensate for the reduction in federally-funded summer jobs through the contributions of the New York City Housing Authority and the Commission's private sector partners. In total, over 39,500 summer youth jobs were created, representing an increase of over 650 slots compared with 1995.

EDUCATION

The Administration's commitment to effective public schools as a keystone of the City's quality of life is demonstrated by its support for a strong education budget. The accompanying charts show that total fund expenditures for education, including capital spending, have continued to increase over the past three fiscal years, and are projected to reach \$8.9 billion in Fiscal 1997 and \$9.1 billion in Fiscal 1998; the education budget in Fiscal 1998 will be the largest in the City's history. Capital spending for schools will reach \$1.17 billion, also the highest ever. Education expenditures as a percent of total City expenditures will grow from 26 percent in Fiscal 1993 and 1994 to nearly 28 percent in Fiscal 1998.

The City's January 1997 Financial Plan includes several initiatives that will provide new or increased funding to enhance educational quality and



conditions in our public schools. These are described below:

- **Text Books:** Funding will be increased by \$70 million to ensure that all students have current textbooks.
- **Project Read:** This \$125 million initiative will provide the Schools Chancellor with the discretion to give supplemental funds to grade schools willing to be held accountable for improving students' reading scores. Among the programs included will be six hours of additional reading instruction per week.
- **Project Smart Schools:** The City, the Board of Education, and the business community will help finance and implement a \$150 million program to furnish schools with computers. The business community will help lead the effort to raise matching funds and to guide the choices made in technology and its applications.
- **Second Opportunity Schools:** No child who threatens other students or teachers should be allowed to disrupt a positive learning environment. The City will work with the Chancellor to develop six schools for students who display such behavior, so that students can learn and teachers can teach without fear. The January 1997 Financial Plan allocates \$7 million for this initiative.

- **Arts Education:** The City is working with the Board of Education, the private sector, and the Annenberg Foundation to raise \$75 million to restore arts education in public schools. To accelerate this restoration, the City will make available \$25 million as soon as the Board completes its analysis of current arts spending and develops a plan to bring arts programs back into the classroom.
- **Seating Capacity:** The City has increased capital dollars available to the Board of Education for Fiscal 1997 through 1999, in order to create an additional 64,000 seats. The seats will be added by new construction, rehabilitation, leasing, transportable classrooms, modular construction, and year-round education. The City and the Board will pursue a partnership with the federal government to advance this effort.

Through three years of controversy concerning the need for improvement in the quality of public school education and the relationship between City government and the Board of Education, the Administration has remained focused on one policy imperative -- greater accountability within the school system as a prerequisite for better performance, maintenance, and fiscal administration. The size of the Board's central bureaucracy has been substantially reduced in order to redirect resources to the classroom, and the Administration and the City Council have

cooperated to find additional resources for maintenance of the system's aging physical plant. Based on recent positive action taken by the State Legislature, the Administration's goals for the public schools are now closer to being attained.

- **School System Administration:** In December 1996 the State legislature enacted a significant restructuring of the City's public school system, curtailing the authority of local school boards and giving the Chancellor greater authority in hiring and in the management of schools with performance problems. Under this measure, the Chancellor will hire school district superintendents from candidates nominated by local boards; the superintendents will be given authority to hire school principals. Quality in the selection of principals is of utmost importance in determining individual schools' capacity for educational improvement; the Chancellor will gain enhanced authority to remove principals because of persistent educational failure. School budget proposals will be drafted by principals, with input from advisory groups of parents, teachers, and administrators, and subject to district superintendent review. These changes should make both principals and superintendents more accountable to the goal of serving children's needs.
- **School-Based Budget Reports:** In October 1996 the Board of Education released the first School-Based Budget Report reflecting Fiscal 1996 financial information for every school in the City's 32 community school districts, six high school superintendencies, Citywide Special Education, and the Chancellor's District. The Budget report enables the Board to publicly present each school's budget, identify funds allocated to individual schools, and describe how financial resources translate into school-level services. Additionally, the report will serve as a framework to correlate expenditure decisions with student performance. Although the report currently describes only funding allocations, the Board expects to release a biannual Budget report that includes a June analysis of the school year's budget and a December breakdown of expenditures.
- **Instructional Standards:** In December 1996 the Chancellor announced a plan to adopt new standards of education developed by the New Standard Project, a consortium of States and major urban school districts. These principles

define specific performance goals in English Language Arts, Mathematics, Science and Applied Learning and delineate steps to measure students progress in attaining these goals. The new standards, which will be phased in over the next three years, place more emphasis on interpretive skills and higher-abstract thinking. Benchmark achievement tests will be administered to students in the fourth, eighth and tenth grade to determine progress towards attainment of higher standards. During Winter 1997 the Chancellor plans to present details of the proposed English Language Arts standards to the Board. Pending the Board's approval, the English standards will be implemented in September 1997, mathematics and science standards will be introduced during the 1998-99 school year and the Applied Learning standards in the 1999-2000 school year.

During the 1995-96 school year the Board established the Chancellor's District to oversee schools identified by the New York State Commissioner of Education (NYSCE) as low performing schools in need of intensive technical and educational assistance. In December 1996 the New York State Legislature provided the Chancellor with the authority to intervene in City schools and school districts that are continuously considered to be low-performing and not achieving educational standards, in particular schools on the Schools Under Registration Review (SURR) list. Based on either reading or math performance scores and inspector observation, NYSCE ordered the restructuring of 42 New York City schools including 21 schools in Phase II of the Corrective Action Process. Phase II corrective action SURR schools were identified between 1989 and 1993 and have failed to demonstrate progress in the administrative, instructional, or curriculum areas cited for poor performance. In response to NYSCE warning of pending closings, 18 of the Phase II schools will be redesigned and three will continue their own restructuring process during the 1996-97 school year. Staff from the Chancellor's District and the Division of Instructional Support will provide the districts and schools with technical support and with professional development to improve student achievements. The redesign plans will be submitted to the Chancellor in February 1997 for preliminary review and refinement. If a school fails to develop an approved redesign plan, the Chancellor will directly intervene and the school will be placed

in the Chancellor's District. In November 1996 eleven of the poor performing schools incorporated into the Chancellor's District in 1995 were removed from the SURR list after making sufficient improvement in school operations and student performance. These improvements were accomplished by changing some administrative and instructional staff, modifying school curriculum and realigning teaching methods.

- **School Facilities:** In July 1996 the Mayor and the City Council jointly allocated \$1.4 billion over five fiscal years for the purpose of rehabilitating the City's public schools. This new capital budget funding is being made available to provide over 217 schools with 338 projects that include new roofs, exterior masonry, window replacements, and heating plant and science lab upgrades. The rehabilitation work is being jointly allocated between the School Construction Authority and the newly established Department of Design and Construction.

The Board of Education and the School Construction Authority continue to employ a variety of methods to increase the seating capacity of the public school system. During the current fiscal year the Authority plans to add 4,675 student seats through new school construction; 1,616 seats through additions and modernizations; 696 seats in transportable classrooms; and 1,860 seats through completion of seven modular buildings, for a total of 8,847 new student spaces.

The City's public school system enrolled approximately 1,075,200 students in October 1996, compared to 1,057,320 in October 1995, and it is expected that school enrollment will increase by 20,000 students each year until the year 2001. To address this expanding population the Board is considering, among other options, year-round schooling. During the 1997-98 school year the Board will pilot a year-round initiative in one community school district and one high school by staggering student schedules.

- **School Safety:** The lack of reliable reporting of school safety incidents has been one obstacle to addressing the climate of violence that interferes with educational performance in the public schools. The Division of School Safety's new Command and Control Center became operational in September 1996. The

center will generate computerized incident reports, manage systemwide school alarms, and deploy school safety staff to critical situations. In addition, the Center will communicate directly with the NYPD and other city agencies to ensure prompt coordination of emergency responses.

CHILD HEALTH

- **Immunization and School Health:** The Department of Health (DOH) continues to ensure that at least 95 percent of all two-year-olds seen at child health clinics are immunized; 96 percent were immunized in Fiscal 1996. In order to address the requirement that immunization histories for children from birth through age seven be reported to the Department beginning January 1, 1997, the Department mailed 8,000 Immunization Registry letters that explain the mandate to all hospitals, clinics, and private providers. The Department also completed final design specifications for creation of a vital records file, which will include records of newborns and the updating of information when corrections to birth records are received. City mandates also require that all newly admitted students to New York City schools provide results of a recent physical examination and a record of immunizations. In the first four months of Fiscal 1997, staff at DOH's nine School Health New Admission clinics performed 6,906 physical examinations for newly enrolled school children; non-DOH physicians performed 33,288 physical examinations. The Department's long-term goal is to link children with primary health-care providers and decrease reliance on DOH services.

The Child Vaccination Program (CVP), a public/private partnership geared to improving the City's immunization rate, has begun efforts to develop neighborhood-based networks in East Harlem, Central Harlem, Washington Heights, Fort Greene and South Bronx/Mott Haven. A plan is also being developed to promote immunization among recent immigrants. In July 1996 the CVP sponsored a fair attended by 1,100 children and adults.

- **Maternity Services:** During the first quarter of Fiscal 1997 the Department carried an average caseload of 2,699 women in communities at high risk for infant mortality, who received pregnancy testing and counseling, nutrition information, and long-

term case management in DOH sites. An additional 2,902 new clients were enrolled in this program, compared with 3,383 women during the same period in Fiscal 1996. Through the Health on Wheels mobile van program, the Department provided pregnancy testing, nutritional and prenatal risk assessments, and medical referrals to 1,115 clients in Jamaica, Bedford-Stuyvesant, Mott Haven, and Central Harlem during the first four months of Fiscal 1997, compared with 1,295 clients during the same period in Fiscal 1996. The Women's Healthline handled 11,845 calls during the first four months of Fiscal 1997, compared with 10,594 calls during the same period in Fiscal 1996.

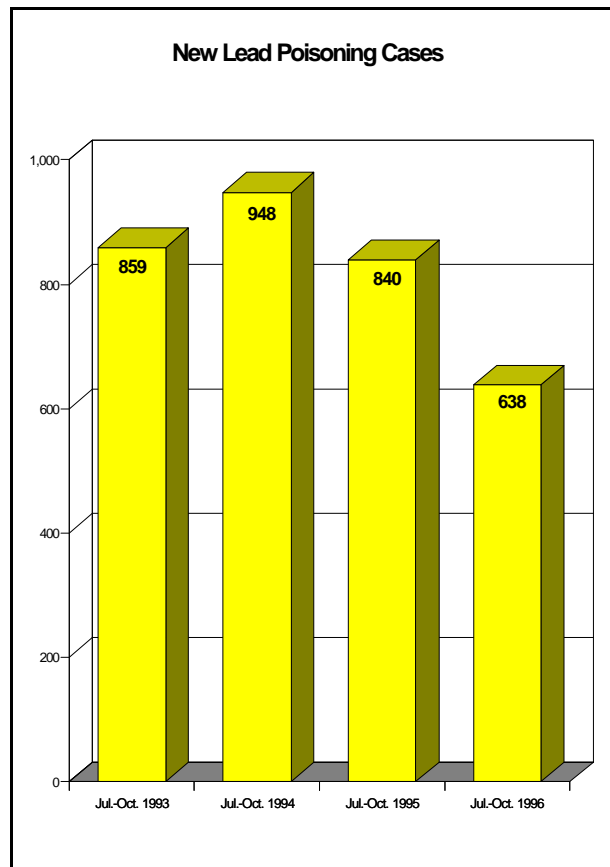
The Health and Hospitals Corporation's success in bettering its targets for timely provision of women's health services is detailed in this Volume's section on customer service initiatives. During July-September 1996 improvements were seen in the time needed for initial prenatal care appointments, initial family planning appointments, and initial gynecology appointments. In addition, the percent of women clients receiving prenatal care in the first trimester rose to 54 percent, compared with 46 percent in the first quarter of Fiscal 1996.

During the first four months of Fiscal 1997 the Human Resources Administration's Medical Assistance Program (MAP) expanded a pilot program to increase operational efficiency and improve customer service for children and pregnant women, by automating the recertification process for Prenatal Care Assistance Program (PCAP) recipients. The pilot was expanded to four additional sites, including the Department of Health's Maternal and Infant Care program.

- Lead Paint:** DOH continues its efforts to ensure that children with elevated blood-lead levels receive appropriate medical and environmental follow-up by inspecting apartments and homes in response to confirmed cases of lead poisoning. In the first four months of Fiscal 1997, 638 new cases were reported and the Department conducted 1,416 initial inspections, compared with 840 new cases and 936 initial inspections during the same period in Fiscal 1996. Private owners, the Department of Housing Preservation and Development (HPD), and the New York City Housing Authority abated 1,057 apartments and homes in the first four months

of Fiscal 1997; this figure reflects initial inspections related to cases identified in Fiscal 1996 and from July 1996 through October 1996. DOH and HPD collaborate to enforce private landlord compliance with the abatement of lead paint. Those referrals that are not abated in a timely manner are handled by HPD's Emergency Repair Program (ERP). During the first four months of Fiscal 1997 DOH referred 150 first-time cases to ERP for abatement, compared to 128 referrals during the same period in Fiscal 1996. Additional measures taken by DOH and HPD to prevent lead poisoning are discussed in this Volume's section on quality of life initiatives.

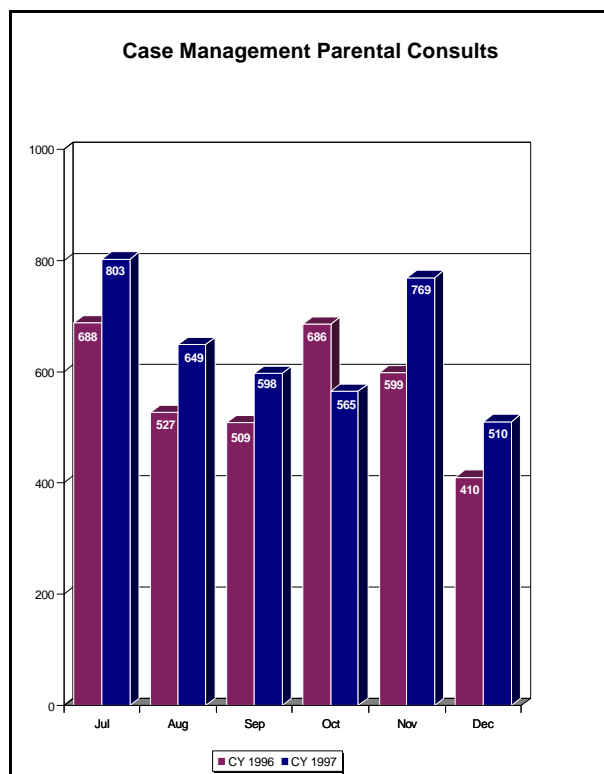
The Department of Health is developing new procedures to comply with amendments to the City's Health Code regulating lead poisoning prevention programs, which took effect on January 1, 1997. The new protocols will detail the use of the improved equipment which is used to measure lead levels in paint, as well as new appeal procedures. Training for staff in the Department's Lead Poisoning Prevention unit and Administrative Tribunal, the Environmental Control Board, and the Department of Environmental Protection will be conducted once the new protocols are finalized.



- Window Guards:** During the first four months of Fiscal 1997 DOH performed 1,877 window guard compliance inspections in apartments and homes in response to complaints to prevent further injuries or fatalities from child falls. Of the 11 preventable falls reported in the first four months of the fiscal year, one resulted in a fatality compared with 15 falls and three fatalities during the same period last year.

JUVENILE JUSTICE

The Department of Juvenile Justice (DJJ) has maintained a high level of program services for youth in secure detention. DJJ continued these efforts in the first four months of Fiscal 1997 by further expanding outreach to parents of detained youth. As shown by the accompanying chart, parents are now included in more individual case conferences conducted by DJJ's case management staff, to assist counselors in determining the youth's service needs. In addition, the visiting area at Spofford is now stocked with a variety of educational materials aimed at assisting families in managing substance abuse, HIV, and other health issues. DJJ also provides families with calendars of free cultural, educational, and recreational activities in the City.



DJJ continued to provide mandated services to youth in the first four months of Fiscal 1997, despite the City's budgetary constraints and reductions in State and federal funding for preventive services.

DJJ reorganized its remaining discretionary programs as a result of the elimination of the Family Ties program at the end of Fiscal 1996. Family Ties staff was redeployed to other positions within the Department or to other City agencies, and elements of the Family Ties service model were incorporated into the Aftercare and Reduce Children's Violence (RCV) programs. In addition, children in need of family preservation services are now being referred by local courts to the Juvenile Intensive Supervision Program (JISP) administered by the Department of Probation.

The Department began citywide implementation of a new community-based service program, the Group Work Project, during the first four months of Fiscal 1997. Intended to supplement existing services in the Aftercare and RCV programs, this project offers group intervention in a number of areas, including pre-employment/job readiness, HIV and human sexuality education, career guidance, anger management, drop-out prevention, decision-making, leadership, behavioral skills, and entrepreneurial skills.

The Department began implementing measures to track recidivism among youth in the Agency's community-based programs during the first four months of Fiscal 1997. The Aftercare and RCV programs now relay data to DJJ's Planning unit, which is matched with admissions statistics for the previous six months. When the City's new Juvenile Justice Information System becomes operational during Fiscal 1998, DJJ will have the ability to analyze arrest data for the purpose of measuring recidivism.

SUMMER READING PROGRAM

For the second straight year, the City's three public library systems participated in a summer reading program organized in conjunction with the Board of Education. The program, entitled "Read to Win: Team Up With Books," encouraged young people to read by assigning them summer reading lists with sports and Olympic themes. As an incentive, participants who completed the program were treated to a free baseball game, courtesy of the New York Mets. Systemwide the program attracted more than 33,000 students who together read more than 330,000 books.

PARKS AND RECREATION

The Playground Associates program provides structured recreation programs for children, personal attention to younger park-goers as well as

light maintenance work at the City's smaller neighborhood parks. In Summer 1996, 216 Playground Associates were stationed in playgrounds throughout the five boroughs. A new training program was introduced in Summer 1996 that offered instruction to every Playground Associate in first-aid, basic park maintenance, community outreach, and recreation.

During the first four months of Fiscal 1997 the Department of Parks and Recreation (DPR) expanded its indoor Learn to Swim program to include seven recreation centers offering six classes per week. A total of 761 youth participated in the indoor program, compared to 366 during the first four months of Fiscal 1995. Classes are provided for children ages three to five, at two beginner levels for children six to fourteen, and the Department also provides swimming instruction classes for adults. DPR also piloted a six-week no registration "drop-in" soccer clinic in the Bronx and Staten Island. Participants learn the value of teamwork and are taught basic skills such as kicking, passing, dribbling, and goaltending, through free instruction offered at beginning and intermediate levels. Due to the success of this program, DPR will expand free soccer instruction to all five boroughs in the Fall of 1997.

in November 1996 DPR began a free youth basketball league in all five boroughs at 12 City recreation centers. Youth participate in a citywide tournament in an effort to bring communities together while developing basketball skills and promoting teamwork among the City's youth. The program serves City youth 13 and under and provides participants with shorts and jerseys.

PUBLIC HOUSING

During Fiscal 1997 the New York City Housing Authority (NYCHA), in collaboration with Mentoring USA, the Police Department, and several community-based organizations, implemented a mentoring program at housing developments in Queens and Manhattan. Mentoring USA provides NYCHA residents in kindergarten through eighth grade with caring adults from the community who meet with the children twice a month during the school year. The goals of the mentoring program are to improve the children's self-esteem, broaden their range of experiences, and stress the importance of scholastic perseverance. Plans are underway to implement Mentoring USA at additional locations in Staten Island.

The Summer Youth at Central Office Program provides youth, aged 14 to 21, in NYCHA developments, with an opportunity to receive on the job office training at NYCHA's Central Office. The youth gain experience in clerical jobs and acquire an understanding of general office procedures. They receive a stipend, funded through the Drug Elimination Program, for their participation in the program. Approximately 100 youth participate every summer.

During Summer 1996 NYCHA doubled the size of its youth patrol. The program included the patrols of high-rise developments where some 500 youth performed nightly inspections of hallways and stairwells, enhancing existing tenant patrols in search of debris that could be set on fire by vandals and arsonists. The expanded youth patrols ranged in age 16 to 21 years and were paid \$5.75 an hour. The youth patrols operated during the hours of 6 p.m. to 10 p.m. and are in force during the summer months.

CUSTOMER SERVICE

The Administration has encouraged senior agency managers throughout the City to develop aggressive initiatives to improve direct services to citizens and to effectively 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 can help restore trust in government and contribute to more effective service delivery operations.

CITYWIDE CUSTOMER SERVICE INITIATIVE

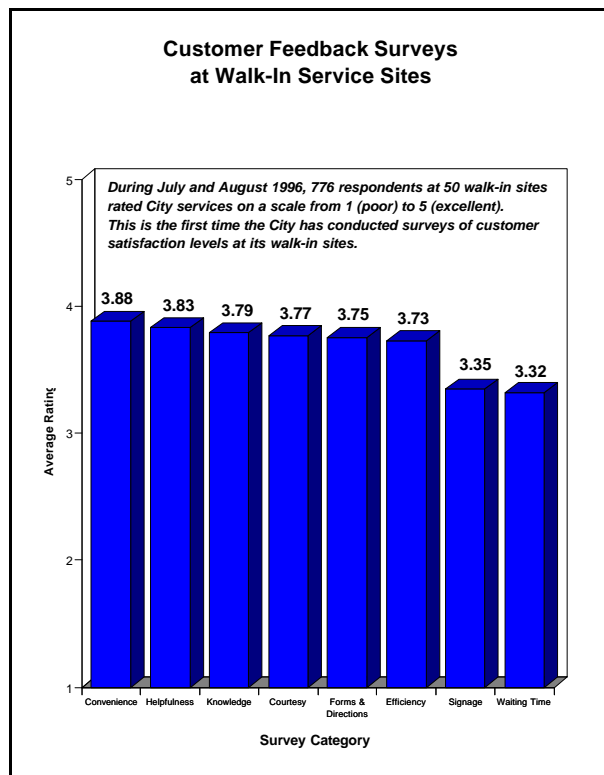
The Mayor's Office of Operations coordinates citywide customer service efforts, beginning with a January 1996 conference on customer service issues for all Mayoral agencies that have direct public contact. In addition to overseeing service improvement programs developed within individual agencies, Operations'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

- **Telephone Service:** Standards have been established for the conduct of staff operating public service and public information telephone lines in all City agencies. Calls must be answered in three rings or less; waiting time on hold cannot be more than two minutes at a time; a standard greeting indicating the agency or unit reached by the caller must be used; and courtesy must be employed at all times. The Office of Operations has conducted repeated random checks to document compliance with these standards, and keeps agency heads informed of survey results and areas for improvement. The Office is also working with NYNEX to update the Blue Pages section of each borough's telephone directory, reorganizing and streamlining the listings for ease of use, and ensuring that callers are directed to appropriate telephone numbers at government agencies. Revision of the Staten Island Blue Pages is complete, and work on the Bronx listings has begun; each borough's Blue Pages will be revised as NYNEX prepares its latest directories.
- **Public Mail:** The Office of Operations requires each agency head to summarize internal procedures for processing and responding to

public mail and to identify areas for improvement; Operations has also informed agencies of the citywide standards regarding all correspondence, including electronic mail. These include the implementation of a correspondence tracking system; appointing a correspondence liaison for each agency; and answering all mail within a specified response time. Operations assists agencies in complying with these standards; for example, the Office is working with the Department of Consumer Affairs to improve routing, tracking, and response times for their public mail. In addition, as the volume of electronic mail handled by agencies increases, Operations is working with the Mayor's Office and the Department of Information Technology and Telecommunications to ensure that a protocol for the routing of electronic mail is maintained.

- **Walk-In Service:** Standards have also been set for the physical condition and degree of staff responsiveness encountered at walk-in locations. During Summer 1996 the Office of Operations completed evaluations of 50 walk-in service sites throughout the City. In addition to assessing the physical condition of the sites, over 750 customers answered questions about the services they received. Examples of sites that have been surveyed include Health and Hospitals Corporation child health clinics; Human Resources Administration food stamp, income support, and Medicaid application centers; Housing Authority application centers; Department of Finance PVB Help centers; Department of Buildings and Department of Health permit offices; and Parks Department recreation centers.

The accompanying chart shows the results of these surveys. City services were rated moder-



ately high on convenience, helpfulness, knowledge, courtesy, availability of forms and directions, and efficiency, and somewhat lower -- though still above the scale midpoint -- on quality of signage and waiting times. Results for each agency and site have been communicated to agency heads in order to help them develop plans to address problem areas. In addition, Operations is assisting agencies to develop signage that identifies walk-in service sites and displays pertinent information such as hours of operation.

- **Automated Information Access:** Widespread implementation of new technology to provide public access to information about services, described also in this Volume's section on new technology, is one of the most cost-efficient ways to obtain improvement in customer service. Interactive Voice Response (IVR)

telephone systems enable users to obtain detailed information on a wide variety of services, even where agencies face budget and staffing constraints. IVR systems are now in use at more than 20 City agencies, providing information on services such as Department of Buildings permitting and license functions, Department of Health disease control counseling and referrals, and the Department of Transportation's CALL-DOT line for reporting all transportation-related problems. The Department of Information Technology and Telecommunications (DoITT) has completed the initial phases of CityAccess, its information kiosk demonstration project. Automated kiosks around the City provide citizens with detailed information on critical services and the ability to interact with agencies. As of December 1996, 32 kiosks were located in five boroughs, offering informational applications and query access to agency databases; 21 of the kiosks currently answer queries in areas such as parking summonses, real estate taxes, building violations, and housing development floor plans. In January 1997 the next phase of implementation began, allowing kiosk users to make payments using credit cards, debit cards, and electronic money orders. In addition, the City continues to expand its presence on the Internet. In July 1996 an enhanced version of NYC LINK, the City's Official World Wide Web Home page, was released. The newly created Office of New Media is responsible for managing the web site, and works with City agencies to develop and maintain information available on the Internet. The Mayor's Action Center is establishing on NYC LINK a list of the most frequently asked questions it receives concerning City services and related issues; users will be able to access on-line information about many such questions, as well as telephone numbers for agency assistance.

AGENCY INITIATIVES

- **Police Department:** Courtesy, Professionalism, and Respect (CPR) is the Police Department strategy focusing on improving police-community relations and police officers' effectiveness by inculcating and maintaining standards for interacting with citizens. The Police Commissioner's Advisory Board, composed of private-sector executives with an established interest in police practices, has formed working committees to focus on

leadership, development, training, compliance, and community outreach. During the first four months of Fiscal 1997 the Department held two expanded 13-week Citizens' Police Academies, targeted to residents affected by the Northern Manhattan and the Brooklyn North Drug Initiatives. The Academies were attended by a total of over 200 registrants who watched films, attended lectures, and participated in exercises

designed to familiarize them with the Department's policies. In a broad outreach effort the Department, under the auspices of the Police Foundation, worked with an established advertising agency to develop a December 1996 campaign which included 5,000 subway posters, 50,000 brochures, and 10,000 bumper stickers to promote the CPR strategy.

The Commissioner's Advisory Board sponsored focus groups with community leaders in each of the five boroughs and with three groups of police officers. Transcribed notes were developed for all focus group sessions and are now compiled into a booklet of community and police opinions for guidance in the future development of the strategy. CPR organizers will hold an instructional meeting with top Department managers in March 1997, in order to present developments of the strategy to date and to encourage sub-unit commanders to develop the grass-roots tactical training which will make this strategy succeed.

To measure progress under this strategy, the Department's Quality Assurance Division has established a CPR Unit which developed 51 testing scenarios and a numerical evaluation system for testing responses to three types of public-police contacts: telephone interactions, street encounters, and public visits to a police facility. At the end of December 1996 the CPR Unit had conducted 673 such tests, with results that showed 16 members of the Department, or 2.4 percent, rated exceptionally good; 632 members, or 93.9 percent, rated within acceptable standards; and 25 members, or 3.7 percent, rated poor or below acceptable standards. Commanding officers are advised of test results with commending letters for the good performers and advisory letters for poor performance, recommending either further training or necessary disciplinary action.

- **Department of Transportation:** This Volume's section on quality of life initiatives provided an update on the Adopt-a-Highway program conducted by the Department of Transportation (DOT), as well as other Department initiatives in traffic safety and roadway maintenance. The Department has integrated these steps into an overall effort to make its services more sensitive to the needs of New Yorkers.

DOT opened a centralized Call Center in

December 1996, and distributed 500,000 brochures advertising its new centralized service line, CALL-DOT. This automated telephone service can be used to report broken streetlights, traffic signals that are broken or out of sequence, missing or damaged street signs, potholes, and traffic problems; to request permits for street fair banners, street openings, canopies, and placement of street furniture, as well as special parking permits for citizens with disabilities; to obtain information on bicycle routes, parking rules, DOT-managed parking facilities, traffic safety programs, ferry schedules, and franchised bus lines; and to participate in the Adopt-a-Highway program. The Call Center handles approximately 1,100 calls a day, many of which were previously routed to separate help numbers.

DOT is reengineering internal procedures and establishing better coordination with public utilities and other City agencies in order to minimize the impact of street work projects on communities and close the gap between planned and actual construction time. The Department now emphasizes notification of and discussion with community members concerning construction schedules, and arranges for accelerated project completion where feasible. DOT's new centralized permitting unit is also taking steps to make permittees more accountable for their activities on City streets, to reduce permitted time for roadwork, and to require a flag person at each work site, as well as signage identifying the contractor and the dates for starting and completing the work.

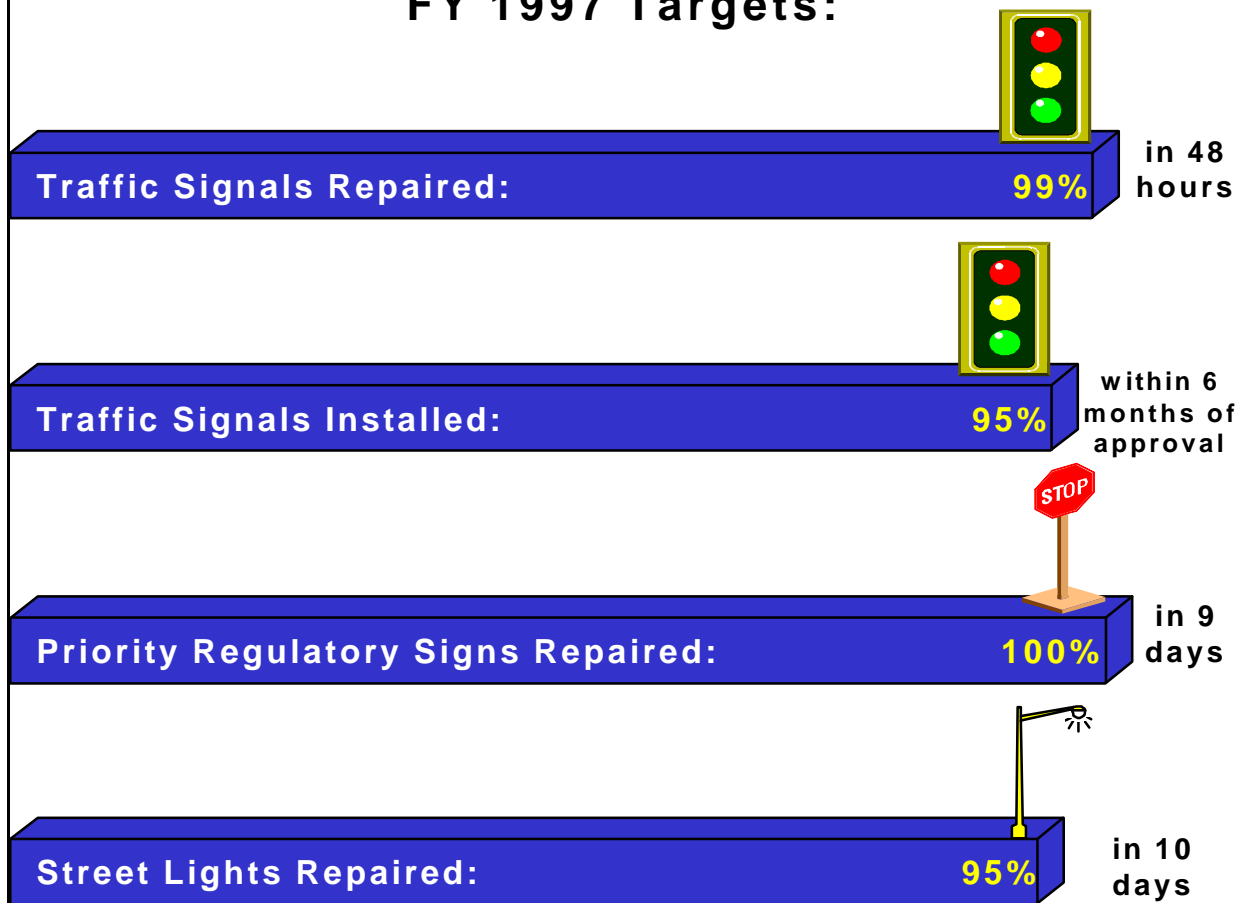
In bridge maintenance and rehabilitation, DOT has created a Construction Acceleration Design Committee, with the hopes of expediting the review of bridge maintenance projects currently in the design phase and making recommendations that will accelerate completion. DOT expects that acceleration measures such as multiple shifts, evening work, the use of pre-fabricated components, the inclusion of incentive-disincentive clauses in contracts, and construction of temporary support structures while primary roadways are closed, will expedite the completion of selected projects. In August 1996 the Department completed the Manhattan Bridge Project three months ahead of schedule, through a series of contract negotiations and procedures such as additional crews, modified work schedules, and incentive-disincentive contract provisions.

Department of Transportation

Service Improvements to Enhance Traffic Flow and Safety

DOT is committed to faster installation and repair of traffic signals, signs, and street lights.

FY 1997 Targets:



Another area in which the Department seeks response time improvements is in maintenance and installation of traffic signals and street lights. As shown in the accompanying chart, DOT continues to pursue recently introduced response time targets for Fiscal 1997: installation of 95 percent of new signals within 6 months of approval; completion of 99 percent of signal repairs within 48 hours; replacement of 100 percent of priority regulatory signs (such as Stop and One-Way signs) within nine days; and repair of 95 percent of street lights within 10 days. In January 1996 DOT was faced with a backlog of nearly 900 traffic signal study requests. In February 1996 the Department reengineered its Intersection Control Unit (ICU), leading to reduction of the backlog to 116 studies as of December 1996. The reengi-

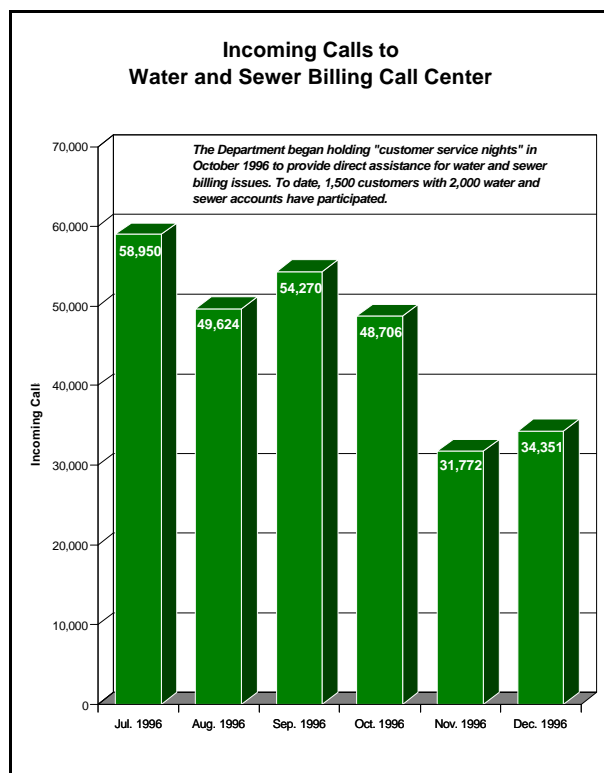
neering process included staff additions, revision of the traffic signal study book, changes in field procedures, and the purchasing of new automatic traffic recorders, electronic counters, and computers. In June 1996 ICU also assumed responsibility for the completion of multi-way stop sign studies; by the end of December 1996, the multi-way study backlog was reduced by nearly 80%, from 850 to 180. In addition, the Division of Signals is developing a new unit -- the Rapid Addressing of Traffic Studies Unit -- in order to conduct studies at critical locations. This specialized unit, comprised of three experienced Traffic Control Inspectors, will conduct a comprehensive engineering study and install automatic traffic recorders at identified sites.

- Department of Environmental Protection:** As part of an overall effort to address complaints regarding water and sewer charges, the Department of Environmental Protection (DEP) began a series of community outreach events in October 1996, targeting all Community Boards throughout the City. DEP, with support from the Mayor's Community Assistance Unit (CAU) and the Department of Information Technology and Telecommunication (DoITT), has hosted customer service events for owners of one-, two-, and three-family homes in each of the Community Boards in Queens and Brooklyn, servicing over 1,500 customers and approximately 2,000 water and sewer accounts. An additional event was held for owners and managing agents of multiple dwellings, attracting approximately 100 customers with nearly 200 accounts; representatives of the Department of Finance and the Department for the Aging also attended this event. Outreach events are planned in early 1997 for the Bronx, Staten Island, and Manhattan. Community outreach events give local area residents an opportunity to resolve their water and sewer account problems and provide general information about the billing process, water conservation, and related subjects. Customer Service Representatives, with on-line access to the DEP water and sewer billing computer; provide instantaneous account adjustments, where

appropriate and schedule follow-up inspections to read meters; make necessary repairs; and check for leaks at customers' homes or businesses. During customer outreach events held at five Brooklyn locations in December 1996, DEP conducted surveys to gauge the participants' level of satisfaction with these customer service efforts. While 85 percent of respondents indicated that they had previously tried to resolve a water/sewer billing issue with the Department, 66 percent indicated that their complaints were resolved during the outreach event, and 96 percent of respondents indicated that they were satisfied with the service they received.

DEP's Water and Sewer Billing Call Center responds to customer requests for information and complaints concerning water and sewer billing problems. As shown in the accompanying chart, incoming calls to the Call Center declined by 42 percent from July to December 1996 as a result of the Department's success in addressing customer service issues.

- Department of Sanitation:** In January 1997 the Department of Sanitation (DOS) began an upgrade to the Sanitation Action Center (SAC) Interactive Voice Response System, financed by the City's Technology Fund. The project will allow temporary snow laborers to call SAC, key in their zip code, and learn the nearest locations they can report for work, all without having to speak to a DOS operator. This, in turn, will free-up SAC staff to handle snow condition reports from the public. The enhancement will also allow callers to leave messages in specialized voice mailboxes both during and after SAC business hours. The second phase of the initiative will allow residents to learn their refuse and recycling collection pick up day by keying in their address from their home telephone number, without having to speak to an operator. The software and hardware can also be used by DOS to provide other address specific information to residents, such as schedules and materials for special recycling pilot programs.
- New York City Housing Authority:** The Authority, in its continuing effort to make its services more accessible to its residents, opened a Queens borough office in October 1996. Applicants throughout the City are now able to receive general information regarding their applications, eligibility interviews, and



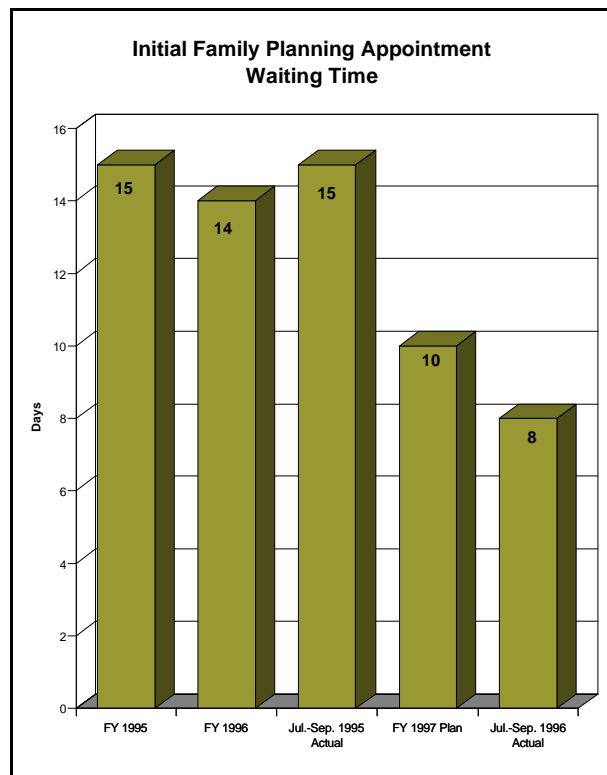
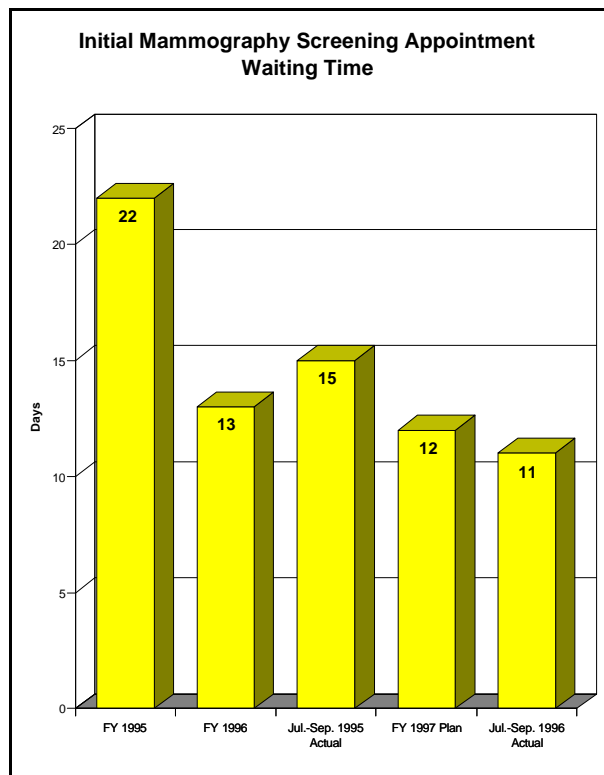
information regarding NYCHA developments and the surrounding neighborhoods at borough-based offices. Information is also available at kiosks in both English and Spanish, regarding the application process, apartment layouts of specific developments, and other general information. During the first four months of Fiscal 1997 NYCHA's kiosks received 20,000 inquiries.

- **Department of Business Services:** The City Business Assistance Program (CBAP) assists small business owners by deploying agents directly to business locations to assist in finding resources, resolving zoning issues, identifying space, obtaining licenses and permits, aiding business start-up, unraveling "red tape", obtaining financial assistance, answering taxation and procurement inquiries, and ensuring the delivery of City services. In the first four months of Fiscal 1997 the Department of Business Services (DBS) opened 503 business assistance request cases. CBAP is strengthening its outreach efforts with Business Improvement Districts, Local Development Corporations, merchants associations, local Chambers of Commerce, and Community Boards. Each agent establishes a relationship with these organizations and acts as a point person for problems experienced by merchants in the organizations' boundaries and surrounding areas. Additionally, agents perform walk-throughs to assess problems faced by the businesses in a specific area, and to identify any generic area-wide problems. Agents handle cases that facilitate City services, as well as requests regarding loan programs, and identify ways in which to navigate the City's bureaucracy. Common business problems include incorrect water billing, property taxes, perceived excessive sanitation and traffic fines, licensing and registration, obtaining Certificates of Occupancy, signage and parking, and customer and delivery access problems related to construction projects. The Department's Fiscal 1997 objective is to resolve 95 percent of registered business requests within a 30-day time frame.
- **Department of Health:** During the first four months of Fiscal 1997, the Department of Health's (DOH) Vital Records staff processed 132,180 birth and death certificate applications. Customers who applied in person waited an average of 15 minutes. The average response time was 10 business days for

written requests for birth certificate copies, and an average of 14 business days for written requests for death certificate copies stored at DOH. Site renovations and the implementation of a new Cash Management System, which required development, testing, and worker training, have delayed full implementation of the Division's enhancements. The Cash Management System is now available for walk-in customers, and will be fully implemented early in Calendar 1997 for customers who mail their requests. The new system provides greater management and accountability by assigning a unique receipt number for each customer and by recording receipt-specific transactions.

Within several weeks, customers will be able to access detailed information pertaining to DOH tuberculosis services through the 24-hour HelpLine; in two months, similar information will be available for sexually-transmitted disease services. These new IVR services are in addition to birth and death certificates information and a wide range of information pertaining to the filing of complaints with other City agencies and general information about DOH services.

- **Office of the Chief Medical Examiner:** In the first four months of Fiscal 1997 the Office of the Chief Medical Examiner (OCME) completed 82 percent of autopsy reports within 90 days, exceeding the objective of completing 60% within 90 days by the end of Fiscal 1997. OCME partly attributes this reduction in autopsy turnaround time to the implementation of a technological initiative that eliminates the need for manually exchanging dictation tapes.
- **Health and Hospitals Corporation:** As shown in the accompanying charts, during the first four months of Fiscal 1997 the Health and Hospitals Corporation (HHC) performed better than planned in providing women with access to health services. Initial family planning visits were provided within eight days, compared with 15 days for the same period in Fiscal 1996; and mammography screening appointments were provided within 11 days, compared with 15 days for Fiscal 1996. In addition, the waiting time for initial prenatal care visits fell from seven to four days; and gynecology appointments were provided within nine days, compared with 15 days for Fiscal 1996. These accomplishments were achieved by restructuring the patient appointment system, increasing staff, and expanding the

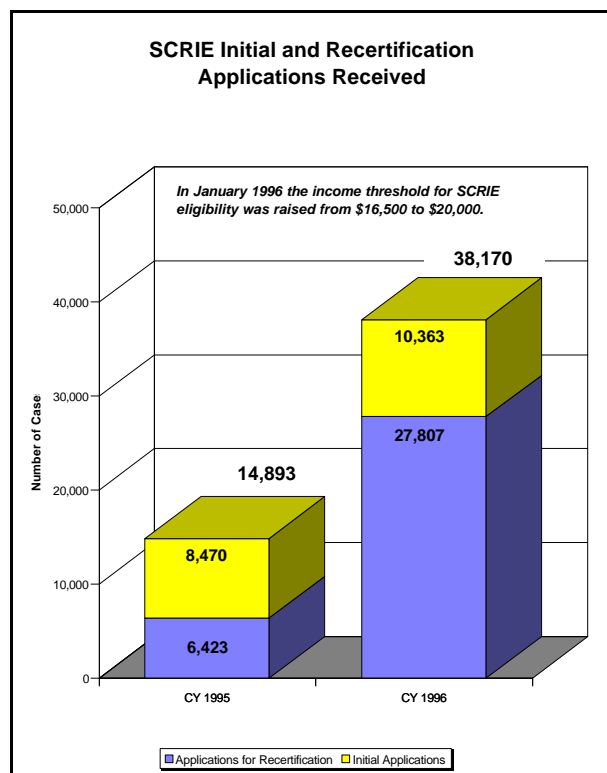


capacity to accept walk-in clients.

- Human Resources Administration:** The Medical Assistance Program within the Human Resources Administration (HRA) made significant strides during the first four months of Fiscal 1997 in reducing the time taken to provide home care services to clients. The average time needed to initiate housekeeper and home attendant services averaged 27.6 days during this period, compared with 35.1 days during the same months of Fiscal 1996, and with 32.9 days for the average of Fiscal 1993. For clients with AIDS, these time frames are of particular importance. Referral of clients with AIDS to home care providers occurred within 48 hours in 92.1 percent of cases during the first four months of Fiscal 1997; this figure was 81.4 percent in the first four months of Fiscal 1996, and only 63.6 percent for the average of Fiscal 1993. In addition, providers initiated home care services to these clients within 48 hours of the referral in 97.6 percent of cases, compared with 95.4 percent in the same months of Fiscal 1996; this proportion was only 80.0 percent for the average of Fiscal 1993.

administered by the Department for the Aging (DFTA). The number of households served by the program has grown to nearly 54,000, an increase of 28 percent; the SCRIE eligibility level was increased from \$16,500 to \$20,000 in January 1996. At the same time, DFTA has been able to reduce its backlog of applications by half. During Calendar 1996 SCRIE received

- Department for the Aging:** The Senior Citizen Rent Increase Exemption Program (SCRIE), which provides rent increase exemptions to eligible seniors living in rent-controlled and rent-stabilized apartments, is



over 10,000 initial applications and nearly 28,000 applications for recertification; the total of over 38,000 applications was 156 percent greater than the total for Calendar 1995. Application processing time from initial review and data entry to the beneficiary's receiving an acknowledgment and reference number, which formerly took two months, now takes less than 10 days. Since September 1996 the overall approval time for first-time applications has been reduced from three to two months, and the Department is working to identify ways in which approval time can be reduced to under 60 days.

The Department, in conjunction with the Mayor's Office of Operations, has undertaken management and technology initiatives to streamline SCRIE operations and render timely and appropriate services to all eligible clients. A central focus of these efforts is the Senior Citizen Referral and Entitlement Eligibility Network (SCREEN), which was implemented in December 1996. When fully operational, this system will give the Department the capacity to perform automated rent calculations, and to monitor timeliness in making SCRIE eligibility determinations for all new applications and in continuing benefits for recertifications. Additional plans for making DFTA services more user-friendly include the UNIFORM benefits assessment system, which will help applicants apply directly at 94 senior centers for a range of benefits; a new Interactive Voice Response system allowing callers access to program information and application status updates; and expanded outreach at senior centers.

- **Department of Employment:** As part of its efforts to improve its job placement and skills training programs, the Department of Employment (DOE) contracted with a consultant in March 1996 to conduct a year-long customer satisfaction survey using a computer assisted telephone interview system. Interviews will be conducted with approximately 4,000 participants who received employment and training services from DOE programs and 2,400 businesses that hired program graduates. The survey results will be released in Spring 1997.
- **Collection Consolidation:** In November 1996 the City's Collection Consolidation initiative, which coordinates efforts by the departments of Consumer Affairs (DCA), Finance (DOF),

and Health (DOH) to streamline citywide business regulation, opened the Citywide Licensing Center. The Center provides one-stop services for businesses interested in obtaining license applications, applying for licenses or permits, or paying fines and fees. As part of this program, DCA can now access the Environmental Control Board (ECB) database for businesses requiring ECB clearance.

The Center has been designed with an emphasis on customer service. During December 1996 the Center served an average of 205 customers daily, with an average waiting time of 14 minutes per customer. By comparison, DCA and DOH data indicate that previous waiting times typically averaged 25 minutes. In addition, 85 percent of customers at the new Licensing Center waited less than 30 minutes, while only 64 percent of customers were being served in under 30 minutes before the Center opened.

- **Department of Consumer Affairs:** DCA has refined its targets for consumer complaint processing times, setting separate goals for major complaint categories. During the first four months of Fiscal 1997 processing time for complaints regarding unlicensed home improvement contractors and furniture sales averaged 30 days, equaling the agency's target. Complaints about electronic stores were processed in an average of 51 days, greater than the plan of 45 days; and complaints concerning parking lots averaged 47 days processing time, slightly above the plan of 45 days. However, complaint processing times regarding licensed home improvement contractors averaged 61 days, bettering the target of 65 days.
- **Department of Buildings:** The Department of Buildings (DOB) has consolidated and expedited the approval process for construction permits and Certificates of Occupancy by offering its Express Service program in all boroughs. Applicants are now able to receive the necessary approvals for sewer, drainage and septic work, and builder's pavement plans at the Department's borough offices. In June 1996 Express Service legislation was passed transferring these building construction-related functions from the departments of Environmental Protection and Transportation to DOB. The administrative consolidation of these responsibilities was

completed in October 1996. During the first four months of Fiscal 1997 it took an average of two working days to perform first examinations of sewage, drainage, and septic work, compared with 16.4 days during Fiscal 1996. This decrease can be attributed to the increased utilization of professional certification by applicants. It took 6.9 working days to perform first examinations of builder's pavement plans during the reporting period, compared with 9.5 days during the first four months of Fiscal 1996.

The Department completed a second round of customer service surveys in all five borough offices in July 1996. By June 1996 DOB instituted customer service help desks in each of its five borough offices, and in January 1997 the Department distributed a new brochure explaining its customer service functions. In addition, the Department has posted signs directing non-English-speaking clientele to a single work station where they are able to talk to a translator. DOB will also upgrade publicly-used equipment, such as microfilm readers, and, where needed, improve the cleanliness and general condition of each office. Additional customer service initiatives include providing DOB plan examiners in the borough offices with computer access codes, so that applicant problems may be resolved on the spot without referring them to the Central Office; and city-wide expansion of the computerized contractor insurance system.

In Fiscal 1996 DOB began to offer building owners the opportunity to file their annual boiler inspection reports electronically. Electronic filing became available in Manhattan for almost all permit applications in October 1996. The Department plans to expand electronic filing for all permits to the other four boroughs by December 1997. Through this initiative, the Department will reduce the need for data entry, enabling the staff to devote time to other functions. This option will also ensure timely and accurate turnaround by reducing data entry time and errors.

- **Department of Finance:** In August 1996 the Department of Finance's (DOF) automated refunds project began sending parking violation refunds to owners of passenger vehicles with credit balances under \$250. Since August 1996 the program has automatically sent over 100,000 refund payments totaling in excess of \$3.8 million

without the former requirement of owners' confirmation of the refund amount due.

The City's Collection Consolidation project, which is coordinated by DOF, continues its work to develop borough business payment centers where the public can pay fines and taxes, and adjudicate violations. The first of these Centers will open in Staten Island in September 1997, eight months ahead of schedule, and the Queens Business Payment Center in Jamaica will open as planned for October 1997.

In the first four months of Fiscal 1997 the average waiting time in Parking Violations Help Centers was 40 minutes, a three minute increase over the first four months of Fiscal 1996. The increase resulted from greater customer volume due to the incorporation of the Sheriff redemption process for vehicles towed by the Sheriff's Office into the Help Centers, and the longer processing time of redemption transactions. The Department is reviewing opportunities to make improvements for this new population of customers through better equipment and system support. On the other hand, the Department's goal of reducing the number of customers who take more than an hour to be processed has been successful. In the first four months of Fiscal 1997 the number of customers requiring more than an hour to be serviced decreased by four percent, and is expected to decrease an additional three percent by the end of the fiscal year.

- **Taxi and Limousine Commission:** In October 1996 the Taxi and Limousine Commission (TLC) launched its Operation Refusal pilot program whereby inspectors, posing as passengers, issue summonses to taxi drivers who refuse to accept fares based on the passenger's destination or race. TLC inspectors stopped and tested 288 taxicab drivers in October 1996; 252 passed the refusal test and 36 failed. A total of 213 summonses were issued for other violations and refusals; 89 summonses were issued to drivers and 124 summonses were issued to drivers. Of the 214 summonses issued, 203 were found guilty upon adjudication, a conviction rate of 95 percent. This program is allocated permanent funding in the City's January 1997 Financial Plan.

Since May 1996, a recording is played at the conclusion of each medallion taxicab trip that

reminds passengers to take their belongings and ask for a receipt. The receipt contains the taxi medallion number that aids passengers in making complaints and in recovering any property left in the cab. To further aid in the retrieval of lost property, TLC has initiated procedures with the New York Police Department for the vouchering of property at eight precincts. Passengers can go to the precinct nearest to their drop-off location to inquire about lost property.

In addition, they can dial TLC's Consumer Complaint and Lost Property telephone number to find out which precinct is in the drop-off location. There were 1,458 lost property reports filed in the first four months of Fiscal 1997 compared with 2,308 in the same period in Fiscal 1996, a decrease of 37 percent.

MANAGING MANDATED SERVICES

The City's long-term fiscal balance depends largely on its ability to flexibly manage mandated services, in areas such as welfare and services to the homeless, public health care, education, and the environment. The City continues to address these issues through reengineering of service operations and by seeking relief from unfunded and underfunded mandates.

REGULATORY REFORM

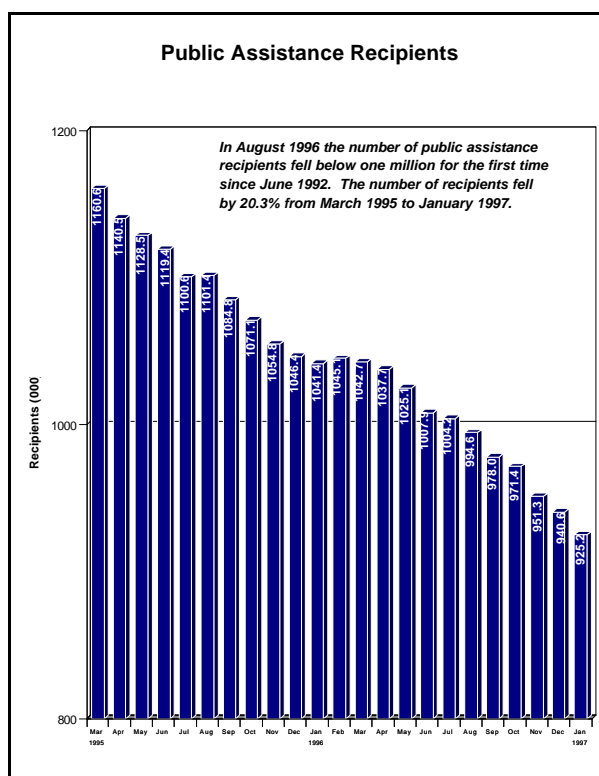
The Mayor's Office of Operations and the Law Department work with the Governor's Office of Regulatory Reform to obtain mandate relief. City agencies have identified nearly 100 burdensome State regulations, many of which have been or are in the process of being revised. These changes would reduce or eliminate State-imposed costs, permit greater administrative efficiency, and make for more flexible service delivery. Examples include streamlining the approval of adoption subsidies; eliminating unnecessary and obsolete requirements in City shelters, such as providing residents a complete change of bed linen and towels weekly; and extending the time frame for determining Medicaid eligibility from 30 to 45 days, in accordance with federal requirements.

In addition, the Office of Operations and the Law Department have worked closely with the Governor's Office and relevant State agencies to ensure that requests for permits made by City agencies to perform general maintenance and improve public works are processed in a timely fashion. Other changes under discussion with State government would affect petroleum storage tanks, State fair hearing rules, and Workers' Compensation procedures. The City has also presented proposals for federal mandate relief in such areas as overtime compensation for managers, Special Education, and the environment.

WELFARE REFORM

The Human Resources Administration (HRA), together with the City's oversight agencies, is planning to implement pending State legislation developed in conformance with the federal

Personal Responsibility and Work Opportunity Act of 1996. The Act eliminates Aid to Families with Dependent Children (AFDC) and replaces this funding stream with Temporary Assistance to Needy Families (TANF) block grants. As seen in the accompanying chart, the City has already made significant progress in reducing the number of persons receiving public assistance. The total number of recipients fell to 925,000 at the end of January 1997, a decline of over 20 percent since March 1995. The number of Home Relief recipients fell to 189,000 as of January 1997.



The number of public assistance recipients documenting that they had found employment during the first four months of Fiscal 1997 increased by 21 percent to 17,204, compared with 14,169 who found employment during the same period in Fiscal 1996. HRA's Office of Employment Services (OES) expects job placements to increase to 40,000 by the end of Fiscal 1997.

New York City's Work Experience Program (WEP), the nation's largest and most successful workfare initiative, is the main vehicle by which the advances

described above in moving welfare recipients toward self-sufficiency have been achieved. WEP work assignments within City, State, federal, and for-profit and not-for-profit agencies totaled 33,000 at the end of Fiscal 1996 and are expected to reach 50,000 by the end of Fiscal 1997. Examples of how WEP works in several City agencies are given below:

- **Department of Transportation:** During Fiscal 1997 the Department of Transportation (DOT) will conduct a pilot program in conjunction with the Work Experience Program. The three month pilot will utilize 100 WEP workers each day to clean the service roads of the highways.
- **New York City Housing Authority:** The New York City Housing Authority (NYCHA) plans to improve its grounds cleanliness by utilizing WEP participants to assist its groundskeepers and handypersons. As of December 1996 the Authority placed 2,500 WEP participants in NYCHA developments throughout the City.
- **Department of Sanitation:** In the first half of Fiscal 1997 an average of 82.7 percent of the City's streets were rated acceptably clean, the highest Scorecard rating for this period in the 23-year history of the program. This improvement in ratings was largely due to an increase in the number of WEP participants assigned to the Department of Sanitation to help clean the City's streets; the daily average number of WEP participants assigned to street cleaning grew from less than 50 in July 1995 to approximately 800 by June 1996. The improvement is also attributable to better coordination of cleaning efforts with City agencies, and more strategically focused operations. WEP participants assigned to street cleaning receive close supervision; the Department provides transportation for participants between staging areas and work sites, and attempts to match neighborhood assignments with participants' area of residence.
- **Department of Parks and Recreation:** The Department of Parks and Recreation's (DPR) cleanliness rating system examines the amount of litter, broken glass, graffiti, and weeds in a park or playground, as well as the condition of its lawns. From July through October 1996 the percentage of park sites rated acceptably clean increased to 91 percent, compared with 84 percent from July through October 1995; 87 percent of park sites

were rated acceptably clean for litter and 97 percent for graffiti. The Department attributes these improvements in its neighborhood parks and playgrounds in large part to the 6,200 WEP workers referred to DPR, who perform a wide range of basic maintenance tasks including cleaning debris and removing graffiti. The Department invites its most motivated WEP workers to participate in its Parks Career Training (PACT) program. In exchange for a full 35 hour work week, participants receive a comprehensive package of employment-related services and experience in custodial, clerical, horticultural, security, and maintenance work, along with job placement assistance. At the end of Calendar 1996, 501 individuals were enrolled in the Department's PACT program. During the first four months of Fiscal 1997 the Department placed 139 PACT participants into the workforce. Since the program's inception in April 1994, PACT placed 589 former WEP workers in full-time positions.

- **Department of Citywide Administrative Services:** During the first four months of Fiscal 1997 the Department of Citywide Administrative Services (DCAS) utilized approximately 2,000 WEP participants in custodial and clerical assignments. DCAS anticipates increasing the number of participants by 25 percent in Fiscal 1997.

In collaboration with the Mayor's Office of Operations, HRA continues to restructure its Fair Hearing process by utilizing affidavits that explain HRA's mailing practices for both manually prepared and automated notices, redefining what constitutes a complete and relevant case record, and advocating changes in State regulations and policy. The major components of Fair Hearing restructuring, including increased staff accountability and enhanced training and supervision, will be completed by June 1997. HRA will also continue work to reduce the time needed to implement Fair Hearing decisions; performance during the first four months of Fiscal 1997 remained significantly poorer than planned in this area. HRA's goals are to implement 90 percent of decisions in public assistance cases within 30 days, and 90 percent of decisions in food stamp cases within 10 days.

HRA'S Medical Assistance Program (MAP) continues to expand its Electronic Eligibility Determination Support System (EEDSS). This system automates the client eligibility interview

process and allows caseworkers to solicit information more efficiently from Medicaid applicants. By October 1996 MAP had expanded EEDSS to 11 sites and expects to continue this expansion to all 19 community sites by June 1997. In October 1996 MAP also began an Eligibility Verification Review pilot at one MAP community site to verify applicants' information about income and residency; this pilot will be evaluated by March 1997. MAP will expand the processing of automated nursing home recertifications from four sites during the first four months of Fiscal 1997 to 10 sites by June 1997. MAP will also select a consultant to determine automation needs in MAP's Community, Hospital, and Nursing Home Divisions, and implement automation by the end of Fiscal 1998.

The Office of Medicaid Managed Care (OMMC) and MAP continue to work together to enroll eligible Medicaid clients in managed care plans and to support the State's efforts to ensure that the plans provide high-quality health care. By the end of October 1996 enrollment in the Medicaid managed care program had decreased to 374,480, almost 20 percent below plan, due to the City and State decision to implement stricter oversight of protocols for enrollment. However, by the end of December 1996, enrollment increased to 386,532, 1 percent more than the 382,024 enrolled at the end of June 1996. The City continues to promote voluntary enrollment in managed care plans while the State negotiates with the Health Care Financing Administration (HCFA) to permit mandatory enrollment. OMMC established contracts with five additional managed care organizations in September 1996, bringing the total number of organizations to 20 for the new program. By March 1997 the State Department of Health expects to award an enrollment broker contract that will perform enrollment outreach, educational, and benefits' counseling functions for Medicaid managed care.

PROTECTIVE SERVICES FOR ADULTS

HRA's Protective Services for Adults (PSA) assists adults who are at imminent risk and unable to protect themselves, by providing home-based intervention and by linking clients with social and legal protective services such as financial management, eviction prevention, and environmental risk abatement. Working with the Mayor's Office of Operations and other City oversight agencies, PSA has implemented a revised service delivery model that separates its operation into specialized and sequential functions

for the diagnostic, legal, and undercare units. Under the new system, diagnostic units assess eligibility and develop service plans so that new and potentially critical cases are stabilized and transferred to undercare services, which provide long-term monitoring and care. PSA completed the reorganization in its office in the Bronx in August 1996 and expects to expand this model to Queens in February 1997 and to the remaining borough offices by the end of Fiscal 1997. In December 1996 PSA completed the phase-in of its centralized telephone referral intake system. Experienced PSA intake staff conduct telephone interviews, process callers' requests, and immediately make referrals to PSA field offices. PSA also expects to fill its remaining vacancies for 24 caseworkers by February 1997, and will develop more stringent hiring and training standards and strengthen linkages with other City agencies by the end of Fiscal 1997.

In order to improve service provision in Fiscal 1998, PSA will complete the final automated phase of its financial management system by including the production of client budgets. In addition, PSA will develop and implement an information and tracking system to link all PSA borough offices with the PSA central computer system.

HEALTH AND HOSPITALS CORPORATION

The Administration has coordinated historic improvements in the fiscal stability and quality of care offered by the Health and Hospitals Corporation (HHC). The Corporation is self-sufficient for the first time in its 26-year history, generating its full \$3.2 billion budget. Improvements in maternity care and reductions in waiting time for women's health services are detailed in this Volumes' section on customer service initiatives. Every one of HHC's hospitals has received full accreditation during the current Administration.

During Fiscal 1996 Primary Health Systems of New York, Inc. (PHS-NY), a for-profit hospital management corporation, was identified to lease and operate Coney Island Hospital and Ida G. Israel Health Center in affiliation with Brooklyn Hospital Center and New York University Medical Center. In November 1996 HHC approved a resolution authorizing the lease of the facilities to PHS-NY for an initial term of 99 years. In the contract negotiations for the lease, HHC outlined the provisions for PHS-NY to provide indigent persons with the same level of access to health care as currently provided by Coney Island Hospital, without any subsidy from the Corporation. The

lease will become effective when PHS-NY receives approval from the State to operate the facilities, obtains a commitment for financing, and negotiates labor agreements. In January 1997 the State Supreme Court ruled that privatizing City hospitals would require additional public review and approval of the City Council. This decision will be appealed to the next highest court. Additional plans for privatizing the Queens Health Care Network, which includes the Elmhurst and Queens Hospital Centers, await the outcome of this litigation.

The Corporation continues to fulfill its commitment to provide comprehensive health care services by implementing performance-based productivity agreements with its affiliates. The goals of these agreements are to improve quality of care and to link payment with the achievement of successful outcomes. In Fiscal 1996 HHC approved the first of such agreements with the Medical Associates of Woodhull, Professional Corporation, the affiliate for Woodhull Medical and Mental Health Center, and Cumberland Diagnostic and Treatment Center. During the first four months of Fiscal 1997 the Corporation negotiated a performance-based agreement with the New York Medical College, the affiliate of Metropolitan Hospital Center that becomes effective January 1997. HHC projects that this affiliation contract will save the Corporation \$19.6 million over its two and a half year term. In December 1996 HHC negotiated an agreement with Columbia University College of Physicians and Surgeons, the affiliate of Harlem Hospital Center. The Corporation projects that over the course of the three-year contract HHC will save \$30.8 million dollars.

The Corporation is currently evaluating methods for implementing a Patient Satisfaction Survey in its acute care facilities. The survey will focus on the level of patient satisfaction with medical services, and target areas identified for service improvements. HHC will administer the survey during Calendar 1997.

In Fall 1996 Goldwater Memorial Hospital, North Central Bronx Hospital Center, Bellevue Hospital Center, Harlem Hospital Center, and Woodhull Medical and Mental Health Center were surveyed by the Joint Commission on the Accreditation of Hospital Organizations (JCAHO), and received preliminary three-year accreditation. The Corporation is awaiting final approval of the facilities surveyed. In Fiscal 1998 JCAHO will survey Coler Memorial Hospital; Coney Island Hospital; Lincoln Medical and Mental Health Center; Kings County Hospital Center; and Sea

View Hospital Rehabilitation Center and Home. Survey preparation activities have begun and will continue through Calendar 1997.

At the end of the first four months of Fiscal 1997 the Corporation's health maintenance organization, MetroPlus Health Plan, had 46,353 enrolled members. Due to the State and City suspension of direct enrollment by managed care plans, MetroPlus revised its target to increase enrollment to 60,000 in Fiscal 1997 and plans to increase enrollment to 66,000 members in Fiscal 1998. MetroPlus expanded enrollment in Manhattan and Brooklyn beginning in April 1996, and in Queens and the Bronx during the first four months of Fiscal 1997. Direct enrollment by MetroPlus began in all areas in December 1996.

HOMELESS SERVICES

The Department of Homeless Services (DHS) continues its efforts to reform the City's homeless services system while maintaining its full commitment to provide temporary housing and effective assistance to homeless families and individuals. The Department has implemented a number of physical and management changes to make the Emergency Assistance Unit (EAU) safer and more efficient. Renovations include painting the EAU; installing new windows, ceiling and light fixtures; new partitions in restrooms; a new ramp and wheelchair lift; and expanding the medical offices and dining room. Renovations are expected to be completed by the end of Fiscal 1997. A caseworker from the Administration for Children's Services (ACS) is on site at the EAU in order to assist families experiencing crises. In an effort to improve security, the Police Department is stationing uniformed officers at the EAU. In addition, officers trained in domestic violence issues are available on a part-time basis to assist victimized clients. Domestic violence counselors are also assigned to the EAU from the Human Resources Administration (HRA), in order to evaluate victim claims and assist them in identifying shelter options. DHS has also implemented a "conditional placement" status protocol, by placing families in private rooms within shelter facilities until their eligibility review is complete.

During the first four months of Fiscal 1997 the Human Resources Administration continued to aid families who are at risk of homelessness. The Homelessness Prevention Unit (HPU) staff interview all families referred and assist as many as possible in finding alternative living arrangements. Of the 13,761 families referred to the HPUs, 8,045

had their housing problems resolved. In the first four months of Fiscal 1997 HPUs found alternative housing for 62.3 percent of these families, an increase of 10.1 percent from 52.2 percent during the same period in Fiscal 1996.

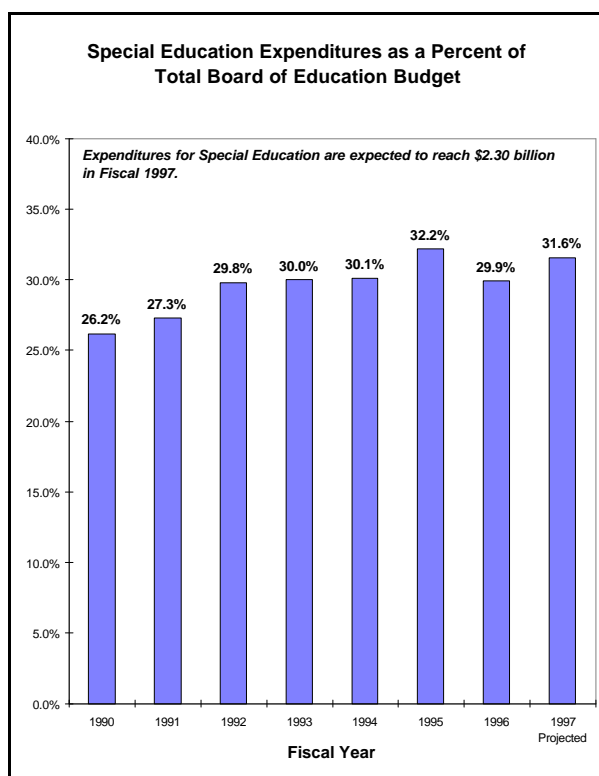
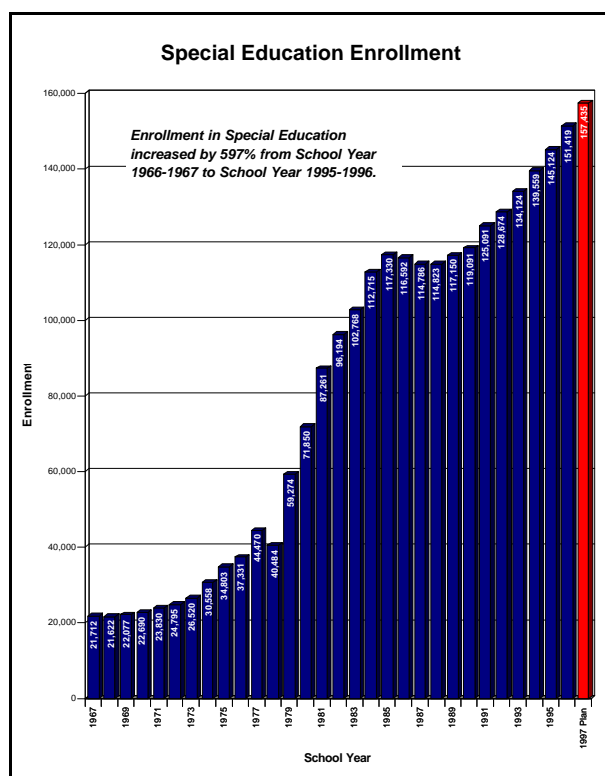
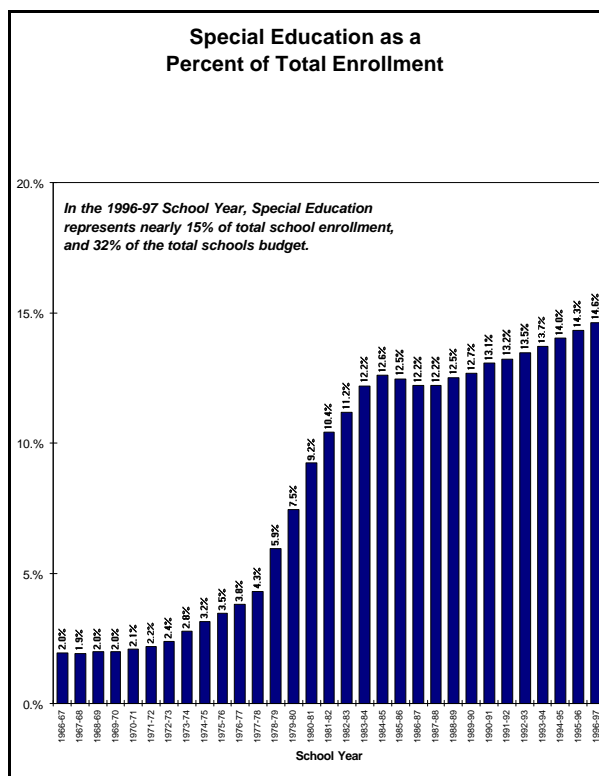
The Homelessness Prevention Program is most effective with families who are at the highest level of risk. During the first four months of Fiscal 1997, of the 5,852 families who were at risk of homelessness, 3,018 families, or 51.6 percent, were at imminent risk. HPUs found alternative living arrangements for 87.8 percent of these families, an increase of 2.1 percent from the 85.7 percent assisted by HPUs during the first four months of Fiscal 1996.

SPECIAL EDUCATION

A major focus of the Board of Education is the management of the Special Education program. In order to place students in appropriate educational settings, over the past year, the Board has begun efforts to reduce referral rates to Special Education and to increase the decertification rate of students in Special Education. The continuing growth of this program poses major challenges for the City's effective use of resources for all students. As shown in the accompanying charts, enrollment in Special Education is expected to surpass 157,000 by the end of School Year 1996-97, representing 14.6 percent of total school enrollment; at the same time,

expenditures for Special Education will constitute nearly 32 percent of the Board of Education's total budget in Fiscal 1997.

In November 1996 the Schools Chancellor released an Implementation Plan setting forth recommendations for restructuring special



education and gradually shifting students with minor learning disabilities and behavioral problems from special education back into general education. While the Plan will be phased in over the next three years, the Board of Education plans to establish pilot programs in two Brooklyn school districts during the 1997-98 school year. School Districts have been directed to develop strategies to integrate special education students into regular classes. In addition, the Chancellor has directed school officials to start evaluating approximately 15,000 special education students who have mild speech or language problems, with the goal of decertifying as many as possible by the start of the 1997-98 school year; these evaluations will start in January 1997.

WATERSHED PROTECTION

In November 1995 an agreement in principle on a watershed protection program was reached between the State, the City, the Environmental Protection Agency (EPA), towns and counties in the watershed, Westchester and Putnam counties, and a coalition of environmental organizations. The agreement in principle evolved into the New York City Watershed Memorandum of Agreement (MOA), which was signed by the Mayor, the Governor, the EPA, each of the counties, and the environmental parties on January 21, 1997. The MOA includes a program to acquire land in designated priority areas within the watershed region to be administered by the City in consultation with upstate communities; the promulgation by the City and approval by the State Department of Health (DOH) of revised watershed regulations for activities affecting water quality; an evaluation of the City's existing comprehensive water quality monitoring program and development of recommendations for possible enhancements; and environmental and economic partnership with upstate communities, including upgrades to existing wastewater treatment plants and construction of new sewage treatment infrastructure to correct existing water quality problems. The Department will not close any real estate transactions on the 55 parcels under option agreements for the purchase of 4,702 acres of land in the watershed until the completion of a 120 day review period by the upstate towns and villages. Once State DOH has approved the proposed watershed rules and regulations, the Department will commence utilizing the new regulations to undertake enforcement actions to protect the watershed.

Pursuant to the MOA, EPA will extend the City's waiver from filtration requirements until April 15, 1997 and then issue a five year waiver which will run until April 2002. This waiver allows the City to avoid filtering the surface water from the Catskill and Delaware systems, which collectively provide an average of 90 percent of the City's drinking water, provided that the City continues to take certain actions to protect the quality of its water supply. In renewing the waiver, EPA recognizes the progress already made by the City to preserve and protect its drinking water supply, as well as the MOA, which has provided additional protection into the next century. As part of the waiver's conditions, EPA requires the Department to continue with the design of a filtration plant for the Catskill and Delaware water systems in the event that EPA deems filtration is necessary in the future. The Department has selected a consultant for the design and operation of a pilot filtration plant and the preliminary design of permanent, full-scale treatment facilities.

WASTE DISPOSAL

In November 1996 the Fresh Kills Task Force (FKTF) issued its report, outlining various options available to the City to manage its solid waste while phasing out the Fresh Kills Landfill. Established as part of the Mayor and the Governor's agreement to close the Landfill by December 31, 2001, this City, State, and federal government group, which also included representatives from environmental organizations, made 33 recommendations covering waste reduction, recycling, exportation, and closure and post-closure issues. The recommendations include a list of potential waste reduction legislative initiatives on the local level; the restoration and expansion of the mixed paper and bulk metal recycling collection program; a year-by-year phase-down schedule for refuse going to the landfill, and an agreement by the City to suspend its Fresh Kills Permit Application with the State Department of Environmental Conservation.

The City plans to reduce the waste stream entering Fresh Kills from approximately 13,000 tons per day in Calendar 1996 to zero by the end of Calendar 2001. As the first step toward the closure of the Fresh Kills Landfill, on July 1, 1997 the City will begin exporting the 1,700 to 1,800 tons per day of refuse generated in the Bronx. Bids are currently being reviewed and a vendor will be selected in Spring 1997. With additional diversion of waste through increased recycling and improved waste reduction by City agencies, the City plans to reduce the waste stream to Fresh Kills by 2,100 to 2,600

tons per day by the end of Calendar 1997, the equivalent of 15 to 20 percent of the City's waste stream.

In response to the FKTF report, the City has agreed to restore funding for the collection of mixed paper and bulk metal in Staten Island and in the Bronx, and expand it to Manhattan in March 1997, and to Queens and Brooklyn by October 1997. The mixed paper and bulk metal demonstration project, conducted in Staten Island and the Bronx, increased the overall collection of paper and metal, glass, and plastic by 25 percent.

The FKTF also recommended a number of recycling pilot projects and initiatives that the City has agreed to undertake. These include retesting the collection of metal, glass, and plastic, and paper in one two-bin truck; reviewing whether to add textiles to the recycling program and to expand yard waste composting, where appropriate; and issuing a Request for Proposals for a comprehensive consultant study on recycling participation rates citywide.

CONSOLIDATION AND RESTRUCTURING

After three years, the Administration and the City Council have enacted a significant degree of organizational restructuring designed to make government operations more efficient and eliminate duplicative functions. Recent consolidation and restructuring initiatives build on earlier efforts, including the City's Collections Consolidation, which merged the Parking Violations Bureau and the Sheriff's Office with the Department of Finance; the merger of the Housing and Transit Police with the New York Police Department; and the separation of the Administration for Children's Services from the Human Resources Administration. A number of major restructuring initiatives have followed in Fiscal 1996 and 1997; in some cases, work to finalize the full consolidation or transfer of administrative and service operations continues in the current fiscal year. This section describes some of the new policies and goals, operational strategies, and achievements that have resulted from these initiatives, as well as significant new internal restructuring under way within the Department of Transportation and the Human Resources Administration.

PUBLIC SAFETY

- **Traffic Enforcement:** In an effort to improve traffic conditions through a unified command structure, several Department of Transportation function were merged into NYPD's Traffic Control Division in August 1996. These operations include more than 2,000 Traffic Enforcement Agents and supervisors enforcing all traffic and parking violations citywide, in addition to Arterial Tow, Violation Tow, and Target Tow functions. In January 1997 the Traffic Control Division was consolidated under the Traffic Bureau and renamed the Transportation Bureau.

Responsibility for enforcement of the City's medallion cabs was transferred from the Taxi and Limousine Commission (TLC) to the Police Department in April 1995. In the first four months of Fiscal 1997, the Department's Medallion Taxi Enforcement Unit and other NYPD commands issued 18,066 summonses, a 31.4 percent increase over the 13,753 summonses issued by NYPD for the same months

of Fiscal 1995, when medallion enforcement was administered by TLC. Also in Fiscal 1997 the Department's Bus Unit initiated a comprehensive enforcement strategy aimed at illegal commuter vans. In the first four months of Fiscal 1997, by using the provisions of the Commuter Van Law (LL115) under TLC regulations, the Bus Unit seized 495 vans and issued 1,627 TLC summonses, a significant increase from Fiscal 1996 when no vans were seized and no summonses issued for violation of TLC regulations. Grounds for seizure include unlicensed or suspended driver's license, or an unregistered, unlicensed, or uninsured vehicle. The Unit also issued summonses to legal commuter vans when they picked up fares either at bus stops, or along established bus routes. As part of its Commuter Van Enforcement Strategy, the Bus Unit now trains Patrol Borough Task Force and precinct personnel in TLC Commuter Van Law provisions, so that precinct commanders can have additional resources to enforce against illegal commuter vans in their areas.

- **Police Redeployment:** Beginning in Fiscal 1995, the Department undertook efforts to improve the amount of time uniformed officers spend performing direct public safety services. By the end of Fiscal 1998, NYPD expects to add the equivalent of nearly 3,800 uniformed officers performing direct public safety duties: over 500 from consolidations of administrative functions as a result of the Transit and Housing police merger; over 1,000 through hiring civilian workers with federal crime bill funds; 350 from sick leave and medical processing improvements; 1,100 from arrest-to-arraignment efficiencies that allow officers to spend less time administratively processing an arrest; and over 800 as the result of two reviews of administrative operations completed by the Department.
- **Emergency Response:** As described in this Volume's section on quality of life initiatives, merger of the Emergency Medical Service (EMS) with the Fire Department has already yielded sizable improvements in response times to serious medical emergencies. During

the first four months of Fiscal 1997 EMS personnel were redeployed from back-office functions to ambulance stations, increasing the number of ambulance tours by 10 percent; this has resulted in a decrease in average ambulance response time to Segments 1-3 life-threatening emergencies from 8 minutes and 45 seconds in the first 4 months of Fiscal 1996 to 7 minutes and 57 seconds during the same period in Fiscal 1997. The Department will also create an additional 35 Administrative Paramedic Response Units consisting of a supervisor and a paramedic who will respond to all life-threatening medical emergencies that require paramedics.

INFRASTRUCTURE

- **Transportation:** Since the beginning of Fiscal 1997 DOT has undergone a series of changes designed to focus on its core function of infrastructure development and maintenance. The ultimate goal is to transform DOT into an efficient customer focused agency. DOT has initiated this process by identifying new priorities, including responsiveness to citizens, quality, integrity, teamwork, professionalism and innovation. DOT has initiated the centralization of administrative functions, such as contracting, capital program management, personnel, and management information systems. In addition, some operations have also been centralized under new bureaus, such as Roadway Maintenance, which maintains the City's streets and arterial highways; Permit Management and Construction Coordination, which coordinates all permit issuance; Construction Management Inspection, which oversees all construction enforcement functions; and a new Customer Service Bureau, which has been established to improve community outreach.

In the past, DOT managed five separate capital programs for streets, bridges, traffic, transit and DOT facilities, each with different processes for similar functions, causing confusion and loss of efficiency. By centralizing many of these administrative functions, economies of scale can be achieved through better accountability. As a result, the Department created a centralized Capital Program Management unit, which is responsible for the oversight and tracking of all capital projects, monitoring all funding sources, coordinating project initiation, developing new infrastructure improvements for the City's network of streets, and determin-

ing the technical scope of future roadway projects. In addition, DOT has created a central Contracting unit which will be responsible for initiating, coordinating, and tracking all aspects of the contracting process from development of the scope of work to final payment.

In addition to its centralization efforts, the Department is creating a new Field Administrative Audits Team (FIAT) to aid and instruct DOT field personnel in the performance of their duties and to establish and maintain a high standard of quality and integrity within the Department's field units. Through site visits, some of which will be covert, FIAT inspectors will observe and evaluate administrative and operational procedures. FIAT staff will notify supervisors of violations of standard procedures, and appropriate corrective actions will be taken.

- **Capital Project Management:** The Department of Design and Construction (DDC) was created in October 1995 by Local Law 77. 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 implementation of reforms of current practices relating to procurement for construction projects; and the expansion of the use of construction-related technology. 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. The first phase of organizational restructuring, completed in August 1996, consolidated the roadways division of the Department of Transportation; the sewer and water-main bureaus of the Department of Environmental Protection; and the capital division of the former Department of General Services, which serves 15 client agencies. Since its inception, DDC has formulated specific, quantifiable goals and objectives for improving the City's management of capital projects; these are detailed in Volume I of the Mayor's Management Report.
- DDC has begun to implement efficiency improvements to the City's capital process. For example, in June 1996 the Department

implemented a revised joint bidding protocol with utility companies that included utility work in certain contracts. Street construction projects have traditionally been bid and awarded without including provisions for associated utility work. As a result, when contractors are faced with the need to address utility issues in the field, projects stop while negotiations between the contractor and the utility are pursued. Construction for the joint bidding contracts awarded pursuant to this protocol began in December 1996 in order to minimize delays in street projects. DDC is investigating infrastructure projects that may be candidates for joint bidding.

HEALTH AND HUMAN SERVICES

- **Protective Services for Adults:** Protective Services for Adults (PSA), a division within the Human Resources Administration, undertook a reengineering initiative in order to streamline operations and ensure that adults at imminent risk receive effective services. PSA has implemented a revised service delivery model that separates its operation into specialized and sequential functions for the diagnostic, legal, and undercare units. Under the new system, in order to provide more efficient case management, diagnostic units assess eligibility and develop service plans so that new and potentially critical cases are stabilized and transferred to undercare services, which provide long-term monitoring and care. PSA completed the reorganization in its office in the Bronx in August 1996 and expects to expand this model to Queens in January 1997 and to the remaining borough offices by the end of Fiscal 1997.
- **Youth and Community Development:** The Department of Youth and Community Development was created from the merger of the Department of Youth Services and the Community Development Agency. The merger is intended to establish a locally-based provider network for youth and community development services, which often use the same contract providers, and to eliminate duplicative functions. The first phase of the consolidation of the two Agencies was completed in December 1996 when staff and equipment were moved into one facility; full consolidation of administrative functions, program operations and contract management will be completed by the end of Fiscal 1997. With the help of the New York City Youth

Board, which is comprised of members of social service, health care, business, labor, and industry organizations, and the Interagency Coordinating Council, comprised of representatives of the Mayor, City agencies serving youth, and the City Council, the Department will continue to explore issues and develop policies to assist the development of youth and their communities, and to seek funding sources for innovative programs.

REGULATORY AND ADMINISTRATIVE SERVICES

- **Collections Consolidation:** The City has completed substantial components of its historic Collections Consolidation initiative, designed to shrink bureaucratic overhead and eliminate duplication, make it easier for businesses to work with City government, and ensure the efficient collection of payments owed to the City. The first borough business payment centers, centralizing the payment of fines and adjudication of violations, will open in Queens and Staten Island in Fall 1997. The Department of Consumer Affairs (DCA) Citywide Licensing Center opened in November 1996, and the center's use of technology has begun to reduce the average waiting time to process a license. Manual functions such as the issuance of photograph identification cards and fingerprinting have been streamlined by offering document photo-imaging and electronic fingerprinting as needed. Additionally, the center uses state-of-the-art line queuing equipment to monitor customer traffic so that managers may more efficiently and effectively allocate resources.

In addition, a new automated vendor clearance process was implemented in October 1996. General vendors licensed by DCA no longer have to visit both DCA and the Department of Finance (DOF) to complete their license renewal if no outstanding moneys are owed to the City. The sharing between agencies of electronic data eliminates the need for DOF staff to review and check clearances. Future plans will expand the automated clearance process to include the Department of Health food vendor clearances processed each year at DOF offices; vendors will be able to receive this clearance when applying for license renewal at DCA's Manhattan center.

- **Citywide Administrative Services:** The Mayor signed legislation in July 1996 creating

the Department of Citywide Administrative Services (DCAS), thus consolidating the departments of Personnel and General Services. The consolidation, which supports the Administration's effort to streamline City government, centralizes critical personnel, administrative, and support functions and gives agencies improved access to all services required to perform core missions. In the first half of Fiscal 1997 the Department completed the creation of a new overall management structure; consolidated the administrative, financial, and legal functions of the two agencies; and began the relocation of all DCAS bureaus to the Municipal Building, which is expected to be completed by the end of Fiscal 1997. By the end of the fiscal year DCAS will merge some existing personnel functions in order to eliminate duplicative functions and improve service to agencies and employees, including a consolidation of the exam and classification functions where similar

analyses are used to classify titles or to identify the skills and abilities to be measured in an exam. In addition, through computerized matching and updating procedures, the Department will continue to improve the personnel records functions of its payroll audit and control and service divisions. The current focus of this effort is on the personnel records of employees whose civil service promotion list rights were affected by recent agency consolidations, including the departments of Design and Construction, Citywide Administrative Services, and Youth and Community Development. In order to expand its role as the City's centralized provider of administrative services, by the end of Fiscal 1997, the Department will identify additional citywide administrative functions that can be consolidated, resulting in both savings and more efficient delivery of services.

TECHNOLOGY INITIATIVES

Technology is being used to improve government services at an increasingly rapid pace, particularly by enhancing the sharing and coordination of information between government entities and with

the public. The City's evolving technology strategy is designed to maximize the efficiency of information systems and direct service operations.

CITYWIDE INITIATIVES

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

- **Strategic Action Plan:** In September 1996 the City completed its Information Technology Strategic Action Plan, which serves as a blueprint for the City's use of technology and articulates the City's goals for improved customer service, increased worker productivity, cost reductions, data management, and providing a better business climate. The Plan's three sections outline the City's desired outcomes; identify the necessary components required to achieve advances in services and productivity, data management, and systems management; and list specific objectives for these goals and the resources needed. Examples of technology projects occurring throughout the City and that are consistent with the goals outlined throughout the Plan include the City's Internet Home Page, CityAccess, the Department's kiosk demonstration project, and the development and installation of Integrated Voice Response (IVR) systems through City agencies.
- **CityAccess:** DoITT has completed the initial phases of CityAccess, its information kiosk demonstration project. Automated kiosks around the City are being deployed to provide citizens with detailed information on critical services and the ability to interact with agencies. As of December 1996, 32 kiosks were located in five boroughs, offering

informational applications and query access to agency databases; 21 of the kiosks currently answer queries in areas such as parking summonses, real estate taxes, building violations, and housing development floor plans. Enhancements are now being implemented enabling kiosk users to make payments using credit cards, debit cards, and electronic money orders.

- **Internet:** In July 1996 a new and improved version of NYC LINK, the City's Official World Wide Web Home Page was released. Under the direction of the Mayor's Communications Office, the newly created Office of New Media is responsible for the management of the day to day operations of the web site and is responsible for working with City agencies to develop and maintain the information currently available on the Internet. Since July 1996 there have been over 150,000 visitors to the City's Home Page and over 4 million requests for information. In addition, since July 1996 over 1,800 messages have been sent to City commissioners and key staff of the Administration.

The Mayor's Action Center acts as a clearinghouse for public complaints and inquiries related to all City agencies, services, and business-related issues. The Center handled over 23,000 telephone calls during Calendar 1996. By the end of Fiscal 1997 NYC LINK will feature a list compiled by the Mayor's Action Center of the questions most frequently asked by callers, in twelve areas: infrastructure, public safety, legal issues, business in New York City, senior citizens, children and education, community quality of life, health issues, public transport, bills and taxes, real estate, and autos and tickets. Users will be able to access on-line information on these topics as

well as telephone numbers for agency assistance.

- **Year 2000 Project:** In November 1996 a technical work group representing the Office of the Deputy Mayor for Operations, the Office of Operations, the Office of Management and Budget, the Financial Information Services Agency, and DoITT developed a Year 2000 plan to address the impact of the year 2000 on the City's computer systems and technologies. Public and private-sector organizations worldwide face computer-processing problems and increased costs because standard many computer software programs are not designed to handle dates beyond the year 1999. Included in the City's initiative are an information system survey in City agencies, an assessment of the City's Year 2000 exposure, an analysis of agency surveys and system code, and the establishment of cost estimates to evaluate repair, conversion, system consolidation, new procurement, and "no action" options. The City plans to complete these steps by the end of Calendar 1997.

- **Pay Phone Initiative:** Local Law 68, the Customer-owned Coin-Operated Telephones on City-Owned Property (COCOT) legislation, mandates that DoITT issue permits for the installation of Public Pay Telephones (PPTs), oversee the operation and maintenance of PPTs, and maintain a registry of all PPTs throughout the City. Since the Department began inspecting public pay telephones in July 1996 over 21,000 inspections have been conducted; approximately 30 percent of the telephones inspected had operability problems and 53 percent had appearance problems. In August 1996 the Department met with the City's larger pay telephone service providers to establish a dialogue with the industry, outline operability and cleanliness requirements, and offer assistance to combat common problems associated with vandalism and graffiti. As a result of these meetings and the Department's expanded inspection efforts, DoITT has recorded declines in operability problems to nearly 10 percent and appearance problems to nearly 30 percent of the inspections conducted.

AGENCY INITIATIVES

PUBLIC SAFETY

- **Criminal Justice Data Sharing:** DoITT continues to provide support to the Criminal Justice Data Sharing (CJDS) project implemented in Fiscal 1996 by the Office of the Criminal Justice Coordinator. This initiative uses DoITT's network and system facilities to allow secure data distribution among criminal justice agencies. The nine agencies participating in this project are the New York, Queens, and Kings County District Attorneys' offices; the State Office of Court Administration; the New York Police Department; the departments of Correction and Probation; the Special Narcotics Prosecutor's Office; and the State Criminal Justice Agency. To date, the Office of Court Administration has transferred over 12 million records to participating agencies, up from 3.2 million records transmitted as of July 1996.
- **Mobile Digital Terminals:** At the end of Calendar 1996 the New York Police Department (NYPD) completed installation of Mobile Digital Terminals (MDTs) in all marked and selected unmarked vehicles. When the new E-911 system incorporates Computer Aided Dispatching (CAD) by the end of the first

half of Fiscal 1998, these new MDTs will permit transmission and disposition of low-priority calls for service via the terminals. These improvements will also reduce the volume of traffic over the voice radio network, while helping to accurately capture police response time and improve citizen safety.

- **Live-Scan Fingerprinting:** The Police Department has also installed LIVE SCAN fingerprinting equipment in all precincts except Central Park Precinct across the City. LIVE SCAN fingerprinting generates time savings by using laser technology to eliminate the need for ink prints. The prints are transmitted over telephone lines to the Division of Criminal Justice Services (DCJS) in Albany. Arresting officers now know if prints are clearly legible more quickly, thereby cutting the rejection rate and saving processing time.
- **Pistol License Data:** The Automated Pistol License System, begun in 1995, will provide a database to assist police officers in their investigations of licensed gun owners and suspects found in possession of unlicensed firearms. The system is scheduled to be fully installed and operational by the end of Fiscal 1997.

- **STARFIRE II:** The Fire Department's state-of-the-art system for controlling and monitoring emergency response dispatching is scheduled for completion upon the relocation of FDNY's dispatch operations to Brooklyn's MetroTech Center in Fall 1997. STARFIRE II consists of three major components: Pre-Planned Automated Information and Resource System (PAIRS), which will provide digital access to pre-fire plans comprised of images, vector drawings, and other information on buildings throughout the City; Siting Model/Simulation Model (SMSM), which will enable recreation of incidents and allow the Department to change variables in order to analyze resource deployment; and Computer Aided Dispatch (CAD). The CAD component will provide the Department with the capacity to rapidly dispatch fire units, assimilate information, interactively perform fire dispatch functions, and automatically allocate or de-allocate resources. Application software for the CAD System has been approved and accepted by the Department. A consultant retained by the Department has been requested to review the feasibility of incorporating the Emergency Medical Service's Computer Aided Dispatch system into STARFIRE II.
- **Correctional Initiatives:** A videoconferencing project, which provides the Department of Correction (DOC) and the Department of Probation with remote interviewing capabilities for inmates housed on Rikers Island, is proceeding on a pilot basis in Fiscal 1997, conducting approximately 20 interviews per week. This initiative enhances security operations by reducing inmate movement to court facilities. The Kings County Supreme Court has proposed an expansion of the videoconferencing project to include video court appearances of inmates at "calendar calls" in a specially configured courtroom. The Court is requesting a pilot of 10 such video court appearances per day. Security Risk Group/Gang Tracking System applications track the activities of known gang members in DOC custody. These systems, which identify and monitor individuals who belong to organized groups that pose a potential risk to the security of DOC staff and other inmates, are critical to the Department's violence reduction strategy. The Security Risk Group System captures and stores images of inmate gang members, while the Gang Tracking System collects gang hierarchy information and produces relevant reports, charts, and

graphs. These applications will be further enhanced and integrated during Fiscal 1997 to permit easy capture, printing, tracking, and dissemination of information about gang membership and hierarchies throughout the City correctional system.

In conjunction with the Criminal Justice Coordinator, the Police Department, the Victims Services Administration, and the District Attorneys, DOC will acquire a computer system to automatically advise registered crime victims when an inmate is released from DOC custody. The notification system will be created via a link between the Department's Inmate Information System and a separate vendor application. DOC has negotiated a contract for this service, which is partially funded through the City's Technology Fund.

- **Probation Kiosks:** The Department of Probation's Adult Supervision Restructuring program expanded operations in four boroughs and began implementation in the Bronx during the first half of Fiscal 1997. Low-risk probationers will meet reporting requirements by combining scheduled visits to probation officers with status updates via interactive, multimedia kiosks located in departmental facilities. The kiosks will be "user-friendly," accommodating the needs of individuals who are disabled, illiterate, or limited in language abilities. Vendor selection for the project was completed in Fiscal 1996; the first kiosks, which will service 9,000 probationers, will be installed in Manhattan by the end of Fiscal 1997. When the Department's restructuring plan is fully operational, approximately 35,000 low-risk probationers per year will report via the interactive kiosk system.
- **Juvenile Justice Information System:** The Office of the Criminal Justice Coordinator continues work with DoITT to enable data sharing about detained youth among City and state criminal justice agencies via the Juvenile Justice Information System (JJIS) restructuring project. The redesigned JJIS system will create a network connecting the Department of Juvenile Justice, the Department of Probation, and the Law Department in its initial stage; ultimately, other agencies that deal with detained youth would also be incorporated into the system. The goal of this project is to establish an integrated information system that will facilitate and track a continuum of services offered to juveniles.

INFRASTRUCTURE AND COMMUNITY SERVICES

- **Street Work Management:** During Fiscal 1996 the Department of Transportation (DOT) initiated a process to upgrade its Management Oriented Street Attribute Information Control System (MOSAICS). New development efforts are aimed at evolving this system into a citywide comprehensive pavement management and productivity tool. Computer modules which manage information on public referrals and capital projects along with improved user interfaces and reports have been added. Electronic transfer of permit application and activity data between DOT, and both Brooklyn Union Gas' and Con Edison's Queens, Brooklyn, Staten Island, and Bronx offices have been successfully implemented. All street openings are now electronically transmitted. Con Edison has agreed to share the cost of developing an imaging system for MOSAICS. This technology will allow for the transmission of digitized images of a requested street opening and link street cut inspection forms to the actual permit issued through the MOSAICS system. As a result, DOT's ability to conduct timely reviews and issue street opening permits will be enhanced. In addition, DOT's provision of quality inspection management and its capacity to increase revenue from appropriate back charges will be improved.
- **Anti-Abandonment Strategy:** The Department of Housing Preservation and Development's (HPD) anti-abandonment strategy, detailed in this Volume's quality of life section, focuses on identifying residential properties at risk and taking steps to prevent abandonment and foreclosure. A key feature of this approach is HPD's Early Warning System, which will be fully operational by the end of Fiscal 1997. This computerized tracking system allows HPD to obtain data from various City and State agencies in order to identify distressed buildings. Pertinent information about the status of a building including tax arrears; outstanding housing and building code violations; mortgage debt; emergency repair charges; and several other factors that may contribute to abandonment, will be available through the system.
- **Forestry Management:** The Department of Parks and Recreation (DPR) has improved its forestry operation by acquiring a Tree Manager

software package and plans to use its computerized tree-management database to store information regarding the location, species, size, and condition of each of the City's 500,000 street trees. The software also records requests for care of damaged trees. Once a request has been entered into the database, the Department's response to the request is tracked until the problem has been fully resolved. The Tree Manager software is scheduled for citywide implementation by the end of Fiscal 1997.

- **SPORTSLOG:** In December 1995 DPR received funding to install SPORTSLOG, a computer system, at all of its recreation centers, resulting in improved record keeping and security. Currently in place at three recreation centers and five borough permit offices, the system enables recreation center clients and permit holders to receive membership cards or permits instantly. This state-of-the-art system captures, stores, and prints a digital photograph on membership cards, and employs bar-code readers for improving security and tracking attendance, as well as touch screens for employee ease of use. The software will be installed at every recreation center by the end of Fiscal 1997.

HEALTH AND HUMAN SERVICES

- **Lead Poisoning Prevention:** The Department of Health (DOH) plans to upgrade the computer system used by its Lead Poisoning Prevention Program in tracking suspected and confirmed cases of lead poisoning. The system is used to track all follow-up activities required after a report is received concerning a child's elevated blood-lead level, and to conduct surveillance by allowing for input of all data related to lead tests, which are mandated by New York State at age one and two and recommended regularly through age six for high-risk children. The enhanced system will provide a broader range of functions and easier use, including monitoring of inspections and abatements of addresses with lead violations, and tracking of legal requests and subpoenas. DOH has completed a functional analysis study for a new client-server system and will complete an initial system design phase by April 1997.
- **Health Care Information System:** The Health and Hospitals Corporation (HHC) is proceeding with implementation of the Health

Care Information System (HCIS) piloted at Jacobi Medical Center. In November 1996 Jacobi Medical Center replaced their old laboratory system with the HCIS laboratory module and began transmitting results back to North Central Bronx Hospital for tests performed at their consolidated laboratory. In December 1996 Kings County Hospital Center began using the radiology portion of the system along with a "continuous speech" voice recognition program. As radiologists dictate X-ray reports, the text appears on the computer screen and reduces the need for transcription services. In January 1997 Elmhurst Hospital ambulatory care physicians began using HCIS for ordering tests; results will be made available by linking to existing laboratory and radiology information systems. Bellevue and Harlem Hospital Centers are proceeding with plans to implement HCIS by the beginning of Fiscal 1998.

- **Managing Mental Health Services:** The Department of Mental Health, Mental Retardation, and Alcoholism Services (DMH) has implemented new technologies to improve collection of data for mental health contracted programs and to disseminate information to support client services. The BEDTRAK system links all hospitals in the City to the Department through an on-line computer system that allows input and retrieval of data regarding psychiatric bed availability. This initiative has improved utilization of psychiatric beds by all hospitals and provided DMH with an important resource to plan psychiatric services. In collaboration with voluntary hospitals, the Health and Hospitals Corporation, and the State, DMH is developing a Psychiatric Patient Database (PATIENTTRAK) that will be available through an on-line computer system and will allow all hospitals to input and retrieve patient data at the time the individual is admitted or discharged from a hospital's emergency room or inpatient services. During Fiscal 1997 DMH will continue to work with voluntary and City hospitals to develop an implementation plan for PATIENTTRAK.
- **Income Support Center Redesign:** The Paperless Office System, designed by HRA and the Mayor's Office of Operations, automates public assistance eligibility and recertification processes. The pilot was originally scheduled for prototype installation at the Melrose Income Support Center in December 1996, with expansion to other IS

sites to begin in February 1997. The project encountered delays in software development, hardware procurement, and budgetary approval; however, the pilot will be fully implemented at Melrose by March 1997, and will be evaluated by the end of Fiscal 1997. The system developed for Melrose will streamline case management functions, improve the timeliness and accuracy of eligibility determinations, and eliminate redundant data entry and document handling; client waiting time will be shortened, and return visits to provide documentation for eligibility will be reduced. When fully implemented, this innovative approach should reduce the error rates in public assistance administration, save resources, and ease the strain both on front-line HRA staff and on clients.

- **Child Welfare Information System:** In conjunction with the New York State Department of Social Services, the Administration for Children's Services (ACS) completed installation of 4,500 computers in August 1996 for CONNECTIONS (the statewide Automated Child Welfare Information System). Training for the office automation component of CONNECTIONS began in December 1996 and will be completed in February 1997. In Spring 1997 ACS will initiate the automation of documentation for protective service investigations in the CONNECTIONS program. The case management component will become operational by July 1997. CONNECTIONS will allow ACS to improve the tracking and monitoring of abuse and neglect reports and case records, and expedite submission of the appropriate data to the State.
- **Homeless Services:** The Department of Homeless Services (DHS) is phasing in the Automated National Client-Specific Homeless Services Recording System to replace existing management information systems. The new system strengthens the Department's ability to track client progress, assesses families' utilization of community support services, and determines recidivism rates. The Department is in the second phase of its implementation plan, and the system will be on-line in five outreach programs and eight drop-in centers in Fiscal 1997. Implementation will be expanded to 15 family facilities and 10 single adult shelters by the end of Calendar 1998.

- **Social Services Contracting:** The Department of Youth and Community Development (DYCD) is developing a contract tracking system for both youth and community development programs, to be implemented at the end of Calendar 1997. The new system will allow DYCD to track contracts at each stage of development, to register them more efficiently, and ensure that funded community-based organizations receive immediate and regular notification regarding the status of their pending contracts. This system could serve as a prototype contract-tracking system, which could be expanded to other agencies with contracting functions.

REGULATORY AND ADMINISTRATIVE SERVICES

- **Market Regulation:** As described in this Volume's section on economic development services, the City has achieved substantial improvements in Fulton Fish Market operations since beginning direct oversight of businesses at the Market in September 1995; these improvements include an increase of over 40 percent in the amount of fish handled, and a decline of 2.4 percent in typical wholesale fish costs. The Department of Business Services (DBS) has implemented up-to-date technology to ensure accuracy in these data and to help monitor business practices at the Market. The innovations include a new queuing system to track the poundage of fish being unloaded, and a document-imaging system to track and verify products entering the market.
- **Collections Consolidation:** New technology plays a key role in the City's reform of regulatory services. The Department of Consumer Affairs' (DCA) Interactive Voice Response System (IVR) has been upgraded in response to the opening of the Citywide Licensing Center and the increased call volume from licensees now licensed by DCA and the Department of Health (DOH). Businesses and consumers can now obtain DOH license information, in addition to DCA license information, by simply calling the agency's main phone number. The CAMIS information system has been improved to accommodate the integration of the DOH license processing and financial functions with those of DCA. The system now offers Adjudication information from DOH's Administrative Tribunal including calendar maintenance, hearing dispositions, and settlement information. The Bureau of Radiological Health at DOH can also remotely access the CAMIS system for information about the registration status of diagnostic X-ray equipment. DCA has instituted a new fingerprint imaging system to record and store licensees' fingerprints, which electronically scans fingerprints and produces forensic-quality fingerprint records; these will be used to execute background checks more quickly. In conjunction with the Licensing Center, DCA has introduced the use of a photo-imaging system that allows the DCA staff to create instantaneous photo identification cards for all licensees legally requiring them for operation, including digitally-recorded signatures. Another technological improvement developed for the new Licensing Center is an automated queuing system, which helps direct customer movement and monitors service and waiting times. The data generated by this system will assist DCA staff in evaluating, correcting and planning for peak demand requirements and improved customer service.
- **Vehicle Fleet Management.** The Department of Citywide Administrative Services (DCAS) is working with DoITT and the Mayor's Office of Operations to replace its fleet maintenance information system. The City has identified new software and has begun negotiations with the vendor to begin implementation in Fiscal 1997. In June 1997 DCAS will implement the system at a pilot agency; by September 1997 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 during Fiscal 1998; citywide implementation is expected by Spring 1999.
- **Human Rights Information Systems:** The City Commission on Human Rights (CCHR) succeeded in bringing all of the Hearings Division's recommended decisions and orders on-line by October 1996. The Commission's goal was to provide greater accessibility to its jurisprudence for academics and for the benefit of attorneys appearing before the Commission. The staff also worked with the Community Relations Bureau to computerize its monthly reporting of field office activity to provide the central office with more timely and neighborhood-specific data, allowing the Commission to focus its outreach efforts on the communities most in need.

APPENDIX

INDICATORS ADDED AND DELETED

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

The following table summarizes new performance measures appearing in the Preliminary Fiscal 1997 Mayor's Management Report. A total of 235 new measures have been added to the Report, not counting indicators that have been transferred to

reflect agency restructuring. This total includes extension of the existing indicators on Prompt Payment performance to cover 13 additional agencies, resulting in 65 new indicators.

I. PUBLIC SAFETY

Agency/Area	Measures
Police Department	<p>Courtesy, Professionalism, Respect strategy:</p> <ul style="list-style-type: none"> • Total Tests Conducted • Test Results: <ul style="list-style-type: none"> - Exceptionally Good - Acceptable - Below Standard <p>Traffic Enforcement strategy:</p> <ul style="list-style-type: none"> • Moving Violations • Parking Violations, Officers • Parking Violations, Parking Enforcement District (transferred from Department of Transportation) • Average Vehicle Speed (transferred from DOT) • Violation Tows (transferred from DOT) • Target Tows (transferred from DOT) • Tows per Person Day (transferred from DOT)
Fire Department	<p>Emergency Medical Service:</p> <ul style="list-style-type: none"> • Incidents Responded to within 8 to 10 Minutes by Advanced Life Support Units • Segment 4-8 Incidents Responded to in Less Than 10 Minutes • Full-Time Employees: <ul style="list-style-type: none"> - EMTs - Paramedics - Field Supervisors - Administrative Supervisors - Other
Department of Correction	<ul style="list-style-type: none"> • Inmate Fight/Assault Infractions
Department of Juvenile Justice	<ul style="list-style-type: none"> • Number of Juveniles Enrolled in Aftercare <p>Reduce Children's Violence Program:</p> <ul style="list-style-type: none"> • Case Managers • Juveniles Served • New Participants in Community Service
Civilian Complaint Review Board	<ul style="list-style-type: none"> • Average Number of Investigations Closed per Month: <ul style="list-style-type: none"> - Discourtesy - Offensive Language • Average Case Completion Time: <ul style="list-style-type: none"> - Discourtesy - Offensive Language • Percent of Cases with Affirmative Dispositions • Age of Caseload (from date of incident): <ul style="list-style-type: none"> - 0 to 4 Months - 5 to 12 Months - 13 to 17 Months - 18 Months or Older • Operational Backlog (from date of report)

**II. INFRASTRUCTURE, COMMUNITY SERVICES, AND
ECONOMIC DEVELOPMENT SERVICES**

Agency/Area	Measures
Department of Transportation	<ul style="list-style-type: none"> • New Signals <ul style="list-style-type: none"> - Designed (In-House) - Constructed (Contract) • Signal Studies <ul style="list-style-type: none"> - Requests - Completed - Pending Studies • Number of Complaints • Average Time to Respond to Defects Requiring: <ul style="list-style-type: none"> - 2 Hour Response - 12 Hour Response - 48 Hour Response <p>Priority Regulatory Signs:</p> <ul style="list-style-type: none"> • Number of Complaints • Percent Replaced or Repaired within 9 Days <p>Street Lights:</p> <ul style="list-style-type: none"> • Number of Complaints • Percent Responded to within 10 Days <p>Small Street Defects (Potholes):</p> <ul style="list-style-type: none"> • Number of Complaints • Percent Repaired within 30 Days <p>Bridge Preventive Maintenance:</p> <ul style="list-style-type: none"> • Concrete Repair (Cubic Yards) • Deck Repair (Square Yards) • Electrical Maintenance Work Tickets Completed • Fire Hazards Removed
Department of Environmental Protection	<ul style="list-style-type: none"> • Complaints Received: <ul style="list-style-type: none"> - Asbestos - Lead • Complaints Responded to: <ul style="list-style-type: none"> - Asbestos - Lead • Total Inspections Conducted (Citywide Indicators, Section G): <ul style="list-style-type: none"> - Asbestos - Lead - Right to Know • Total Violations Issued (Citywide Indicators, Section G): <ul style="list-style-type: none"> - Asbestos - Lead - Right to Know • Case Resolution Rate (Citywide Indicators, Section G): <ul style="list-style-type: none"> - Air - Noise - Asbestos - Lead - Right to Know

Agency/Area	Measures
Department of Housing Preservation and Development	<p>Code Enforcement:</p> <ul style="list-style-type: none"> • Heat/Hot Water Complaints Requiring Inspection • Heat/Hot Water Complaints Resolved Prior to Completed Inspections • Heat/Hot Water Complaint Inspections Completed • Total Emergency Complaint Inspections Attempted • Total Emergency Complaint Inspections Completed • “C” Violations Issued • Violations Deemed Corrected (Not Inspected) • Total Violations Removed by Inspection: <ul style="list-style-type: none"> - Certification Squad - Housing Court Squad - Housing Litigation Bureau Squad - Dismissal Request Squad - Complaint Squad - Administratively Removed • Total Inspections Attempted (Including Multiple Visits) • Ratio of Completed Inspections to Attempted Inspections • Total Emergency Complaint Inspections Attempted • Total Emergency Complaint Inspections Completed <p>Lead Paint:</p> <ul style="list-style-type: none"> • Owner Compliance (Verified) • Presumed Owner Compliance (Non-Verified)
School Construction Authority	<ul style="list-style-type: none"> • Modular Buildings <ul style="list-style-type: none"> - Designs Started - Construction Started - Completed - Student Spaces • Transportable Projects <ul style="list-style-type: none"> - Designs Started - Construction Started - Completed - Student Spaces
Department of Design and Construction	<ul style="list-style-type: none"> • Average Duration of Projects • Number of Prequalified Consultants: <ul style="list-style-type: none"> - Architectural - Engineering - Construction Management • Number of Contracts Requiring Time Extensions • Number of DDC Registered Architects • Number of DDC Professional Engineers • Percentage of Projects Audited <p>Transferred from Department of Transportation:</p> <ul style="list-style-type: none"> • Lane Miles Reconstructed (with borough breakdowns) • Lane Miles Reconstructed: <ul style="list-style-type: none"> - Designs Started - Construction Started - Completed - Completed on Schedule • Lane Miles Resurfaced by Contract (with borough breakdowns)

Agency/Area	Measures
Department of Design and Construction (continued)	Transferred from Department of Environmental Protection: <ul style="list-style-type: none"> • Sewers Constructed (Miles) <ul style="list-style-type: none"> - Designs Started - Construction Started - Completed • Sewers Reconstructed (Miles) <ul style="list-style-type: none"> - Designs Started - Construction Started - Completed • Water Mains Replaced (Miles) <ul style="list-style-type: none"> - Designs Started - Construction Started - Completed
Department of Sanitation	Waste Disposal: <ul style="list-style-type: none"> • Percent of Tons Received for Disposal at Other Non-City Permitted Locations • Tons Disposed by the Department at Non-City Permitted Locations Lot Cleaning: <ul style="list-style-type: none"> • City-Owned Vacant Lots Cleaned • Private Vacant Lots Cleaned
Department of Parks and Recreation	<ul style="list-style-type: none"> • Recreation Centers Total Attendance (with borough breakdowns) • Senior Centers Total Attendance (with borough breakdowns)
Libraries	<ul style="list-style-type: none"> • Internet Connected Computer Terminals for Public Use • Stand Alone Computer Terminals for Public Use
Department of Business Services	Minority and Women Owned Business Enterprise Program: <ul style="list-style-type: none"> • Companies Recertified Bid-Match Program: <ul style="list-style-type: none"> • New Firms Entered into Database • Total Number of Firms in Database • Number of Participating Agencies <ul style="list-style-type: none"> - City - Quasi-Governmental - Private • Number of Bid Notifications Disseminated • Total Dollar Value of Bids Awarded • Total Dollar Value of Bids Awarded to Small Businesses and M/WBEs Business Action Center: <ul style="list-style-type: none"> • Percent of Cases Closed within 5 Business Days
Economic Development Corporation	Small Industry/Industrial Incentive Program: <ul style="list-style-type: none"> • Applications Approved <ul style="list-style-type: none"> - Dollar Value • Transactions Closed <ul style="list-style-type: none"> - Dollar Value

III. HEALTH AND HUMAN SERVICES

Agency/Area	Measures
Department of Health	<p>Vital Records:</p> <ul style="list-style-type: none"> • Average Response Time to All Corrections
Department of Mental Health, Mental Retardation, and Alcoholism Services	<p>Early Intervention Program:</p> <ul style="list-style-type: none"> • Number of Referrals • Number of Completed Evaluations • Number of Children Found Eligible • Cumulative Number of Individualized Family Service Plans
Human Resources Administration	<p>Office of Employment Services:</p> <ul style="list-style-type: none"> • Documented Job Placements for AFDC Clients • Documented Job Placements for Home Relief Clients • AFDC Client Entries into Employment-Related Activities: <ul style="list-style-type: none"> - Work Experience Program • Home Relief Client Entries into Employment-Related Activities: <ul style="list-style-type: none"> - Work Experience Program
Department of Homeless Services	<ul style="list-style-type: none"> • Families per Day Requesting Temporary Housing: <ul style="list-style-type: none"> - New Families at EAU
Department for the Aging	<p>Senior Citizens Rent Increase Exemption Program:</p> <ul style="list-style-type: none"> • Initial Applications Received • Applications Approved • Applications Denied • Senior Citizen Biennial Recertifications Processed <p>Senior Citizen Employment Program:</p> <ul style="list-style-type: none"> • Positions Authorized • Enrollees • Applicants Trained for Unsubsidized Employment • Applicants Placed in Unsubsidized Employment <p>Nutrition Services:</p> <ul style="list-style-type: none"> • Meals Served per Day • Meals Served <p>Contract Performance Monitoring:</p> <ul style="list-style-type: none"> • Program Contracts Terminated or Not Renewed as a Result of Fiscal or Programmatic Deficiencies

Agency/Area	Measures
Department of Youth and Community Development	<p>Youth Development:</p> <ul style="list-style-type: none"> • Number of Programs • Number of Youth Served • Percent Achieving Positive Outcomes <p>BEACONS:</p> <ul style="list-style-type: none"> • Number of Youth Served • Percent Achieving Positive Outcomes <p>Runaway and Homeless Youth Programs:</p> <ul style="list-style-type: none"> • Number of Youth Served • Number of Crisis Beds • Number of Independent Living Transitional Beds <p>NYC YOUTHLINE:</p> <ul style="list-style-type: none"> • Total Calls Received <ul style="list-style-type: none"> - Calls for Crises - Calls for Information - Other Calls
Board of Education	<p>High Schools:</p> <ul style="list-style-type: none"> • Annual Regents Diploma Rate <p>School Facilities:</p> <ul style="list-style-type: none"> • Total New Seats Provided

IV. REGULATORY AND ADMINISTRATIVE SERVICES

Agency/Area	Measures
Department of Consumer Affairs	<p>Enforcement:</p> <ul style="list-style-type: none"> • Full-Time Employees <p>Legal Affairs:</p> <ul style="list-style-type: none"> • Total Padlock Law Cases Opened <p>Adjudication:</p> <ul style="list-style-type: none"> • Hearable Dispositions: <ul style="list-style-type: none"> - License Law - Padlock Law - Consumer Protection - Weights and Measures • Non-Hearable Dispositions: <ul style="list-style-type: none"> - Consumer Protection Law - Weights and Measures • Appeals: <ul style="list-style-type: none"> - Hearable Dispositions - Non-Hearable Dispositions
Department of Buildings	<ul style="list-style-type: none"> • Number of Sewer Design 1 & 2 Reviews Completed (transferred from Department of Environmental Protection) • Number of Site Connection Proposal Reviews Completed (transferred from DEP) <p>Express Service:</p> <ul style="list-style-type: none"> • Average Days to First Examination: <ul style="list-style-type: none"> - Builder's Pavement Plan - Sewer, Drainage, and Septic Work
Taxi and Limousine Commission	<ul style="list-style-type: none"> • Safety Conditions Corrected as a Result of Notices (Citywide Indicators, Section G) • Medallion Complaints Received: <ul style="list-style-type: none"> - Driver Rudeness - Abuse Behavior by Driver - Physical Abuse by Driver - Overcharges - Traffic Rules - Air Conditioning
Department of Finance	<ul style="list-style-type: none"> • Desk Audits Completed • Assessments per Audit

V. PROCUREMENT

Agency/Area	Measures
Prompt Payment Performance	<p>The five existing indicators are now reported for the following additional agencies:</p> <ul style="list-style-type: none">• Department of Juvenile Justice• Department of Design and Construction• Landmarks Preservation Commission• Department of Business Services• Department of Cultural Affairs• Department of Consumer Affairs• Department of Buildings• Taxi and Limousine Commission• Law Department• Department of City Planning• Department of Records and Information Services• City Commission on Human Rights• Department of Investigation

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

The following table lists quantitative indicators deleted from the Fiscal 1996 Mayor's Management Report. Indicators transferred to other agencies are not listed as deletions; these transferred indicators are noted in the first section of this Appendix. For each indicator, the table lists the reason for

removing the indicator and, where applicable, the name of the new or revised indicator which provides similar information. A total of 32 indicators have been eliminated from the Report, of which 17 have been replaced by new or revised indicators

I. PUBLIC SAFETY

Agency	Measures/Reasons for Deletion
Police Department	<p>Police Integrity Strategy:</p> <ul style="list-style-type: none"> • Number of Integrity Tests <p>Knowledge of the total number of tests conducted could lessen the positive impact of random integrity testing on officers' behavior. The Department continues to report on the number of Internal Affairs cases and the number of bribery arrests.</p> <ul style="list-style-type: none"> • Patrol Strength • Enforcement Strength <p>These indicators have been replaced by Operational Strength, as described in the Police Department narrative section.</p>
Department of Correction	<p>Inmate-on-Inmate Violence:</p> <ul style="list-style-type: none"> • Physical Altercations <p>This indicator has been replaced by Inmate Fight/Assault Infractions.</p>
Department of Juvenile Justice	<p>Family Ties Program:</p> <ul style="list-style-type: none"> • Family Preservationists • Cases Referred • Cases Accepted • Family Contact Hours per Case <p>The Family Ties program was eliminated at the end of Fiscal 1996. The Family Ties staff was redeployed to other positions within the Department or to other City agencies, and elements of the Family Ties service model were incorporated into the Aftercare and Reduce Children's Violence programs. In addition, children who may have been eligible for Family Ties placement are now being referred by local courts to the Juvenile Intensive Supervision Program (JISP) administered by the Department of Probation.</p>
Civilian Complaint Review Board	<ul style="list-style-type: none"> • Full-Time Equivalent of Part-Time Employees (Citywide Indicators, Section C) <p>CCRB is moving to eliminate the use of part-time employees.</p> <p>Average Case Completion Time:</p> <ul style="list-style-type: none"> • Alternative Dispute Resolution <p>Alternative Dispute Resolution refers to a method of case disposition, rather than a type of complaint; case completion times for all complaint categories are covered by other indicators in the Report. The total number of cases completed through Alternative Dispute Resolution continues to be reported.</p> <ul style="list-style-type: none"> • Backlog <p>The previous backlog indicator, which was defined based on the date of incident rather than the date of report, has been replaced by two new categories of information. Average Age of Caseload indicators characterize the CCRB caseload based on the date of incident, and provide more detailed information than the previous backlog indicator (see this Volume's section on Indicators Added). The new Operational Backlog indicator is based on the date of report, providing a better measure of CCRB efficiency.</p>

**II. INFRASTRUCTURE, COMMUNITY SERVICES, AND
ECONOMIC DEVELOPMENT SERVICES**

Agency	Measures/Reasons for Deletion
Department of Transportation	<p>Chief Bridge and Roadway Office:</p> <ul style="list-style-type: none"> • Full-Time Employees <p>Borough Operations</p> <ul style="list-style-type: none"> • Full-Time Employees <p>These indicators do not measure agency performance. DOT indicators have been reorganized to reflect mission areas rather than agency divisions.</p>
Department of Environmental Protection	<ul style="list-style-type: none"> • Average of Violations Sustained: <ul style="list-style-type: none"> - Air and Noise - Asbestos <p>Fluctuations in the proportion of violations that are sustained, which typically average 85 percent or above for air and noise violations and 90 percent or above for asbestos violations, are not a measure of Department effectiveness. These indicators are being replaced by indicators on Case Resolution Rates in five categories of violations.</p>
Department of Housing Preservation and Development	<ul style="list-style-type: none"> • Field Inspections Visits: <ul style="list-style-type: none"> - No Access - Access Gained <p>These indicators are replaced by new indicators on complaint inspections attempted and completed.</p>
New York City Housing Authority	<p>Section 8:</p> <ul style="list-style-type: none"> • New Tenants Receiving Subsidies: <ul style="list-style-type: none"> - Certificates and Vouchers • Number of Family Self-Sufficiency Service Plans Completed <p>The number of new tenants receiving Section 8 certificates and vouchers is the same as the number of Section 8 applications placed, which continues to be reported. The number of Family Self-Sufficiency participants is beyond the Authority's control.</p>
School Construction Authority	<p>Transportable Classrooms:</p> <ul style="list-style-type: none"> • Designs Started • Construction Started • Completed • Student Spaces <p>These indicators have been replaced with four equivalent indicators for Transportable Projects. The figures now group transportable classrooms together by individual schools.</p>
Department of Business Services	<ul style="list-style-type: none"> • Business Action Center Cases Closed <p>This indicator has been replaced by Percent of Cases Closed within 5 Business Days.</p>

III. HEALTH AND HUMAN SERVICES

Agency	Measures/Reasons for Deletion
Human Resources Administration	<p>Office of Employment Services:</p> <ul style="list-style-type: none"> • AFDC Job Placements: <ul style="list-style-type: none"> - Program Placements - Self-Reported • Home Relief Job Placements: <ul style="list-style-type: none"> - Program Placements - Self-Reported <p>These indicators have been consolidated into two indicators: Documented Job Placements for AFDC Clients, and Documented Job Placements for Home Relief Clients.</p>
Board of Education	<p>Summer Services Contract Bus Riders:</p> <ul style="list-style-type: none"> • Special Education -- Half-Day <p>The half-day summer program was eliminated in July 1995.</p>

IV. REGULATORY AND ADMINISTRATIVE SERVICES

Agency	Measures/Reasons for Deletion
Department of Buildings	<p>Express Service:</p> <ul style="list-style-type: none"> • Average Days to First Examination <ul style="list-style-type: none"> - Department of Transportation - Department of Environmental Protection <p>These indicators have been replaced by Average Days to First Examination for Builder's Pavement Plans and for Sewer, Drainage, and Septic Work.</p>
Taxi and Limousine Commission	<ul style="list-style-type: none"> • Medallions Removed as a Result of Failed Safety and Emissions Inspections <p>This indicator reported the physical removal of medallions from vehicles failing inspections; the medallion could still be used by the owner on a different vehicle. The number of failed inspections is still reported.</p>

