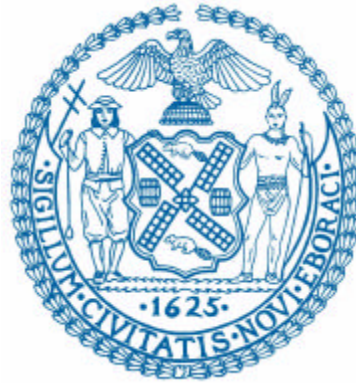


[Click to Enter](#)

The City of New York



Fiscal 1999
Summary Volume

**MAYOR'S
MANAGEMENT
REPORT**

RUDOLPH W. GIULIANI
MAYOR

JOSEPH J. LHOTA
DEPUTY MAYOR FOR OPERATIONS

ADAM L. BARSKY
DIRECTOR, MAYOR'S OFFICE OF OPERATIONS

SUMMARY VOLUME

TABLE OF CONTENTS

Introduction	i
Continuing Development of the Mayor’s Management Report	iii
Neighborhood Quality of Life	1
Special Focus: Mayor’s Commission to Combat Family Violence ...	37
Managing the Workforce	47
Economic Development	53
Special Focus: Competitive Grants to NYC Agencies	69
Services for Children and Youth	73
Customer Service	97
Managing Mandated Services	111
Technology Initiatives	125
Special Focus: Preparing for the Year 2000	139
Agency Achievements by Borough	143
Appendix	
Indicators Added and Deleted	167

INTRODUCTION

The Summary Volume of the Fiscal 1999 Mayor's Management Report assesses the performance of City agencies during the period July 1998 through June 1999, and articulates the Administration's plans and priorities. These priorities are:

- Enhancing the safety, well-being, and future of our children through improvements in protective and preventive services, education, and other services to children and youth.
- Continuing the improvement in public safety achieved to date, by attacking the illegal use and sale of narcotics, implementing targeted enforcement strategies, reorganizing emergency response services, and improving relations with communities.
- Advancing quality of life initiatives in areas including infrastructure, community services, and public health.
- Continuing to move people off of public assistance and toward employment, while continuing to provide social services for those truly in need.
- Restructuring and consolidating agency operations in order to enhance customer service in every area where citizens interact with government.
- Using state-of-the-art technology and new media to enhance service delivery, address citizens' needs, and maximize cost-effectiveness.
- Continuing to downsize City government and control City government spending 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 recruitment and retention efforts, targeted tax cuts, economic development initiatives, regulatory reform, and raising the City's educational standards.
- Helping to lower the cost of doing business in the City by eliminating the influence of organized crime in areas such as commercial carting, wholesale food markets, and the construction industry.

INTRODUCTION

CONTINUING DEVELOPMENT OF THE MAYOR'S MANAGEMENT REPORT

The Fiscal 1999 Mayor's Management Report (MMR), as required by the City Charter, focuses on agency performance during the period July 1998 through June 1999. Charts present data for several indicators through July, August, or September of 1999 where available, and long-term trend data are included for many key indicators. The Report also presents objectives and performance targets for Fiscal 2000. Volume I of the MMR presents narratives and key performance indicators for each of 44 City agencies, offices, and covered organizations. Volume II presents tables of agency-specific indicators, and of Citywide indicators such as budgeted expenditures and headcounts, workforce management statistics, and procurements; the indicator tables include actual and planned values, year-over-year comparisons, and explanations for significant variances from planned performance levels. The Summary Volume of the MMR presents an overview of City government's performance and plans in broad service areas, highlighting key initiatives and indices of the City's wellbeing drawn from within and outside government agencies.

The most important change to the format and content of the Fiscal 1999 MMR is the addition of five-year trend tables for critical indicators, appearing at the end of each agency's narrative chapter. This new element, which shows actual indicator values for the years Fiscal 1995 through 1999, addresses user requests to increase the Report's focus on long-term trends in important areas, adding to the information already presented in chart form. In most cases, the five-year trend tables list performance measures that are included in the agency's Goals and Objectives, and which also appear in agency indicator tables. In a few instances, the five-year trend tables include indicators for which plan figures cannot realistically be determined, but which are nevertheless critical for evaluating agency performance.

Another new element in the Fiscal 1999 MMR is the inclusion of a narrative chapter and indicator table for the City University of New York (CUNY). While addressing requests from key users for Report coverage of the CUNY system, this development also reflects the determination of the University's leadership to make the system more accountable and to improve the availability of management information. The Fiscal 1999 MMR contains basic narrative and quantitative information on CUNY; this information will be expanded in future Reports.

Two other format elements should be noted in the Fiscal 1999 MMR. First, agency Highlights and Achievements sections in Volume I are presented in the bullet format first adopted in the Preliminary Fiscal 1999 MMR, allowing a clear focus on critical information concerning ongoing programs, as well as full descriptions of new programs and policy directions. Second, an indicator table concerning the City's coordinated Year 2000 program appears in the Citywide Indicators section of Volume II. These indicators document the completion or near completion of City agency efforts to ensure the continued smooth operation of automated systems. The Summary Volume also describes the City's Year 2000 computer preparation program, as well as contingency planning steps and commemorative events by which the City will mark the arrival of the year 2000.

The format and content of the MMR have been revised during the current Administration to focus critical attention on agencies' strategic plans, operational directions, and performance. New elements include goals and objectives outlined at the beginning of each agency narrative; programmatic indicator sections summarizing data from different agencies on broad service themes; greatly expanded use of graphic presentations, including long-term data comparisons; and many recently-introduced indicators focusing on direct service outcomes. In overseeing the development of the MMR, the Administration has participated in a productive interaction with key users of the Report, incorporating many new types of information in response to user requests and helping to raise the level of dialogue concerning effective assessment of City services. In particular, the City Council plays a substantial role in reviewing the Report and formulating recommendations.

The Appendix to this Summary Volume lists changes to quantitative indicators which appear throughout the Fiscal 1999 Mayor's Management Report.

**CONTINUING DEVELOPMENT OF THE
MAYOR'S MANAGEMENT REPORT**

NEIGHBORHOOD QUALITY OF LIFE

The Administration's best known achievement, and its most important legacy to the City, has been to improve the quality of life for citizens and neighborhoods. This section summarizes recent progress and ongoing initiatives in areas including public safety, traffic, street and roadway conditions, sanitation, parks and playgrounds, housing, and public health.

PUBLIC SAFETY

CRIME REDUCTION

New York is the nation's safest large city. In Calendar 1998 FBI Index Crimes fell by another nine percent, to a level ranked 166th out of 217 American cities with comparable data, and lower than any other city with a population of one million or more. The reduction in Index Crimes from 1993 to 1998 now totals 46 percent, compared with 11 percent for all other cities reporting these data. Reports of murder and non-negligent manslaughter fell to 633 in 1998, 18 percent below the previous year, and lower than at any time since 1963.

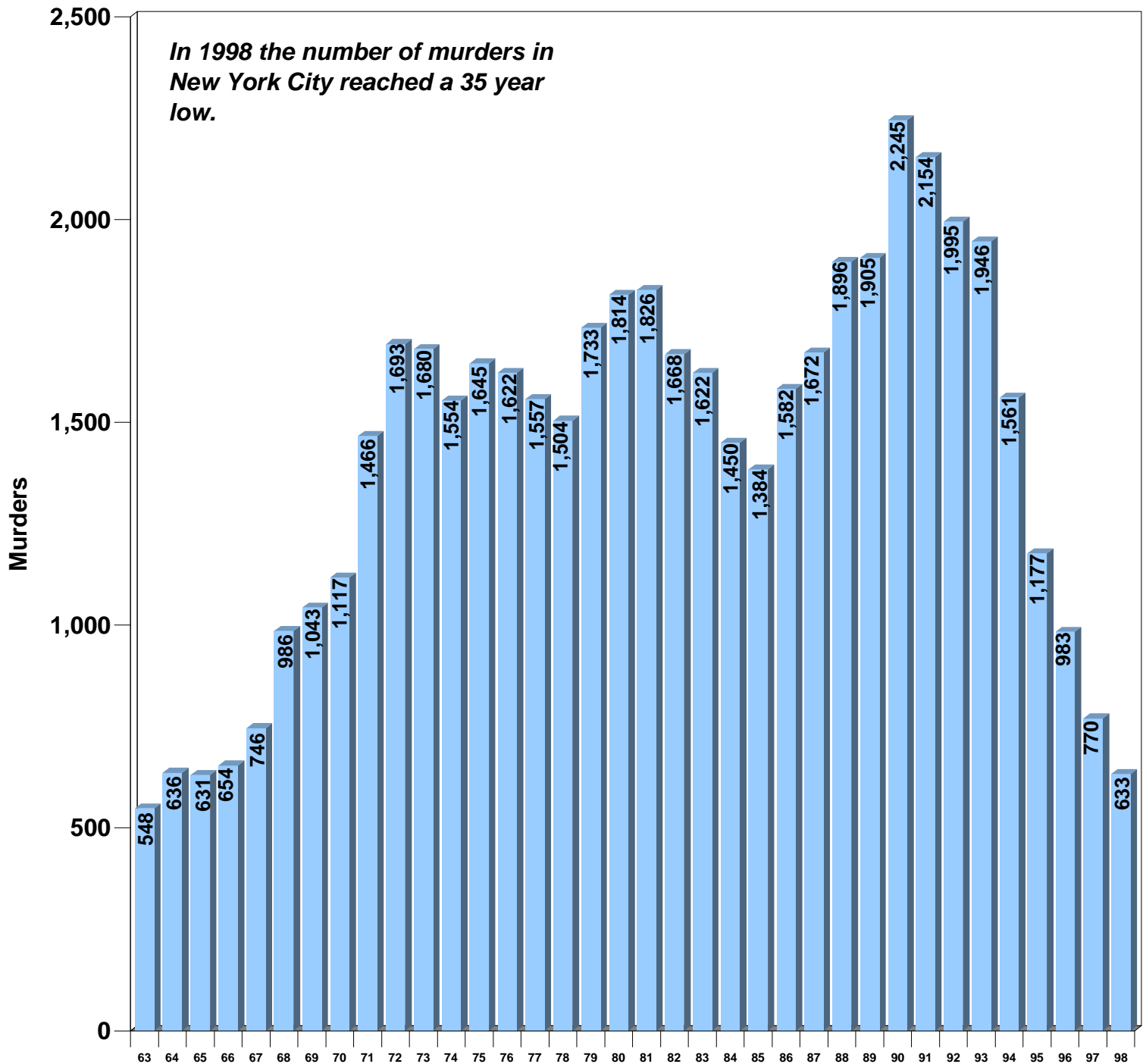
While the FBI's Index Crime data are reported only for full calendar years, trends in the first six months of 1999 can be examined using the City's preliminary COMPSTAT statistics, which reflect State Penal Law Offenses. Total felonies in the seven major categories fell by ten percent from January-June 1998 to January-June 1999, and are down by 54 percent compared with the same months of 1993. This long-term comparison also shows that reports of forcible rape have declined by 37 percent, felonious assault by 35 percent, robbery by 59 percent, burglary by 58 percent, grand larceny by 41 percent, grand larceny auto by 66 percent, and murder by 65 percent.

The challenge New York still faces to ensure public safety is demonstrated by the fact that one category of crime – murder – has shown a recent increase, from 286 during the first half of Calendar 1998 to 331 in the same months of 1999. While the murder rate is still approximately two-thirds lower than before Mayor Giuliani took office, these figures show that the City's enforcement strategies in the critical area of violent crime are needed more than ever. Much of the increase was concentrated in six of the 76 police precincts, including parts of northern Manhattan, the South Bronx, and central Brooklyn. The New York City Police Department (NYPD) is reviewing and extending its anticrime strategies in these and other areas to ensure that past success in protecting citizens from violent crime will continue.

Reductions in felony crime have also continued in the City's transit system and in its public housing developments, particularly since the Housing and Transit police forces were merged with the NYPD. Felony complaints in the transit system declined by ten percent from January-June 1998 to January-June 1999, and by 23 percent compared with the same months of 1997. Felony crimes in housing developments have fallen by 33 percent since merger took place early in 1995. Continued improvement in the safety of public housing residents has been bolstered by the NYPD's closed circuit television (CCTV) initiative. Figures for the first two developments to receive full CCTV implementation show felony crime reductions of 15 percent at Albany Houses in Brooklyn and 26 percent at Grant Houses in Manhattan, compared with 14 percent for all housing developments, from the first half of 1998 to the same months of 1999. During Fiscal 1999 the Department began CCTV installation at additional developments in Queens and the Bronx; installation in Staten Island is proceeding in Fiscal 2000.

New York City Police Department

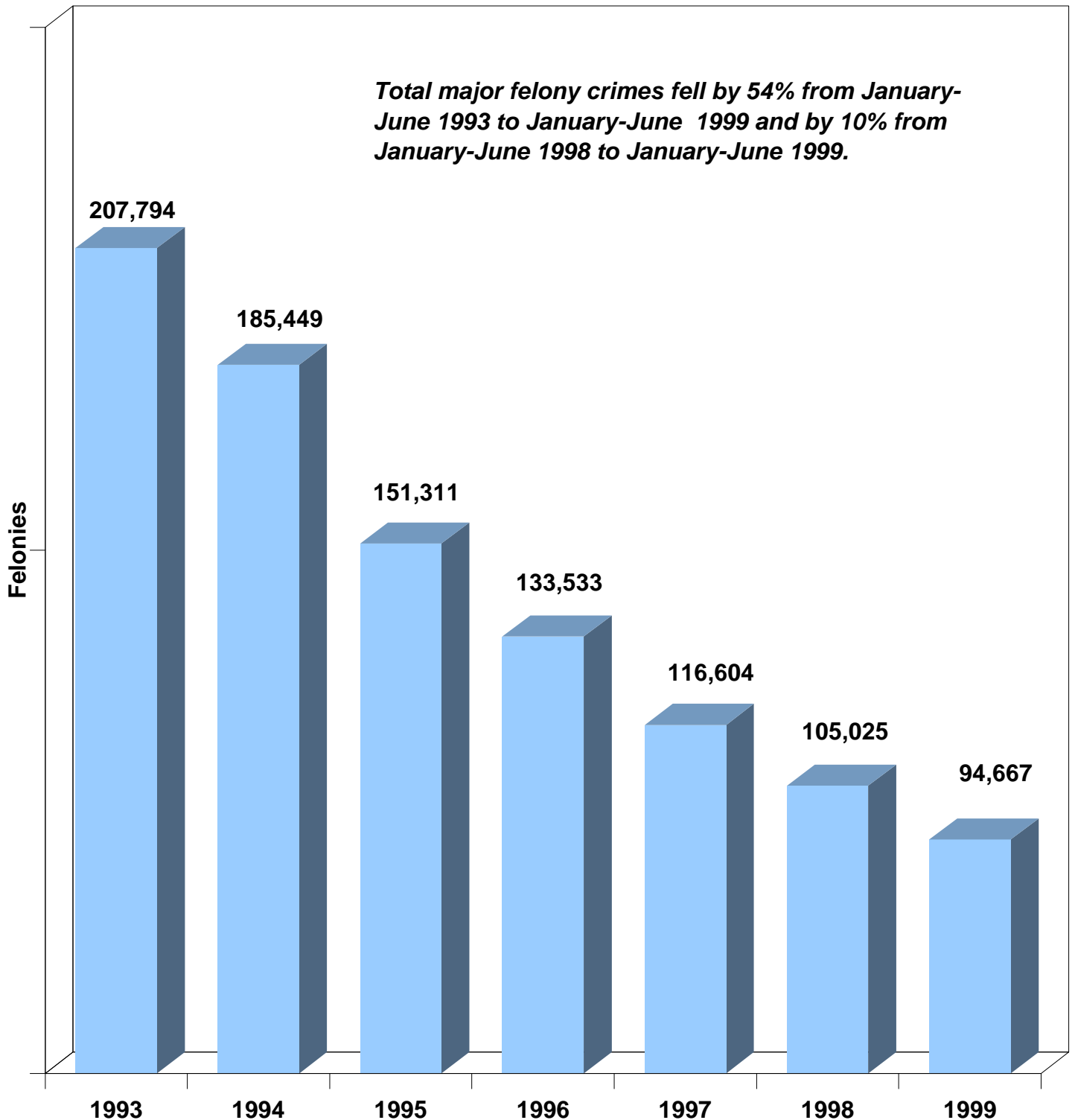
Murder and Non-Negligent Manslaughter Calendar 1963-1998



Includes official data as per FBI Uniform Crime Reports.
Data for 1998 is preliminary.

New York City Police Department

Seven Major Felony Categories* January-June 1993-1999



*Murder, Robbery, Rape First Degree, Felonious Assault, Burglary, Grand Larceny, Grand Larceny Auto.
Figures are based on preliminary data.

NEIGHBORHOOD QUALITY OF LIFE

Anticrime Strategies

The City's crime reductions are the result of targeted enforcement strategies implemented by the New York City Police Department. These strategies are designed to:

- Reduce the number of shooting incidents and guns on the street.
- Reduce youth crime by increased attention to juvenile offenses and by coordinated action against gangs.
- Target major narcotics offenders for enforcement, as well as street-level drug dealers and buyers.
- Expand efforts to deter domestic violence, including child abuse, through more intensive investigation and arrests for family-related offenses.
- Help communities reduce the number of quality-of-life violations, including prostitution, graffiti, illegal sex shops, illegal peddling, public drinking, and unreasonable noise.
- Reduce the number of grand larceny automobile complaints.
- Improve the flow of traffic and ensure pedestrian safety.
- Promote positive police/community relations by emphasizing courtesy, professionalism, and respect.
- Bring fugitives to justice by focusing on pursuit of warrant violators.

Anti-Gun Strategy

The Department's anti-gun strategy has yielded results in terms of citizen safety; the number of shooting incidents in New York City declined by 53 percent from Fiscal 1995 to Fiscal 1999. One successful approach has been the announcement of gun amnesty periods, offering a cash reward for the surrender of firearms. In cooperation with the Kings County District Attorney's Office, NYPD conducted a gun amnesty buy-back pilot in Brooklyn from June 10 through July 11, 1999, resulting in the surrender of 659 firearms. The Department expanded the pilot citywide from July 15 through August 15, 1999; a total of 1,797 firearms were surrendered during the expanded citywide pilot.

Continuing a declining trend, NYPD seized 10,389 guns in Fiscal 1999, down 3 percent from 10,753 guns seized in Fiscal 1998 and 41 percent from 17,491 guns seized in Fiscal 1994.

Quality of Life Enforcement

Using the City's Nuisance Abatement Law, the NYPD Legal Bureau's Civil Enforcement Initiative implemented 696 court-ordered closings of illegally-run businesses in Fiscal 1999, up 40 percent from Fiscal 1998. Reasons for closings included illegal drug or drug paraphernalia sales, alcohol sales in violation of State Liquor Authority regulations, gambling, fencing of stolen goods, and trademark violations. The Civil Enforcement Unit also initiated 20 Nuisance Abatement cases under the adult use provisions of the New York City Zoning Resolution, representing the first closing orders secured under the new adult use zoning ordinance.

NEIGHBORHOOD QUALITY OF LIFE

In Summer 1998 the City's Law Department coordinated a review to ensure that over 140 establishments were in compliance with the City's adult-use zoning provisions. Those provisions, adopted in October 1995, instituted the City's first set of restrictions on the locations of establishments offering adult entertainment. The New York Court of Appeals, the United States Supreme Court, and the United States Court of Appeals for the Second Circuit considered challenges to the zoning provisions and rejected them, all unanimously. During Fiscal 1999 the Department initiated 77 Nuisance Abatement Law actions against adult-use establishments for failing to comply with the law.

In February 1998 Mayor Giuliani launched the Multiple Agency Response to Community Hotspots (MARCH) initiative, coordinating agency responses to quality of life problems in locations identified by the community. The Department of Environmental Protection (DEP) works in collaboration with NYPD and other City agencies to inspect these locations, and to enforce compliance with the appropriate sections of the air and noise codes. DEP participated in a total of 59 MARCH inspections in Manhattan, Brooklyn, the Bronx, and Queens during Fiscal 1999.

During Fiscal 1999 NYPD's Fireworks Interdiction Team, which works in cooperation with the Fire Department, the U.S. Customs Service, the U.S. Bureau of Alcohol, Tobacco and Firearms, and other police agencies in the tri-state metropolitan area, made 67 arrests, issued 17 summonses, and seized 2,278 cases of fireworks. Only 8 serious fireworks-related injuries occurred from January 1 to July 4, 1999, compared to 13 serious injuries during the same period of Calendar 1998.

Fighting Narcotics

The Police Department's Northern Manhattan Initiative (NMI), which began in Fiscal 1997, pioneered the concept of concentrating anti-drug efforts on precincts which have severe narcotics problems. In Fiscal 1999 NYPD expanded the NMI concept to precincts in every patrol borough. As of the end of Fiscal 1999 there were narcotics initiatives in 37 precincts, including eight in the Bronx, 15 in Brooklyn, seven in Manhattan, six in Queens, and one in Staten Island. Each initiative is held responsible for mustering and targeting all available police resources on the task of eliminating the drug problem from its precinct.

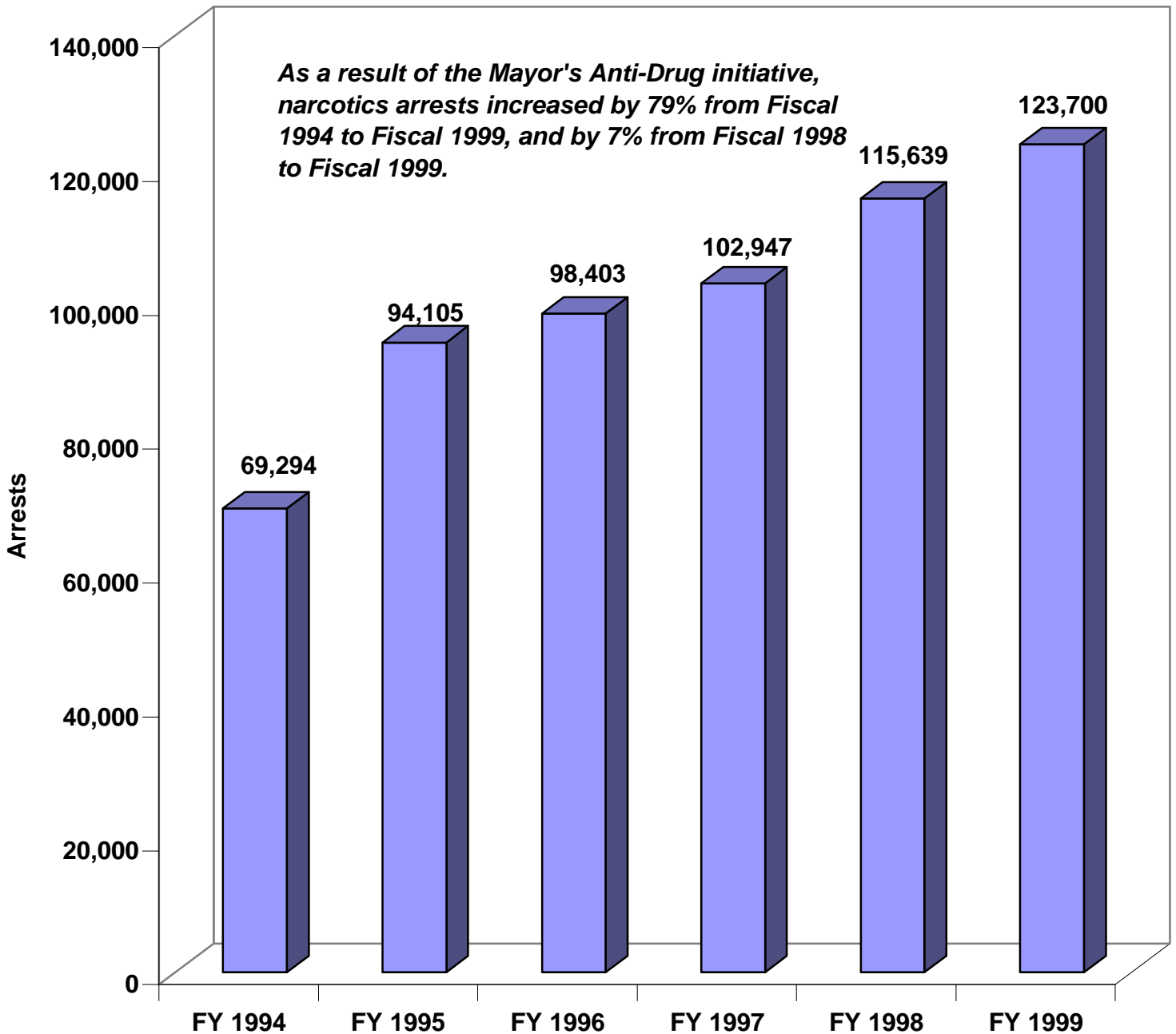
Enforcement statistics over the past two fiscal years show that the Department is as aggressive as ever in combating the narcotics problem. Over this period total narcotics arrests have risen by seven percent, felony arrests by five percent, and misdemeanor narcotics arrests – a critical factor in the City's zero-tolerance approach – by nine percent. Overall narcotics arrests have increased by 79 percent during the past five years. The number of pounds of heroin, marijuana, and cocaine confiscated by the Department increased by 115 percent from Fiscal 1998 to Fiscal 1999, while money seized by the Narcotics Division from drug offenders increased by 22 percent, to \$55 million.

In Fiscal 1999 eight new Model Blocks were established throughout the City, for total of 21. The Model Block Program uses intensive narcotics enforcement, combined with special patrol and community improvement tactics, to strengthen and stabilize City blocks formerly plagued by illegal drug activity.

Safe At Home is a new component of Mayor Giuliani's comprehensive anti-drug strategy, combining concentrated housing development and preservation activity with intensified law enforcement efforts in targeted neighborhoods. NYPD and the Department of Housing Preservation and Development (HPD) are implementing Safe At Home on selected blocks in two areas: near Boston Road in the South Bronx's 42nd Precinct, and in the 79th Precinct in Bedford-Stuyvesant. In Fiscal 1999 HPD committed over \$9.5 million to the Safe At Home initiative, funding the construction of 194 new residential units. During the next three years the City will invest more than \$88 million in new development and preservation activity through Safe At Home, building approximately 300 units of new home construction, renovating approximately 1,200 units in City-owned buildings slated for private ownership, and creating a comprehensive anti-abandonment program.

New York City Police Department

Total Narcotics Arrests Fiscal 1994-1999



Figures are based on preliminary data and are subject to change.

NYPD implemented two anti-narcotics initiatives in Fiscal 1996, one in Fiscal 1997, two in Fiscal 1998, and six in Fiscal 1999.

NEIGHBORHOOD QUALITY OF LIFE

The Department of Probation (DOP) works with NYPD to contact and monitor probationers through the Operation Nightwatch enforcement program. In Fiscal 1999 the program resulted in 28,368 contacts with juvenile and adult probationers who had been identified as drug offenders, gang members, or domestic violence offenders, and who were failing to abide by the conditions of their probation sentences. During Fiscal 1999, 920 warrants were executed leading to arrests of probation violators. In December 1998 the Department began testing the use of ion scanners that will enable Probation officers to conduct non-invasive drug testing during field visits; the scanners can detect microscopic traces of illegal drugs on a probationer's clothing or furniture. In Fiscal 1999 the Department linked 3,092 probationers to substance abuse treatment services, compared with 2,451 probationers in Fiscal 1998.

The City's approach to fighting narcotics recognizes the critical importance of treatment and support as well as enforcement. During June 1999 the Administration for Children's Services (ACS) negotiated a Cooperative Agreement with the Department of Probation to refer ACS families to DOP's Juvenile Substance Abuse Violence Prevention Program (J-SAVD) to reduce or prevent dysfunctional and criminal behavior. J-SAVD services youth and families by identifying, assessing, and addressing individual needs that contribute to negative behavior, its goal is to reduce recidivism, violence, and substance abuse. J-SAVD provides counseling, life skills training, mentoring, and psychosocial group programming for youth.

The number of inmates participating in the Department of Correction's Substance Abuse Intervention Division rose 67 percent, from 6,995 individuals during Fiscal 1998 to 11,695 participants in Fiscal 1999. The Division expanded the capacity of its residential substance abuse services from 900 beds at the start of Fiscal 1998 to 1,548 beds as of October 31, 1998.

In Fiscal 1999 the Mayor and the City Council approved \$4.3 million in new funding to enhance substance abuse programs at the Health and Hospitals Corporation (HHC):

- In Spring 1999 HHC's North Central Bronx Hospital and Jacobi Medical Center opened the Growth and Recovery project, which offers integrated psychiatric services and primary care for patients with alcohol and drug use problems. The availability of psychiatric services within the primary care clinic helps bridge the gap for patients requiring follow-up treatment for alcohol and drug addiction. The program offers coordination of care, psychiatric assessment, counseling, peer support, detoxification, and vocational training.
- Elmhurst, Lincoln, Woodhull and Coney Island Hospital Centers received funding for additional staff to provide case management and expand vocational services targeted at substance abusers. Coney Island and Woodhull Hospitals initiated these services in June 1999, while Elmhurst and Lincoln Hospitals anticipate start-up by the end of September 1999.
- In Fiscal 1999 a site was selected for the Renaissance Health Care Network Adolescent Health Center, which will provide integrated substance abuse, mental health, and primary care services for adolescents aged 13 to 18. Staff recruitment will begin in September 1999, and the program will be operational by the end of Calendar 1999.

In Fiscal 1999 HHC's Methadone Treatment Programs implemented a new approach to service delivery to help clients become self-sufficient and abstain from drug abuse. The enhancements include additional staffing and the integration of treatment, rehabilitation and recovery-focused groups. The programs' patient-to-staff ratio was reduced from 50-to-1 to approximately 25-to-1 to provide more individualized treatment and rehabilitation. Programs were refocused on outcomes related to vocational activities and work placements to support clients in their transition from methadone to abstinence. A private vendor was selected to provide job placement services for methadone clients; the vendor began work with HHC methadone facilities in July 1999.

NEIGHBORHOOD QUALITY OF LIFE

HHC, the Department of Mental Health, and the Administration for Children Services launched an innovative substance abuse treatment initiative in 1998 at the Cumberland Diagnostic and Treatment Center in Brooklyn. The program provides drug treatment supplemented by health, mental health, and other support services to women and their children who are at risk of out-of-home placement due to the mother's substance abuse. In Fiscal 1999 the pilot project received 237 referrals and admitted 121 clients to the program.

Traffic Enforcement and Safety

The Giuliani Administration's campaign for traffic safety, enforcement, and mobility has helped make life safer for motorists and pedestrians in New York City. Pedestrian traffic fatalities fell by 17 percent from Fiscal 1998 to Fiscal 1999. NYPD and the Department of Transportation have implemented an aggressive coordinated program of targeted enforcement steps, engineering and design improvements, and public education for traffic safety.

In February 1999 the Police Department implemented a new policy authorizing arresting officers to seize vehicles owned and operated by intoxicated drivers at the time of arrests. If the driver demands the return of the vehicle, NYPD can institute a civil forfeiture action. This aggressive measure, targeting an irresponsible and potentially lethal offense that is a major cause of traffic fatalities, has withstood court tests and has already had a positive impact on road safety. From the inception of the policy through the end of Fiscal 1999, the Department seized 593 vehicles and made 1,695 drunk-driving arrests, a decrease of 15 percent compared to 2,004 drunk-driving arrests during the same period in Fiscal 1998. Drunk-driving related traffic fatalities decreased 42 percent (from 12 fatalities to 7) during the same period.

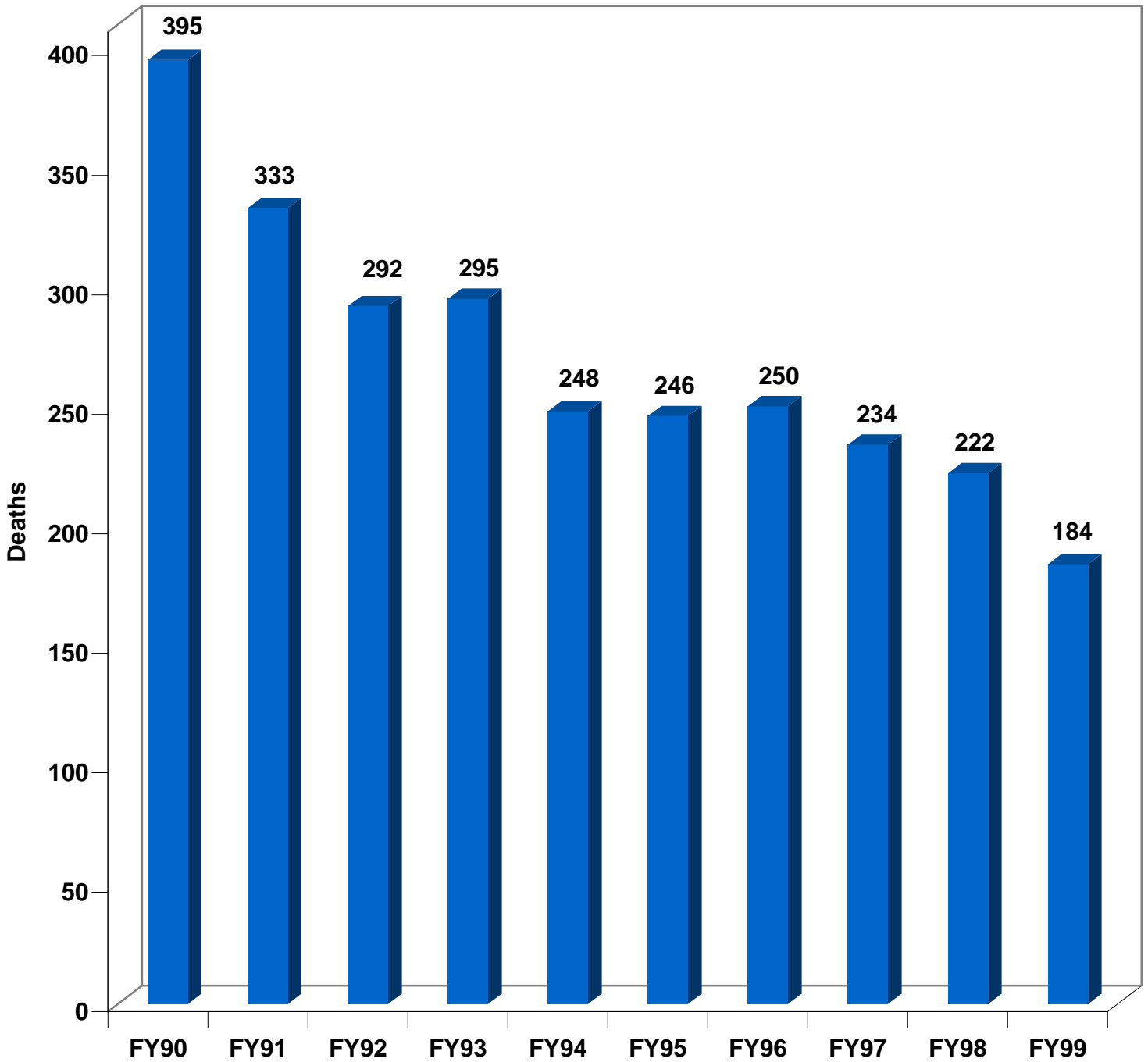
Mayor Giuliani's championing of the City's initiative against drunk driving has been instrumental in getting the message across to motorists. In April 1999 the Mayor joined the Governor and the Attorney General in calling for the New York State Legislature to enact a more rigorous definition of Driving While Intoxicated (DWI), reducing the threshold blood alcohol content level from .10 to .08. Mayor Giuliani pointed out that more than 16,000 people lost their lives as a result of drunk driving in the United States in 1997, and that a stricter DWI standard would bolster the deterrent effect of the City's vehicle seizure initiative.

Using a grant from New York State, in February 1999 NYPD began its Highway Emergency Local Patrol (HELP) program, in which civilian NYPD personnel assist stranded motorists on selected limited-access highways in the New York metropolitan area. HELP personnel patrol highways during peak traffic hours to move disabled vehicles out of the flow of traffic; make minor mechanical repairs; and provide gas and access to cellular phones. In the last four months of Fiscal 1999 the HELP program aided 2,527 motorists on area highways.

In Fiscal 1999 NYPD established periodic TrafficStat meetings, similar in format and purpose to the Department's monthly COMPSTAT meetings on crime. TrafficStat enhances the Department's ability to monitor, evaluate, and develop traffic control strategies, and helps it coordinate resources to address current highway and traffic concerns effectively. The Department also designed a Traffic Accident Management System (TAMS) for use in its Traffic Management Center. TAMS allows NYPD to more effectively use relevant data on accident-prone locations, traffic safety enforcement, engineering and education efforts to enhance its accident reduction strategies. TAMS data is used in TrafficStat meetings to measure the effectiveness of each command's accident reduction program.

Department of Transportation

Pedestrian Deaths Fiscal 1990-1999



NEIGHBORHOOD QUALITY OF LIFE

During Fiscal 1999 the Police Department issued nearly 1.4 million summonses for moving violations, 27 percent more than in the previous year; nearly 3.2 million parking violations, an increase of 11 percent; and over 4.5 million total traffic summonses, an increase of 15 percent. In addition, NYPD's Surface Transportation Enforcement District coordinated seven Operation Safe Taxi initiatives in Manhattan, which encourage all police personnel to address unsafe driving offenses by medallion taxi drivers. The initiatives resulted in 8,094 summonses and 40 arrests.

The safety and viability of the taxicab industry in New York City continues to improve as a result of the Administration's Comprehensive Taxicab and Livery Industry Reform Package, which focuses on the promotion of public and consumer safety through requirements such as mandatory drug testing, increased levels of insurance coverage, a probationary period for licensees, accident reporting, and a revamped program for persistent violators. Some of the reform and enforcement efforts implemented during Fiscal 1999 are listed below:

- In November 1998, the Taxi and Limousine Commission (TLC) enacted the Critical Driver Program. This program is designed to enhance passenger and public safety through an examination of medallion and for-hire vehicle driver records. Under the Critical Driver Program, TLC examines New York State Department of Motor Vehicle (DMV) records to evaluate driver performance. The program enables TLC to revoke the medallion taxicab and for-hire vehicle drivers' licenses of operators that accrue ten or more points on their State DMV license within an eighteen-month period. The accrual of six DMV points during an eighteen-month period will result in a suspension of the driver's license for thirty days.
- In May 1999 the Commission voted unanimously to create a rule preventing all driver licensees from using wireless telephones while operating a taxicab or for-hire vehicle. The Commission maintains that a driver using a cellular telephone while operating a vehicle presents an increased risk of accidents to passengers, pedestrians, and drivers.
- In September 1998 the Commission passed a regulation that mandates all new applicants for a medallion taxicab driver's license to undergo a minimum of eighty hours of taxi-operator instruction prior to taking TLC's final examination for a taxicab drivers license. The new curriculum eliminates the fourteen and forty-hour training rules, expands upon and intensifies job-critical areas such as route design, map reading, in depth geography, TLC rules and regulations, and driver-passenger relations. In addition, applicants are now required to pass an English competency test as part of their final examination before receiving a license.
- In cooperation with the New York City Police Department, the Commission introduced CabWatch, a pilot program that trains volunteer medallion taxicab drivers in emergency reporting techniques and supplies them with 911-only wireless telephones for reporting crimes or emergencies in progress. In Fiscal 1999 the New York City Police Department's Community Affairs Division and TLC trained approximately 50 taxicab drivers to be CabWatch participants. The Commission will evaluate the pilot upon its completion.

In Fiscal 1994 the Department of Transportation (DOT) implemented the first full-time red light photographic enforcement program in the country. The Red Light Camera program automatically photographs and issues notices of liability to vehicles that drive through a red light. During Calendar 1998 over 210,000 notices were issued based on red light camera photos – 73 percent more than in 1997, as a result of the installation of 12 new cameras during 1998. The Department is now operating 30 cameras at locations citywide, and will install 20 additional cameras in Fiscal 2000. Legislation for a five-year extension of the statute authorizing the Red Light Camera program has been passed by the State legislature and awaits the Governor's signature.

In June 1999 DOT completed its citywide program for refurbishing and repairing speed limit signs, which began in March 1998. A total of 838 new signs were installed and 1,033 signs replaced; 110 new speed limit signs were installed at bridge and tunnel entrances and highway exit ramps. The new and replaced

NEIGHBORHOOD QUALITY OF LIFE

speed limit signs are designed to increase public awareness of the 30 miles per hour speed limit on most City streets. The Department also installed 200 speed humps citywide during Fiscal 1999, compared to 153 during Fiscal 1998. These include 122 speed humps installed near schools, compared with 68 the previous year.

The Department works with NYPD to improve safety at dangerous locations, typically consisting of several blocks and intersections. The Police Department conducts preliminary investigations to identify critical locations within each precinct; DOT then does detailed follow-up investigations to develop traffic engineering solutions including signal modifications, turn restrictions, sign replacement, and parking controls. As of the end of June 1999, DOT's investigations have identified the necessity for 453 new signs, installation of one new signal and modification to 17 existing signals, and installation of pavement markings at 1,017 locations.

The Department continues to make safety improvements at high pedestrian and vehicular accident locations throughout the five boroughs. Since Fiscal 1997, improvements such as the modification of signal timing, installation of new warning and regulatory signs, and pavement markings have been made at 29 high pedestrian accident intersections. DOT has now identified ten additional high pedestrian accident intersections and will begin implementing safety improvements such as high visibility crosswalks at these locations in October 1999. In addition, installation of 110 regulatory and warning signs has begun.

DOT's three-year School Safety initiative, which began in June 1998, is designed to protect students and pedestrians from transportation-related hazards around the City's public and private elementary schools. At the end of August 1999 the Department had completed field surveys at 1,350 schools and replaced 2,587 priority regulatory signs that were found to be deficient. New school crosswalk warnings were installed at 400 schools. DOT will upgrade all school crosswalk-warning signs with 20,000 new high visibility fluorescent yellow-green signs by the end of Fiscal 2001. Safety improvements at 100 schools will be completed in December 1999.

During Fiscal 1999 64,912 elementary students participated in DOT's educational programs, including 25,500 who visited the Safety City educational center in their borough. Additionally, 15,462 high school students and 2,640 older adults also attended safety programs. Students in one high school in each of the five boroughs took part in a new artist residency program in which the students, with the help of a professional actor or playwright, wrote, produced and performed traffic safety dramas for their peers.

POLICE/COMMUNITY RELATIONS

Courtesy, Professionalism, Respect (CPR) Strategy

The City's crime reductions have been achieved by a Police Department that shows a high level of restraint in the use of deadly force. The number of shots fired by NYPD officers declined by over 50 percent from Calendar 1995 to 1998. In Calendar 1998 the incidence of fatal shootings by police officers -- 0.48 per 1,000 officers -- was the lowest since 1985, and the second lowest in the 26 years for which data is available.

In August 1998 the State Regional Community Policing Institute received approval for second-year grant funding to expand cultural diversity training for recent New York City Police Academy graduates and field training supervisors. The Institute is comprised of members of the Department, the John Jay College of Criminal Justice, the Citizens Committee of New York, and the State Bureau for Municipal Police. In addition to covering Spanish, Haitian, Chinese, and African/Caribbean-American languages and cultures, this expanded training will include an introduction to South Asian and Russian languages and cultures, as well as CPR workshops to train police officers and community members in collaborative problem solving.

NEIGHBORHOOD QUALITY OF LIFE

During February and March 1999 NYPD's Street Crime Unit (SCU) received enhanced training on CPR, strengthening police and community relationships, avoiding stereotyping, and maintaining a professional attitude. As part of the training, selected members of SCU also participated in a focused discussion with a panel of community leaders. In April 1999 NYPD adopted a new Code of Professional Standards in order to reinforce each police officer's obligation to act and speak professionally in all public interactions. The Department issued each officer wallet-sized cards and memo book inserts that list the new standards.

Civilian Complaint Review Board

Allegations of police misconduct received by the Civilian Complaint Review Board (CCRB) decreased from Fiscal 1998 to Fiscal 1999. At the same time, CCRB continued to make improvements in the timeliness and efficiency of case management.

During Fiscal 1999 CCRB received 2,297 unnecessary force allegations, down 15 percent compared with Fiscal 1998; 2,752 abuse of authority allegations, a decline of 7 percent; 1,956 discourtesy allegations, down 20 percent; and 333 offensive language allegations, a drop of 23 percent.

In Fiscal 1999 CCRB closed 5,436 cases, an increase of 12 percent from the 4,850 cases closed in Fiscal 1998. On average, the Board closed 453 cases each month in Fiscal 1999, an increase in every category of offense, compared to an average of 404 closed cases in Fiscal 1998. At the end of Fiscal 1999, 95 percent of CCRB's cases were fewer than 13 months old, compared with 84 percent in Fiscal 1997; cases fewer than five months old represented 53 percent of its docket, compared with 41 percent two years previously. These figures are significant because the age of a case affects the Police Department's ability to act on founded allegations where appropriate. The Board has steadily reduced the time needed to close critical categories of investigations. For instance, the average number of days needed to close a case relating to allegations of excessive force has been reduced to 198 days, compared with 225 days in Fiscal 1998 and 297 days in Fiscal 1996.

FIRE DEPARTMENT

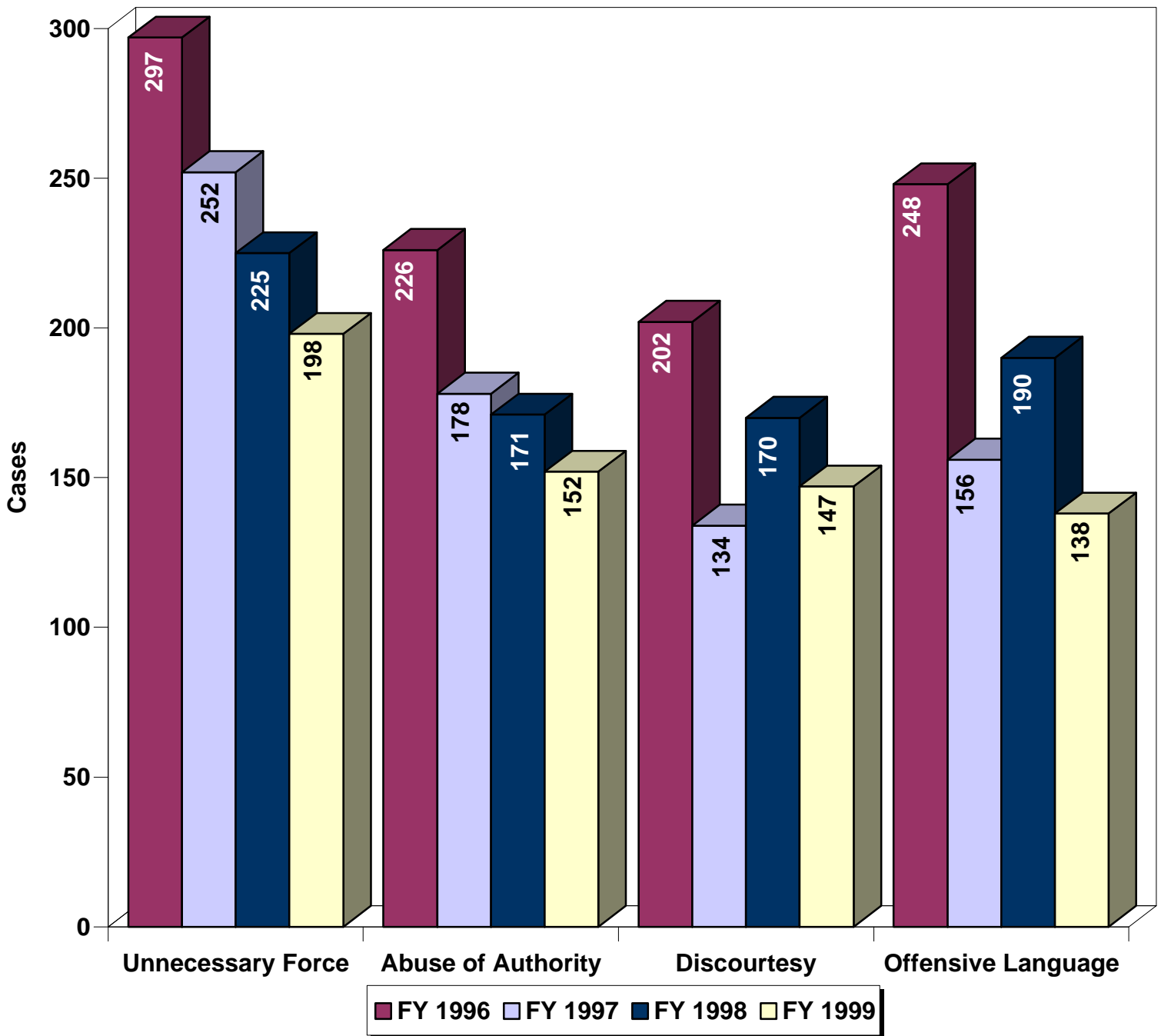
The Fire Department continues to improve overall response times to both fires and medical emergencies. In Fiscal 1999 there were 29,798 structural fires in the City, a one percent increase compared to Fiscal 1998. The Department's average response time to structural fires was 4 minutes 15 seconds, 4 seconds less than in Fiscal 1998. Fiscal 1999 saw 33,176 non-structural fires, a 5 percent increase over the previous year; response time to these fires averaged 4 minutes 49 seconds, 3 seconds less than in Fiscal 1998.

The Fire Department's greatest improvements in managing emergency response have occurred since the merger of the Emergency Medical Service (EMS) with the Department in March 1996. In Fiscal 1999 the average EMS response time to Segments 1-3 incidents – the most serious categories of life-threatening emergencies – was 7 minutes 35 seconds, a decrease of 19 seconds compared with Fiscal 1998. The combined response time to Segments 1-3 incidents of EMS and Certified First Responder-Defibrillation units averaged 6 minutes 31 seconds in Fiscal 1999, by far the fastest medical emergency response capacity ever recorded for New York City. By comparison, response times for EMS units alone during Fiscal 1995 – the last year prior to the merger – averaged 8 minutes 46 seconds.

Effective response to emergencies, coupled with the Department's fire prevention and education efforts, have contributed strongly to increased public safety. During Calendar 1998 there were 107 civilian fire fatalities, the lowest figure since record keeping began in 1946. The first six months of 1999 saw 57 civilian fatalities.

Civilian Complaint Review Board

Average Number of Days Needed to Close Case by Category of Offense



Complaints with multiple allegations are classified by highest category of offense, with unnecessary force ranking highest, followed by abuse of authority, discourtesy, then offensive language.

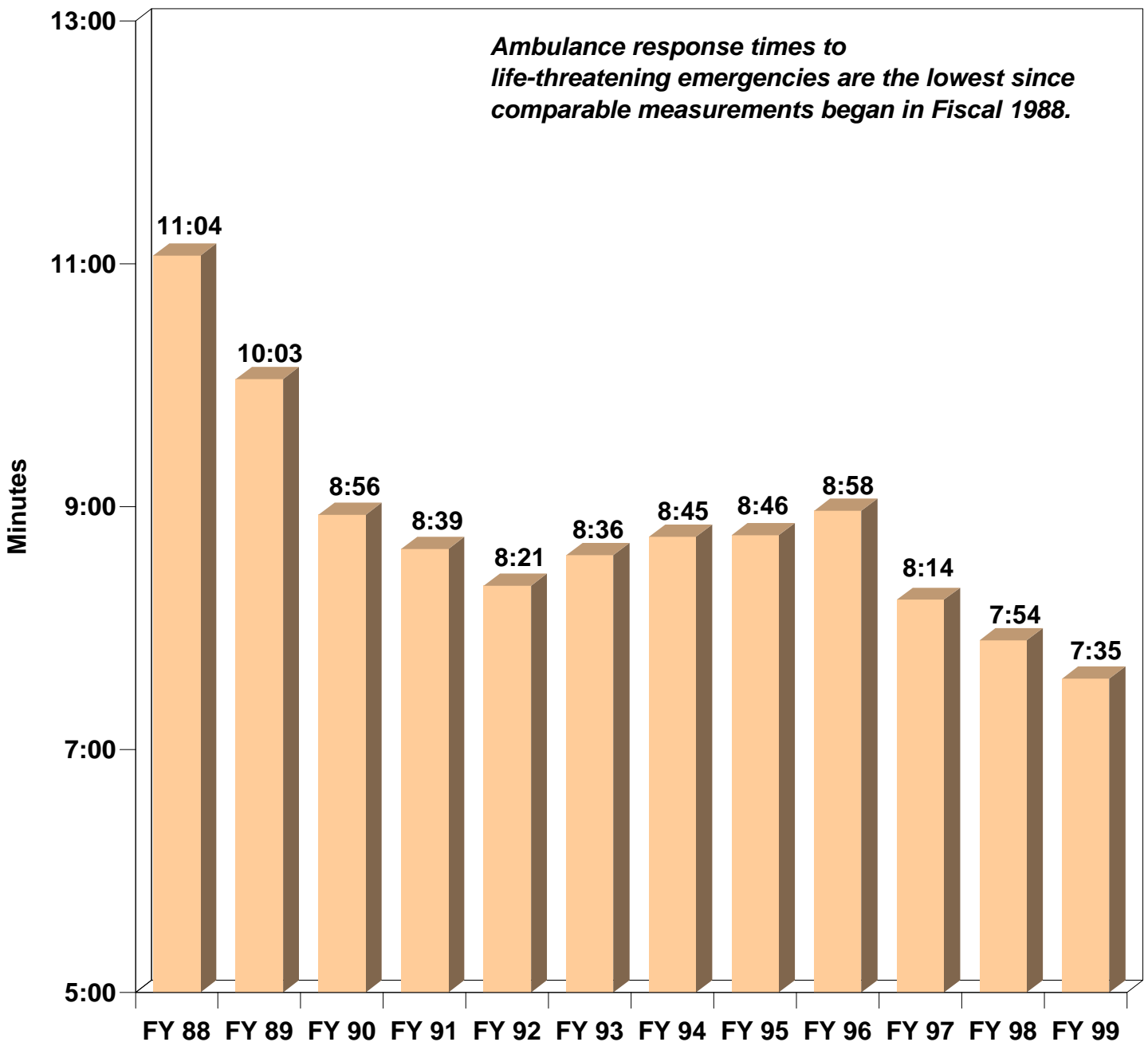
Fire Department

Response Time to Segment 1-3 Life-Threatening Medical Emergencies

(in minutes)

EMS Units Only

Fiscal 1988-1999



No comparable data is available prior to Fiscal 1988.

NEIGHBORHOOD QUALITY OF LIFE

In January 1999 Mayor Giuliani appointed a Task Force on Fire Sprinklers to study and recommend new ways to improve fire safety in New York City. The Task Force's report, issued in February, included recommendations for a public address system in all existing high rise residential buildings that do not have sprinklers, along with requiring sprinklers in all new one, two, and three family homes. In March 1999, the Mayor signed City Council legislation that requires sprinklers in all newly constructed multiple dwellings with four or more units and installation of sprinklers in existing multiple dwellings with four or more units, as well as hotels and motels, when the cost of renovations exceeds 50 percent of the building's value. While recognizing that this legislation represents a step in the right direction, the Mayor called on the Council to take further action as recommended in the Task Force's report. The Task Force continues its work and will prepare further recommendations on sprinklers.

THE JULY 1999 BLACKOUT

At the height of the City's protracted heat wave in early July 1999, thousands of Manhattan residents and businesses north of 155th Street found themselves without electrical power for an 18-hour period. On July 31, Mayor Giuliani announced that the City would come to the aid of hundreds of businesses in the Washington Heights and Inwood sections for losses suffered as result of the blackout, estimated at more than \$3.3 million in damaged inventory and lost revenue. The Economic Development Corporation (EDC) will lend up to \$50,000 per business at a below-market interest rate to businesses affected by interruptions in electric power service from July 6 to July 7, 1999. In early August, the loans were marketed to businesses through advertisements in local newspapers, visits to businesses from EDC staff, telephone calls, and local development corporations serving the business community. EDC also established a satellite office in Upper Manhattan to provide assistance to prospective loan applicants. Approximately 200 applications, available in both English and Spanish, were distributed.

The Mayor also announced that the City would pursue a lawsuit against Con Edison to recover damages to the City, its residents, and the Board of Education resulting from the northern Manhattan blackout. The lawsuit seeks a court order requiring Con Edison to redesign its local electrical distribution system to meet the needs of the City and its residents in times of increased demand. In addition, the Mayor has proposed State legislation to increase the City's ability to hold public utilities accountable.

INFRASTRUCTURE AND COMMUNITY SERVICES

TRANSPORTATION

New York City is economically dependent on its vast transportation infrastructure, and key indices show that the system's usefulness is improving in many areas. The City's efforts in conjunction with the Metropolitan Transportation Authority – including MetroCard, the introduction of One City, One Fare savings for MetroCard users, and the elimination of the Staten Island Ferry fare – have helped spur the increased public use of mass transit options. From Fiscal 1998 to Fiscal 1999, average daily ridership on the Staten Island Ferry and privately operated ferries increased by three percent; franchised bus ridership increased by 12 percent; and ridership on all bus lines increased by 15 percent. From Calendar 1997 to 1998, subway ridership grew by six percent.

In March 1999 the City won a court ruling that maintains and encourages access to commuter van services throughout the City, including areas now underserved by public transportation. The ruling is expected to encourage competition among commuter van operators and promote better customer service.

NEIGHBORHOOD QUALITY OF LIFE

The City continues its support for the expansion of private ferry services. Work is under way to replace older ferry boats for the Staten Island Ferry fleet, ensuring the safe operation of this vital link in the City's transit network. Service to New York's baseball stadiums continued to expand in the spring and summer of 1999; service is offered to every Yankee and Mets home game from the South Street Seaport, E. 34th Street, and E. 90th Street, as well as from Weehawken, New Jersey, and for some games from St. George Terminal in Staten Island, Bayonne, and Highlands, New Jersey. Reconstruction of the Wall Street Ferry Pier is expected to finish on schedule during late Fall 1999.

In June 1999 the Department of Transportation (DOT) implemented traffic engineering measures to maximize the vehicular efficiency of the College of Staten Island area in preparation for the Staten Island Yankees' opening game. New signal controllers were installed at five intersections, and signal timing was modified at over 30 locations to accommodate the additional vehicles travelling to and from baseball games. Over 30 directional signs were installed on the Staten Island Expressway and local streets. Parking restrictions were implemented to facilitate the flow of traffic. All pavement markings around the perimeter of the College were refurbished.

The Giuliani Administration has enlisted the support of its citizens, businesses, and not-for-profit organizations to enhance the maintenance and appearance of the City's highway network through its expansion of the Adopt-a-Highway program, in which sponsors fund maintenance activities in exchange for billboard acknowledgements. As of June 1999, 316 of a total of 362 adoptable miles in the Adopt-a-Highway program were adopted by sponsors. During Fiscal 1999, 24 percent of adopted miles were inspected weekly by DOT for quality assurance, compared with 15 percent the previous year; of the sections audited, over 85 percent were found to be in good condition.

The physical condition of New York's bridges shows steady improvement. State inspectors' ratings of the East River bridges improved by 21 percent from Calendar 1995 to 1998, while average ratings of the City's most traveled bridges improved by 5 percent over the same period. In September 1998 the Department completed the \$270 million reconstruction of the Williamsburg Bridge south inner and outer roadways, replacement of the deck and approach structures, and installation of concrete reinforced piers. Reconstruction of the Williamsburg Bridge subway structure will be completed by February 2000. On September 1, 1999, subway service via the bridge was restored, five weeks ahead of schedule.

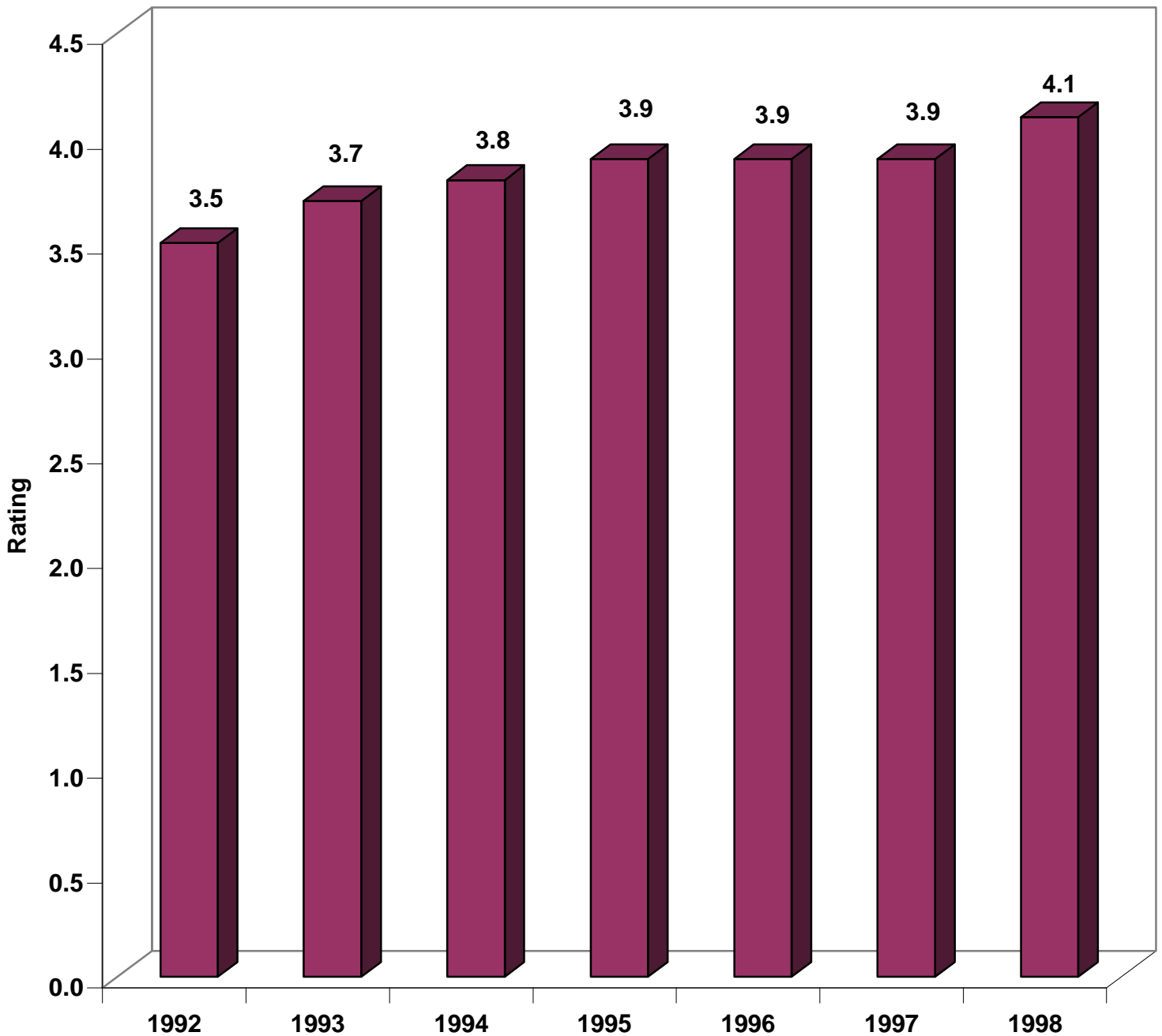
The rehabilitation of the lower outer roadways on the Queensboro Bridge continued during Fiscal 1999. In August 1998 the north outer roadway was reopened to vehicular, pedestrian, and bicycle traffic. Currently, rehabilitation of the Bridge Market and City Shops on the Manhattan side of the bridge and the installation of truss covers on the north outer roadway are in progress. DOT is also replacing the deck of the Brooklyn Bridge. The contractor is required to replace 210,000 square feet of deck area within 150 nights for a total contract duration of 365 consecutive days. The contract includes provisions for financial penalties in order to ensure that the project is completed on time. Deck replacement is scheduled for completion in Winter 2000.

During Fiscal 1999 DOT repaired 79,999 potholes citywide, compared with 71,633 repairs during Fiscal 1998. The Department repaired 64 percent of pothole complaints within 30 days during Fiscal 1999, up from 44 percent the previous year. Additionally, in September 1998 the Department began an aggressive 12-week pothole repair campaign. By the conclusion of the campaign in mid-December, DOT had repaired a total of 29,822 potholes.

The Department issued a total 14,361 permits for emergency street work in Fiscal 1999, a seven percent decrease from the number of permits issued in Fiscal 1998. In Fiscal 1999 DOT's Highway Inspection and Quality Assurance (HIQA) unit inspected 16,114 emergency sites and issued 300 summonses for violating the terms of an emergency permit. The Department also began an initiative to increase the compliance of contractors working on arterial highways. Contractors that violate the stipulations of DOT permits receive summonses; typical infractions include closing lanes during non-permitted hours, inflicting unnecessary damage on trees and the landscape, and leaving dangerous conditions after work is finished. Future Mayor's Management Reports will present data tracking the level of infractions by contractors.

Department of Transportation

Average Condition Ratings 14 Highly Travelled Bridges Calendar 1992-1998



Note: New York State rates the condition of the City's bridges on a scale from 1 to 7 with 7 signifying very good condition.

NEIGHBORHOOD QUALITY OF LIFE

In Fiscal 1999 the Mayor's Office of Operations worked with the Mayor's Office of Film, Theatre and Broadcasting (MOFTB); DOT; NYPD; the Fire Department; the Mayor's Community Assistance Unit Street Activity Permit Office; and the Departments of Environmental Protection, Parks and Recreation, Information Technology and Telecommunications, and Design and Construction in a new Permit Coordination initiative. This initiative will establish a uniform citywide procedure for issuing all permits with an impact on traffic and street conditions. DOT adapted its Management Oriented Street Attribute Information Control System (MOSAICS) street permitting system to accommodate use by the other agencies. Each permit-issuing agency is now entering its data and accessing other agency data through the modified MOSAICS system in order to identify and resolve conflicts, improve traffic mobility, and avoid unnecessary street closures.

In Winter 1999 a report by a private consultant documented a successful test of the City's traffic and pedestrian plan for the proposed reconfiguration of Columbus Circle in Manhattan. The Departments of City Planning, Parks and Recreation, Transportation, and Design and Construction will select a consultant team for the permanent redesign of the Circle and the Columbus monument area. A design contract will be awarded by the end of Calendar 1999. The rebuilt Columbus Circle will improve traffic flow, expand public space, enhance pedestrian access, and harmonize with redevelopment planned for the Coliseum site, which will include a new concert hall for Jazz at Lincoln Center.

DOT is also working to implement an improvement plan for Herald Square, the area surrounding the intersection of 34th Street, Avenue of the Americas, and Broadway in mid-Manhattan, one of the world's busiest shopping districts. The intersection of these three streets saw 71 traffic accidents during Calendar 1997. Designed to increase pedestrian safety and calm traffic without a significant impact on vehicular flow, the City's proposal would widen mid-avenue triangles (Herald and Greeley Squares) to serve as pedestrian islands, extend corners, and shorten pedestrian crossing distances.

The number of operational electronic parking meters citywide at the end of June 1999 was 32,255, compared to 18,487 meters at the end of June 1998. The Department installed 15,063 new electronic meters in Fiscal 1999, increasing the proportion of electronic meters citywide to 50 percent. All of the City's existing meters will be replaced by electronic meters by the end of Fiscal 2001. The new meters have many benefits, including increased accuracy of the quartz timer, which allows the disproving of false fast meter claims; near-elimination of the use of spurious coins; decreased meter vandalism; and decreased meter repair costs.

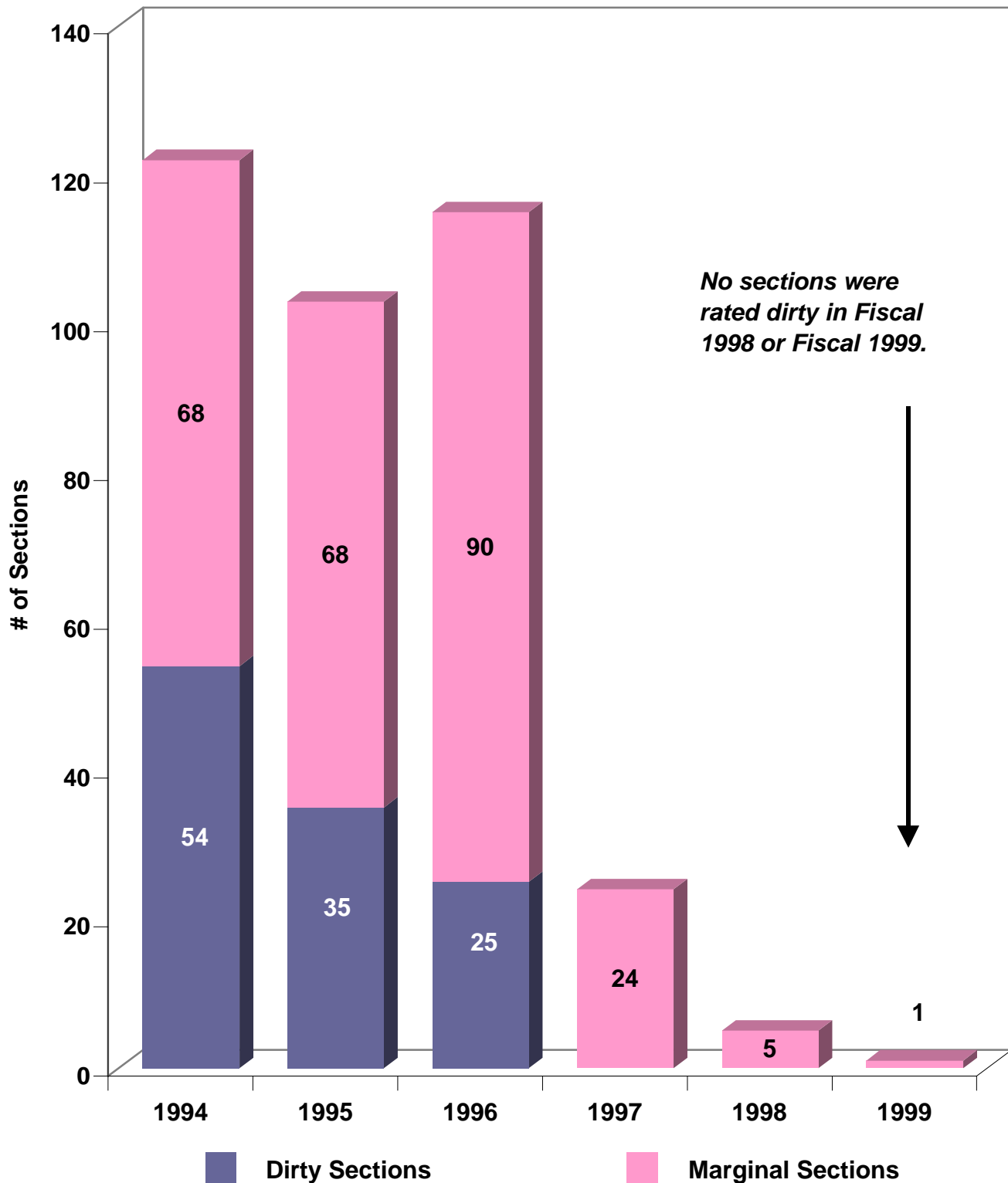
In March 1999 Mayor Giuliani obtained State approval to rename Manhattan's West Side Highway the Joe DiMaggio Highway, in honor of the Hall of Fame great who led the New York Yankees in ten World Series between 1936 and 1951, and whose record for hitting safely in 56 consecutive games still stands today.

SANITATION

The Mayor's Office of Operations conducts the Scorecard program of street cleanliness ratings within all Sanitation Districts and Sections. With no new resources, the Department of Sanitation (DOS) has maintained and extended the historic gains in street cleanliness achieved in the two previous years through implementation of its SLICE (Streets, Lots, Intensive Cleaning, Enforcement) program. The program involves better coordination of cleaning efforts with the New York City Housing Authority (NYCHA), the Department of Transportation (DOT), and the Department of Housing Preservation and Development (HPD), as well as other agencies at all government levels; a cooperative relationship with community residents and merchants; frequent discussion with DOS field staff, coupled with on-site visits by Department headquarters personnel, to assess local conditions and plan cleaning efforts; and the assignment of Work Experience Program (WEP) participants to street cleaning duties. The management of these efforts and the deployment of resources are shaped by frequent review of Scorecard street ratings in chronically low-scoring areas.

Department of Sanitation

Sanitation Sections Rated Dirty or Marginal Fiscal 1994-1999



Note: Dirty sections are those rated less than 50 percent acceptably clean, while marginal sections are rated from 50 percent to 66.9 percent acceptably clean. There are 227 Sanitation Sections citywide.

NEIGHBORHOOD QUALITY OF LIFE

The Citywide street rating for Fiscal 1999 rose to 87.2 percent acceptably clean, the highest fiscal year average recorded since surveys began in 1974. DOS also achieved its local targets. None of the 59 Sanitation Districts were rated marginal (below 67 percent acceptably clean), a record which has been maintained for each six month period during Calendar 1996-1998; none of the Department's 227 Sections were rated dirty (below 50 percent acceptably clean) for any six month period during Calendar 1997 and 1998.

Illegal dumping of refuse is a serious problem for neighborhoods throughout New York City. The Department currently uses a variety of strategies to fight illegal dumping, including community and public outreach, enforcement of civil and criminal penalties, vehicle impoundment, and a citizen's reward incentive program. DOS also monitors locations where dumping has occurred in order to deploy enforcement personnel. The Department has established an Illegal Dumping Task Force of 44 specially trained Sanitation police officers, whose primary function is the surveillance and apprehension of individuals who violate the law. However, the City has found it difficult both to obtain significant penalties against violators and to collect civil penalties that are assessed – particularly since illegal dumpers typically use a rental vehicle in committing their offense. To address this issue, the City is seeking approval of a law that will authorize the State Department of Motor Vehicles to suspend a violator's driver's license if that violator fails to answer a notice of violation, or fails to pay a judgment for illegal dumping. The law has been approved by the State legislature and is awaiting the Governor's signature.

Participation in the City's Recycling Program continues to increase. Throughout Fiscal 1999, 18.2 percent of the City's curbside and containerized waste stream and 29 percent of its total waste stream were recycled. These are the highest recycling diversion rates every recorded in the City, representing a 6.2 percentage point increase in the total diversion rate and a 1.9 percentage point increase in the curbside and containerized diversion rate over Fiscal 1998. Over 671,000 tons of residential refuse were recycled in Fiscal 1999, the highest total in history, and 14 percent greater than in Fiscal 1998. Also during Fiscal 1999 the Department continued to implement the weekly recycling collection program. By the end of the year, 39 districts received weekly recycling service. The remaining 20 districts, in Brooklyn and Queens, are scheduled to be switched over to weekly collection by October 1999 and April 2000 respectively.

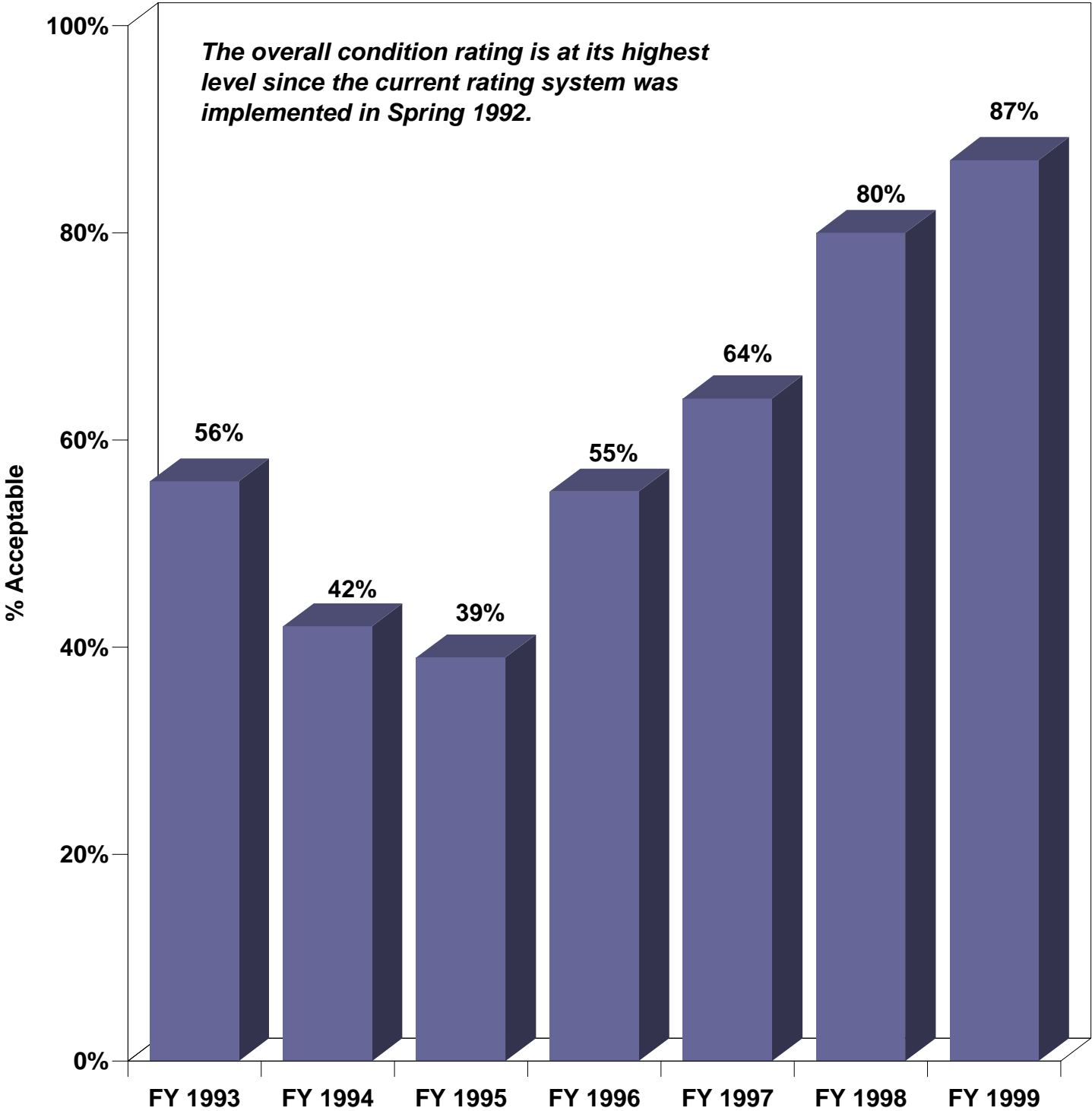
During the period from April through June 1999 DOS ran an advertising and public education campaign created to increase mixed paper recycling participation and overall recycling diversion rates. The campaign targeted districts with historically low recycling diversion rates, but was designed to reach all City residents. The advertisements were placed in subway trains, storefronts, telephone booths, and mall kiosks. A print campaign that ran in the City's major Sunday newspapers featured full page, color recycling advertisements. Cable and network television public service announcements reminded residents to look in their Sunday newspapers for the recycling checklist.

PARKS AND RECREATION

The Department of Parks and Recreation (DPR) Overall Condition rating, covering small parks, playgrounds, malls, triangles and sitting areas, is compiled by inspectors who make visits to randomly selected sites and record ratings in twelve areas: the amount of litter, broken glass, graffiti, and weeds in a park or playground, plus the condition of lawns, sidewalks, paved surfaces, play equipment, safety surfaces, benches, fences, and trees. If three or more of the 12 are rated unacceptable based on a set of predetermined criteria, or if one condition is judged a serious safety hazard, the entire site is rated unacceptable.

Department of Parks and Recreation

Overall Condition Rating* Fiscal 1993-1999



*The Department conducts inspections of parks of six acres or less.

NEIGHBORHOOD QUALITY OF LIFE

Condition ratings are at their highest level ever since the current rating system was implemented in Spring 1992. Overall conditions averaged 87 percent acceptable for Fiscal 1999, compared with 80 percent in Fiscal 1998 and only 39 percent as of Fiscal 1995. Cleanliness ratings were unchanged from Fiscal 1998 to Fiscal 1999, at 96 percent acceptable, well above the 77 percent rating recorded in Fiscal 1995. From Fiscal 1998 to 1999, the strongest improvements were seen in areas important to the safety of parks users: safety surfaces in playgrounds, which improved from 79 percent to 87 percent; play equipment, which rose from 85 percent to 88 percent; and paved surfaces, which rose from 81 percent to 90 percent.

The remarkable turnaround in parks conditions over the past four years was achieved through innovations including the use of Work Experience Program (WEP) participants in cleaning and daily maintenance tasks, as well as measures to streamline the budgeting and management of capital work in parks properties. Requirements contracts have allowed DPR to reconstruct park features at a number of sites under a single contract, substantially reducing the turnaround time for improvements. Since Fiscal 1995, when requirements contracts were introduced, DPR has completed 775 site improvements using the contracts, 212 of which were finished during Fiscal 1999.

In Fall 1998 DPR initiated a pilot program for the inspection of parks larger than six acres. The pilot inspection program examines 16 structural and cleanliness features, using a system of zones from 10 to 20 acres. Prospect Park, selected as the first park, was inspected in Fall 1998. In Winter 1998 the remaining flagship parks and parks with administrators -- Central, Riverside, Battery, Van Cortlandt, Pelham Bay, Flushing Meadows-Corona, Forest, Randall's and Wards Island Parks, and the Staten Island Greenbelt -- were organized into zones, the ten parks representing a total of 200 zones. In Spring 1999, 110 pilot inspections were conducted in the 200 zones. Paved surfaces were found to be the most problematic feature. The Department will continue its pilot program for large parks in Fiscal 2000, and will report its findings in the Preliminary Fiscal 2000 MMR.

During Fiscal 1999 the Department acquired 179.2 acres of parkland, including the 31.1 acre Soundview Park addition in the Bronx, the 2.2 acre Louis J. Valentino Park and Pier in Brooklyn, the 1.6 acre Washington Market Park in Manhattan, the 2.1 acre Powell's Cove Parks addition in Queens, and the 70.3 acre Staten Island Industrial Park addition. These additions, and other properties acquired during Fiscal 1999, bring the total parkland in the City to 28,131.2 acres, six percent more than in Fiscal 1994.

MAYOR'S ANTI-GRAFFITI TASK FORCE

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

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

NEIGHBORHOOD QUALITY OF LIFE

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

From September 1998 to the present, the Task Force has coordinated a series of neighborhood cleanup initiatives involving City agencies and community volunteers in an intensive effort to eradicate graffiti and organize prevention efforts in selected areas. Cleanup campaigns to date have been conducted or are now being organized in the Elmhurst and Bayside sections of Queens; in Harlem and the Lower East Side in Manhattan; in the Bushwick and Sunset Park sections of Brooklyn; in the Soundview and Hunts Point sections of the Bronx; and in Staten Island. Prior to each campaign, the Community Assistance Unit coordinates the collection of waivers from area merchants and residents who agree to have their properties cleaned. Volunteer cleanup efforts are assisted by agencies including the Departments of Transportation, Environmental Protection, Housing Preservation and Development, Parks and Recreation, and Probation (through the activities of its community service workers), as well as the Police Department, the Fire Department, and the New York City Housing Authority. The Department of Sanitation is a major participant in each cleanup initiative, making its special cleaning equipment available on an as-needed basis for power-washing and painting selected properties. The Human Resources Administration, through the efforts of Work Experience Program (WEP) participants, conducts separate cleanup campaigns which are coordinated with Task Force cleanups in several areas. The following describes the contributions of Task Force members during Fiscal 1999, both as part of neighborhood cleanup initiatives and in other areas.

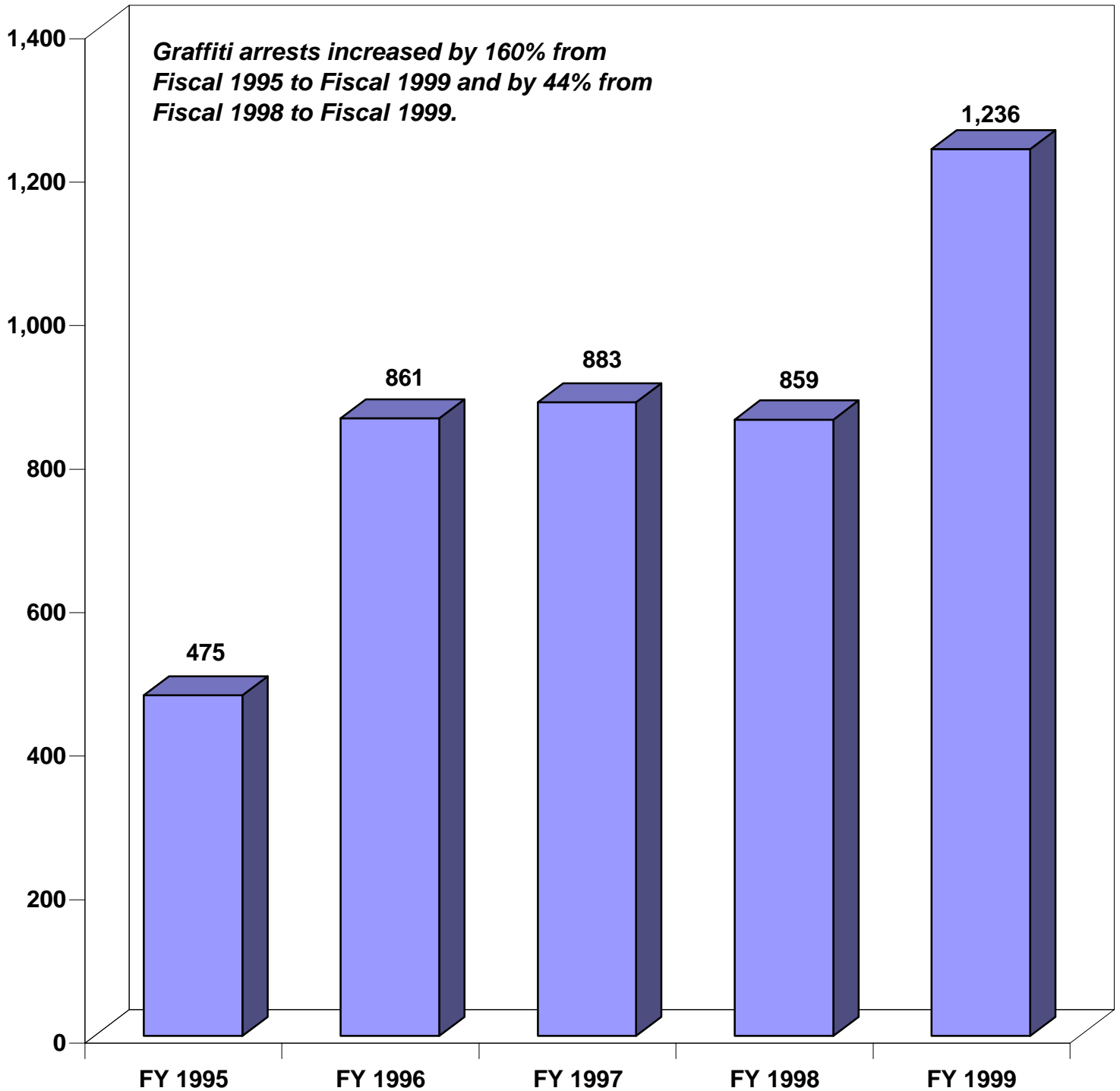
Police Department. The Department made 1,236 graffiti arrests during Fiscal 1999, 44 percent more than the previous year and 160 percent more than in Fiscal 1995. The Department works with community members in the aftermath of cleanup initiatives to help ensure that neighborhoods remain graffiti-free, and has made arrests by staking out cleanup sites that are likely to be revisited by graffiti vandals. The Department's Anti-Graffiti/Vandalism Unit (AGVU) collects graffiti-related intelligence, including information on graffiti arrest statistics, graffiti vandals and their identifying symbols, court dispositions, and active bench warrants, and provides assistance and information to other City agencies.

Fire Department. During the fourth quarter of Fiscal 1999 the Fire Department conducted anti-graffiti public education as part of its overall public safety campaign, which also targeted neighborhood problems such as litter, arson, and drugs. The intensive public outreach campaign was conducted in conjunction with smoke detector and battery giveaways, and with the joint NYPD/FDNY anti-fireworks campaign. The Fire Department prepared educational material for students and teachers on the safety problems posed by arson and graffiti in the community. The Department maintains a policy of 48-hour removal of graffiti from all 211 firehouses citywide, and painted over 200 alarm boxes in each of the last two fiscal years.

Department of Probation. The Department coordinates and conducts supervised work crews throughout New York City, consisting of probationers who perform community service tasks as a condition of their probation. In Fiscal 1999, graffiti was removed from 2,419 sites; a total of 193,520 square feet of roll-down gates and/or walls were cleaned. As part of the Task Force's neighborhood cleanup initiatives, Department work crews were assigned to areas including Bushwick, Brooklyn (3,840 square feet of graffiti removed); Elmhurst, Queens (2,100 square feet removed) and Hunts Point, the Bronx (5,832 square feet removed).

New York City Police Department

Graffiti Arrests Fiscal 1995-1999



Figures are based on preliminary data.

NEIGHBORHOOD QUALITY OF LIFE

Department of Transportation. In Fiscal 1999 the Department removed 6.6 million square feet of graffiti from the City's bridges and highways – favorite targets of graffiti vandals – compared with 5.8 million square feet the previous year. DOT notifies the Police Department 48 hours prior to removing graffiti, so that police patrols can deter repeated vandalism. DOT's program has been expanded to include 24 arterial highways, on which graffiti removal is performed on a monthly basis. The Department uses a mix of City and State funding; two crews, each consisting of six painters and one supervisor, remove graffiti from State-owned highways under the State Arterial and Maintenance program.

DOT also dispatches a Sticker Removal Team to remove posters and stickers from City property. The unit, consisting of two DOT employees and two Work Experience Program (WEP) participants, removes stickers from approximately 100 lightpoles a week, and removes up to 120 posters a week from poles. The Department's efforts as part of cleanup initiatives in Hunts Point, Soundview, and Bayside resulted in the removal of 782 stickers and posters from lightpoles and stop-signs during Fiscal 1999. The Department removed a citywide total of 5,546 stickers and posters during Fiscal 1999.

Department of Environmental Protection. In Fiscal 1999 the Department removed approximately 5,000 square feet of graffiti from its facilities around the City, compared with 4,800 square feet the previous year, at sites including the Coney Island Water Pollution Control Plant and Gowanus pumping station in Brooklyn; the sewer yard located next to the East River Drive in Manhattan; and the Ontario Avenue pumping station in Staten Island.

Department of Housing Preservation and Development. The Department continues its efforts to remove graffiti on City-owned buildings by power washing or painting over graffiti on buildings with painted exteriors. In Fiscal 1999, 68 buildings received power washing treatments and 140 buildings were treated using the paint-over method, for a total of 208 buildings. By comparison, 63 buildings were cleaned in Fiscal 1998. Since the program's inception, 93 buildings have received power washing treatments; another 252 buildings have been treated using the traditional paint-over method. As part of the second stage of this initiative, HPD began to use both private contractors and Supported Work Group providers to expand power-washing services citywide.

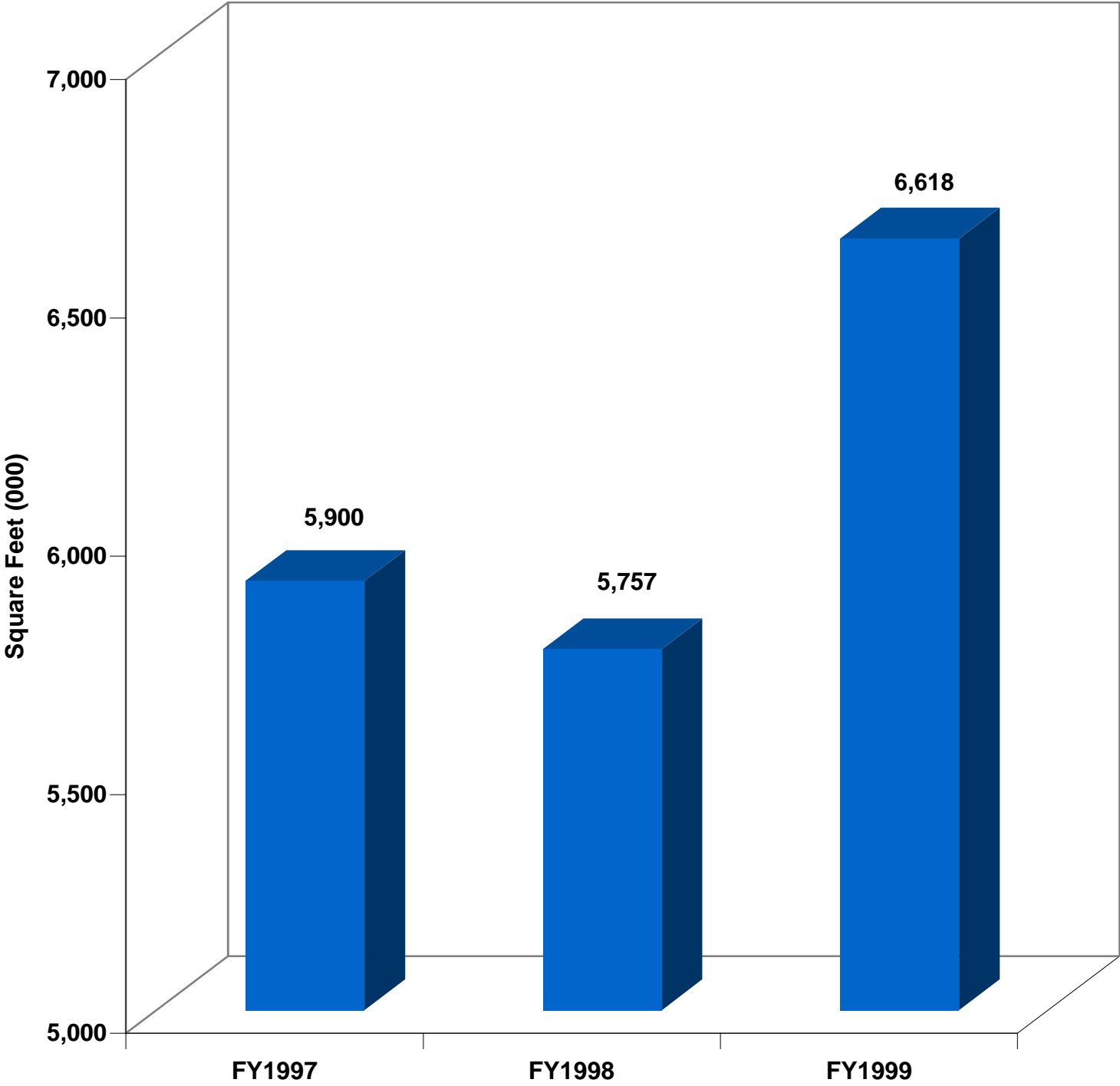
New York City Housing Authority. As of the first quarter of Fiscal 2000 a total of 60 public housing developments and 177 buildings are involved in the Authority's anti-graffiti program, compared with 55 developments and 168 buildings at the end of Fiscal 1998. District Attorneys' offices in each borough assign persons sentenced to community service to the Authority's anti-graffiti unit to help staff remove graffiti from Authority buildings. Fifteen Housing Bureau police officers patrol Authority buildings and investigate graffiti offenses.

Department of Sanitation. The Department continues to maintain all of its facilities, vehicles and equipment free of graffiti, and takes the lead in removing graffiti for other City agencies. As part of the Task Force's neighborhood cleanup initiatives during Spring 1999, the Department painted or cleaned 66,142 square feet at 86 sites to remove graffiti, and distributed paint to community residents and owners to paint over any recurring graffiti. DOS removed over 296,000 square feet of graffiti at 336 sites during Fiscal 1999.

The Department's specialized anti-graffiti equipment is a critical part of the Task Force's neighborhood cleanup initiatives. DOS designed and developed a self-contained mobile anti-graffiti unit, which can clean, prepare, and custom-paint a site to its original color. The vehicle is equipped with a computerized color matching system, and was developed in-house for approximately half the cost of outside procurement. A second mobile unit developed by the Department is used for power-washing and application of chemical graffiti remover.

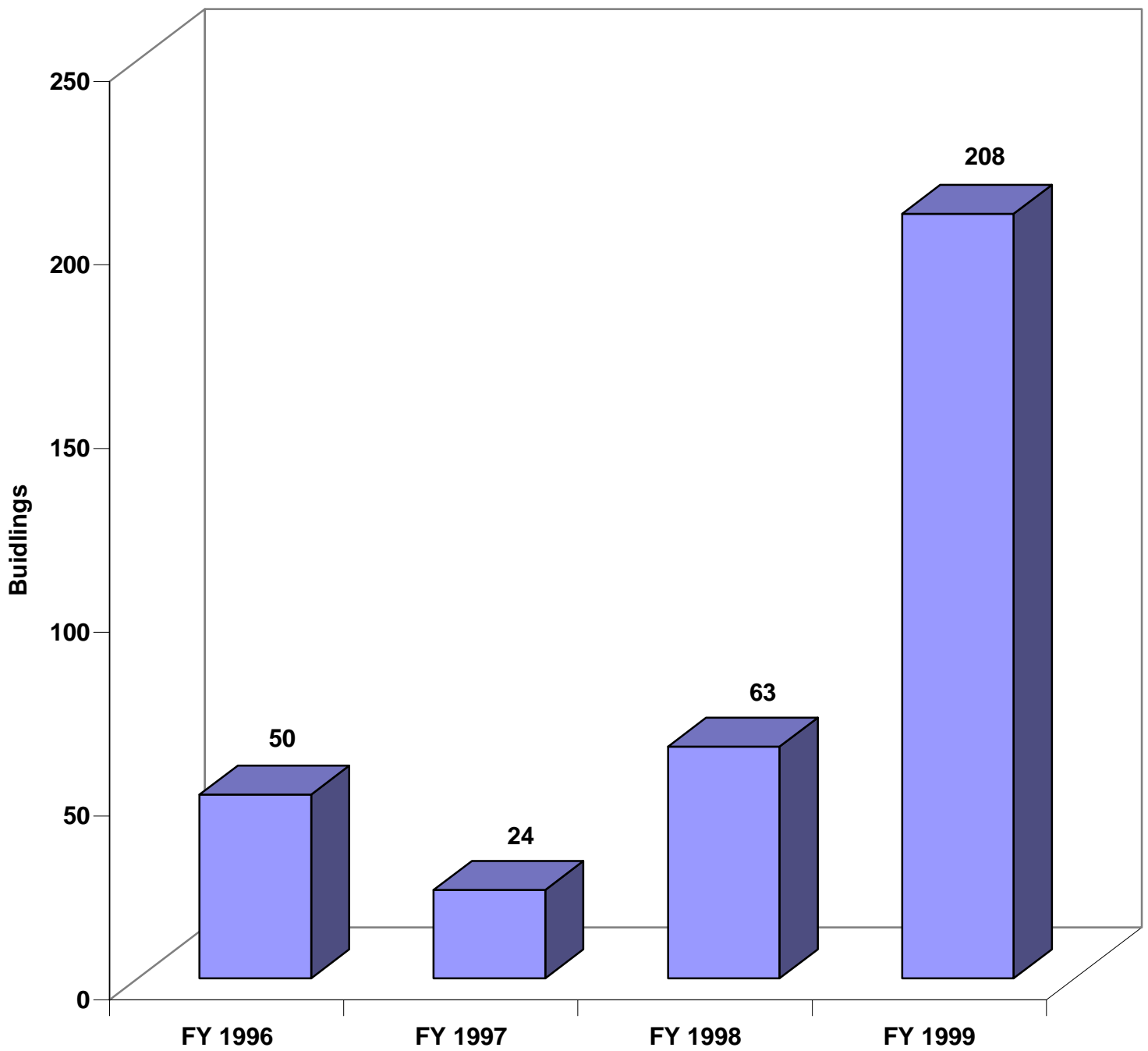
Department of Transportation

Graffiti Removal from Bridges and Arterial Highways



Department of Housing Preservation and Development

Graffiti Removal from City-Owned Buildings Fiscal 1996-1999



NEIGHBORHOOD QUALITY OF LIFE

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

In 1994, the first year of the DPR's zero-tolerance policy, the Department removed or painted over more than 7 million square feet of graffiti. The amount of graffiti removed had fallen to 3.4 million square feet for Fiscal 1999. The Department's surveys of conditions in parks and playgrounds found 94 percent of sites rated acceptable for graffiti in Fiscal 1999, slightly worse than the 96 percent acceptable rating for Fiscal 1998, reflecting DPR's decision to tighten its standards for acceptability.

Department of Business Services. During Fiscal 1999 DBS and other City agencies worked with Business Improvement Districts such as those at Sunset Park-Fifth Avenue in Brooklyn, Pitkin Avenue in Brooklyn, Hub-Third Avenue in the Bronx, and Steinway Street in Queens to remove graffiti, improve cleanliness, and increase security. In addition, the Department's Business Assistance unit worked with the Mayor's Community Assistance Unit to prepare for Task Force cleanup initiatives, concentrating outreach efforts to business areas affected by graffiti in the Bronx, Manhattan, Brooklyn, and Queens. Businesses benefiting from graffiti removal were located in areas including Chinatown, Soundview, Bayside, Sunset Park, and Dyker Heights.

Department of Cultural Affairs. The Department focuses on education and outreach to help citizens, especially youth, form new attitudes about the use of and respect for public spaces. A total of 50 teachers and over 2,500 public school students participated in the 1997-98 CarCard Program, in which children's drawings are placed on subways and buses. The program's theme for 1998-99 is Public Transportation/My Favorite Subway Stop/Bus Stop. The program is organized annually in conjunction with the Metropolitan Transit Authority's Arts for Transit unit and United Federation of Teachers' Art Teachers Association. Teacher workshops are also held each year to encourage new approaches to the themes of public spaces and art.

Human Resources Administration. Beginning in September 1998, the Human Resources Administration (HRA) has mounted its own Graffiti Removal and Clean Buildings/Clean Streets program in or near four Business Improvement District areas: the Pitkin Avenue (in East New York/Brownsville) and Church Avenue (Flatbush) sections of Brooklyn, Upper Broadway in Washington Heights, and the Hub-Third Avenue section of the South Bronx. HRA arranged for a not-for-profit group to supervise Work Experience Program (WEP) participants assigned to clean these areas. In April 1999, in conjunction with the Task Force's initiative in the Lower East Side, HRA completed a five-week graffiti removal effort there. By June 1999 HRA's Graffiti Removal Program had expanded to 12 WEP crews operating in eight areas. The additional four areas are Tribeca, Chinatown, Bushwick, and the Woodside/Sunnyside area in Queens. At the end of Fiscal 1999, nearly 400 waivers had been obtained to remove graffiti; WEP crews swept debris and scraped stickers from light poles, traffic control boxes, and street signs on over 250 City blocks; and WEP crews had painted over graffiti on approximately 200 sites. About 150 WEP participants have participated in HRA's Graffiti Removal Program, averaging 30 participants per day for approximately 260 days. As of June 1999, the not-for-profit group assigned to supervise WEP participants in the program had placed 32 participants into permanent unsubsidized jobs. In addition, HRA designed and distributed anti-graffiti posters and arranged for them to be placed in the store windows of properties that benefited from the Graffiti Removal Program.

NEIGHBORHOOD QUALITY OF LIFE

Department of Youth and Community Development. The Department helps to distribute information about the City's anti-graffiti campaign through over 900 neighborhood-based organizations with which DYCD contracts for services. In addition, the Department's NYC YOUTHLINE, a 24-hour, seven-day information line for youth and adults, allows callers to report on the location of graffiti "hot spots" in their neighborhoods. NYC YOUTHLINE can also help connect youth volunteers with graffiti clean-up and prevention programs in their communities.

Department of Consumer Affairs. Since the creation of the Task Force, the Department of Consumer Affairs (DCA) has effectively pursued enforcement of the City's law regulating the display of aerosol spray paint and large tip magic markers, and prohibiting the sales of these items to minors. Enforcement sweeps use teenage volunteers to assess retailer compliance. This method has reduced the percent of stores inspected by DCA that sell spray paint to minors from 44 percent in March 1998, to 22 percent in October 1998, to only 6 percent in March 1999. There were 26 violations issued for the selling of spray cans to minors in Fiscal 1999, compared with 19 violations in Fiscal 1998.

Department of Citywide Administrative Services. The Department (DCAS) is responsible for citywide anti-graffiti efforts directed at City landmark facilities, and also performs special clean-up projects in conjunction with Task Force initiatives. As part of the operation and maintenance of City-managed office buildings and courthouses, DCAS cleaned over 60,000 square feet of graffiti from public facilities during Fiscal 1999, compared with under 35,000 square feet the previous year. These efforts included clean-up of the Staten Island Ferry Terminal, as well as the Manhattan Bridge granite support structures on the Lower East Side of Manhattan.

New York City Transit. During Calendar 1998 New York City Transit cleaned approximately 1,087,000 graffiti "hits," including 252,000 from its subway cars, 115,000 from buses, and 720,000 from subway stations. In Calendar 1999 New York City Transit expects to clean 1,413,600 "hits," including nearly one million in subway stations, almost 300,000 in subway cars, and over 100,000 on City buses. New York City Transit continues to maintain a virtually graffiti-free transit system.

HOUSING

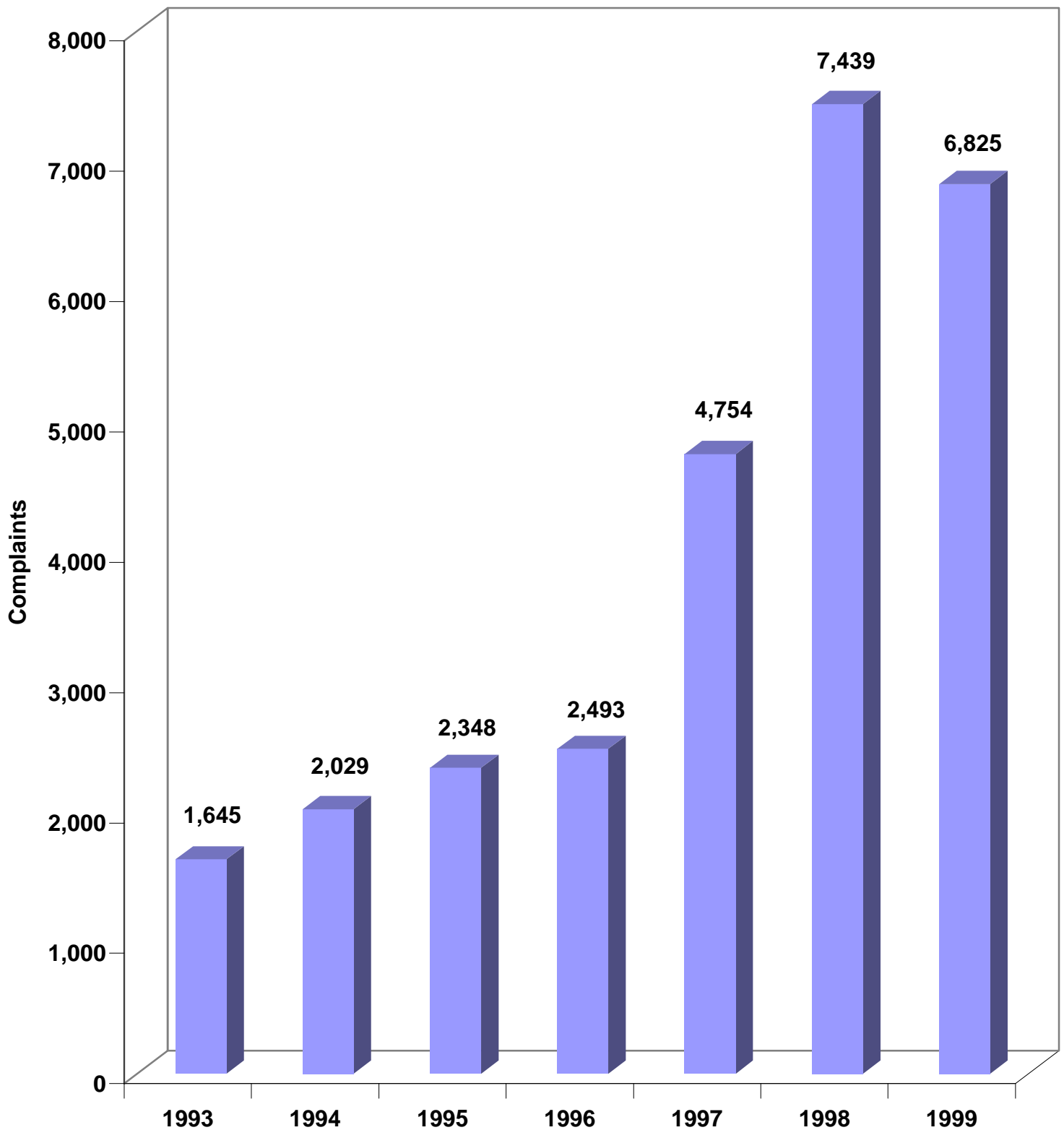
At the end of Fiscal 1999 the Department of Buildings (DOB) had assigned 18 inspectors and six support staffers to the Quality of Life Team, which is responsible for inspecting illegal subdivisions of one-, two- and three-family homes. During Fiscal 1999 the Department received 8,370 illegal conversion complaints, compared to 8,700 complaints during Fiscal 1998. The Quality of Life Team made 11,067 field visits and issued 6,935 violations in Fiscal 1999, compared to 8,558 field visits and 4,931 violations during Fiscal 1998. Originally created in response to the high level of illegal conversion complaints in Queens, the Quality of Life Team now also responds in Brooklyn due to a recent upsurge of illegal conversion complaints in that borough.

DOB has also increased the productivity of its overall inspection operations. The Department conducted nearly 300,000 inspections in Fiscal 1999, an increase of 18 percent over the previous year. Inspections per person-day increased in the five major categories – construction, elevator, electrical, boiler, and plumbing inspections. Higher productivity is due to a collective bargaining agreement that increased inspectors' work weeks from 35 to 40 hours.

The Department of Housing Preservation and Development (HPD) has successfully pursued its mandate to return residential properties taken through foreclosure to responsible private ownership. At the close of Fiscal 1999, 15,333 units in occupied buildings remained in City ownership, a reduction of 49 percent since Fiscal 1994. Units that have been transferred to private ownership during this period now provide over \$7.8 million annually to the City in new tax revenue. The positive effect of the Department's strategies can be seen in the decline in vacant buildings that remain in City Community Districts. At the end of Fiscal 1999, 78 percent of Community Districts had ten or fewer vacant City-owned buildings, compared with 56 percent of Community Districts in Fiscal 1991.

Department of Buildings

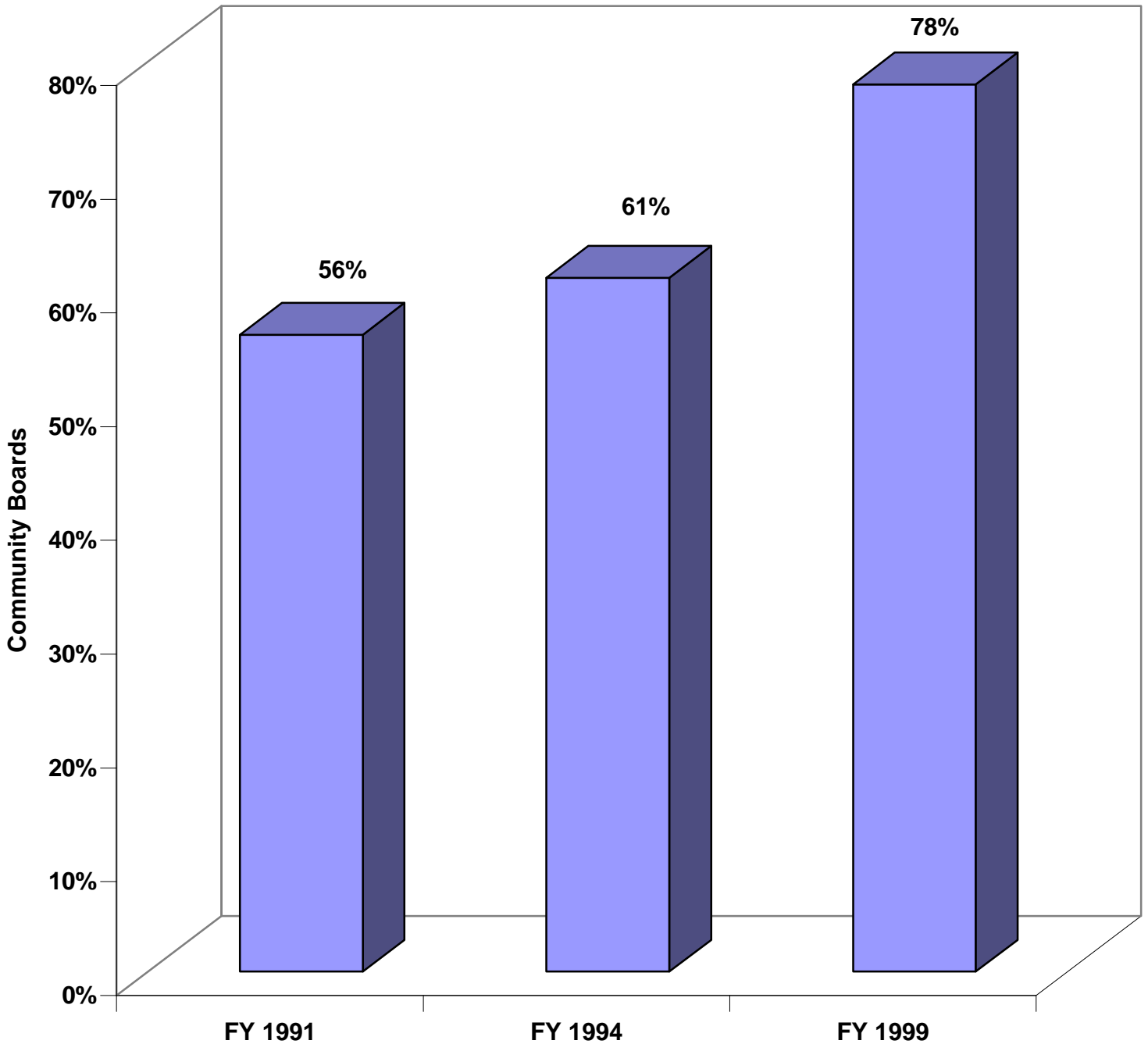
Queens Illegal Conversions Complaints Received Fiscal 1993 - 1999*



*Fiscal 1999 includes July 1, 1998 through June 22, 1999

Department of Housing Preservation and Development

Percentage of Community Boards with 10 or Fewer Vacant City-owned Buildings



There are a total of 59 Community Boards.

NEIGHBORHOOD QUALITY OF LIFE

In Fiscal 1999 HPD expanded its anti-abandonment strategy to emphasize intervention as well as abandonment prevention roles. In this new initiative, called PRO (Pathways to Responsible Ownership) Housing, HPD seeks to intervene and work with owners prior to building abandonment. To achieve this, PRO Housing identifies buildings at risk of abandonment and helps owners achieve fiscal and structural soundness for their properties. Owners are provided three paths to help preserve and maintain their properties – education, investment and enforcement. HPD’s goal is to provide an array of tools to aid owners working in good faith, and to intervene aggressively where owners are unwilling to accept help.

As part of efforts to upgrade its housing stock in anticipation of returning properties to private ownership, HPD committed \$11.1 million to replace or repair 464 critical building systems, including elevators, boilers, roofs, and entrance doors in Fiscal 1999. By comparison, the Department committed \$8.9 million to repair and replace a total of 388 systems during Fiscal 1998. HPD expects to spend \$13 million for the replacement or repair of 425 systems in Fiscal 2000. The Department also increased the pace of code enforcement inspections, completing nearly 165,000 inspections in Fiscal 1999 – over 20 percent more than in each of the three previous years.

The New York City Housing Authority (NYCHA) was recognized in Calendar 1998 in the federal Department of Housing and Urban Development’s Public Housing Management Assessment Program, which rates public housing authorities on a scale from zero to 100. New York City received a rating of 98.0, placing it second among the nation’s 14 largest housing authorities for which data was available. NYCHA also continues to make progress in increasing the proportion of working families living in public housing, a key factor in enhancing the quality of life for residents. In Fiscal 1999, 36.1 percent of families placed in NYCHA housing were working families, compared with 35.0 percent in Fiscal 1998 and 25.0 percent in Fiscal 1994.

CAPITAL MANAGEMENT

Created in July 1996, the Department of Design and Construction (DDC) performs design and construction functions related to streets and highways; sewers; water mains; correctional and court facilities; cultural buildings; libraries; and other public buildings, facilities, and structures. The consolidation of design and construction into a single agency allows for the elimination of duplicative program units within agencies; the standardization of construction procedures and practices; the reform of current practices relating to procurement for construction projects; and the expansion of the use of construction-related technology. The Department also enables the City to coordinate a wide variety of construction projects with utilities, community representatives, and private industry, thus minimizing the disruption to individual neighborhoods caused by water-main projects, sewer construction, and road work, as well as reducing the costs associated with such projects.

Since its creation DDC has worked to reduce the duration of construction projects in order to reduce the impact of excessive noise, obstructions from equipment and machinery, traffic delays, and detours on local neighborhoods. DDC completed 335 projects on or before their projected completion dates in Fiscal 1999, 57 percent more than in Fiscal 1998. Increased efficiency is the result of innovative bidding and contracting methods; the consolidation of construction activities into one agency; and a project tracking system, which provides accurate and up-to-date information on the status of all DDC projects.

NEIGHBORHOOD QUALITY OF LIFE

ENVIRONMENTAL PROTECTION

Work on the Brooklyn and Queens portions of City Tunnel No. 3, the largest capital project in New York's history, continued in Fiscal 1999. All contracted services on the Brooklyn portion of Tunnel No. 3 are expected to be completed by the end of October 1999; excavation of the Queens portion will also be completed by that date. The first contracts for the excavation of the tunnel's Manhattan segment are expected to be awarded in December 2000. The completion of Tunnel No. 3 will guarantee the City an adequate water supply well into the next millennium.

The Department made further progress in converting water and sewer accounts to meters during Fiscal 1999. Nearly 80 percent of the approximately 826,000 water and sewer accounts are now metered accounts, compared with 59 percent in Fiscal 1994; the number of metered accounts has grown 35 percent over this period. The number of estimated water and sewer bills has dropped steadily, from approximately 42 percent of all bills at the end of Fiscal 1996 to 17 percent in Fiscal 1999. In previous years estimated bills were a common source of billing problems and complaints. The reduction of estimated bills has lowered the number of customer telephone inquiries, and increased billing by approximately five percent from Fiscal 1998 to Fiscal 1999.

To address chronic flood problems in southeast Queens, DEP has allocated \$90 million since Fiscal 1996 for the construction of new sewer trunk mains in the area. All major construction will be completed by the end of Calendar 1999. DEP will also install lateral sewer connections throughout the area, connecting neighborhoods to the new, substantially expanded stormwater removal system in order to further relieve flooding conditions in these neighborhoods.

PUBLIC HEALTH

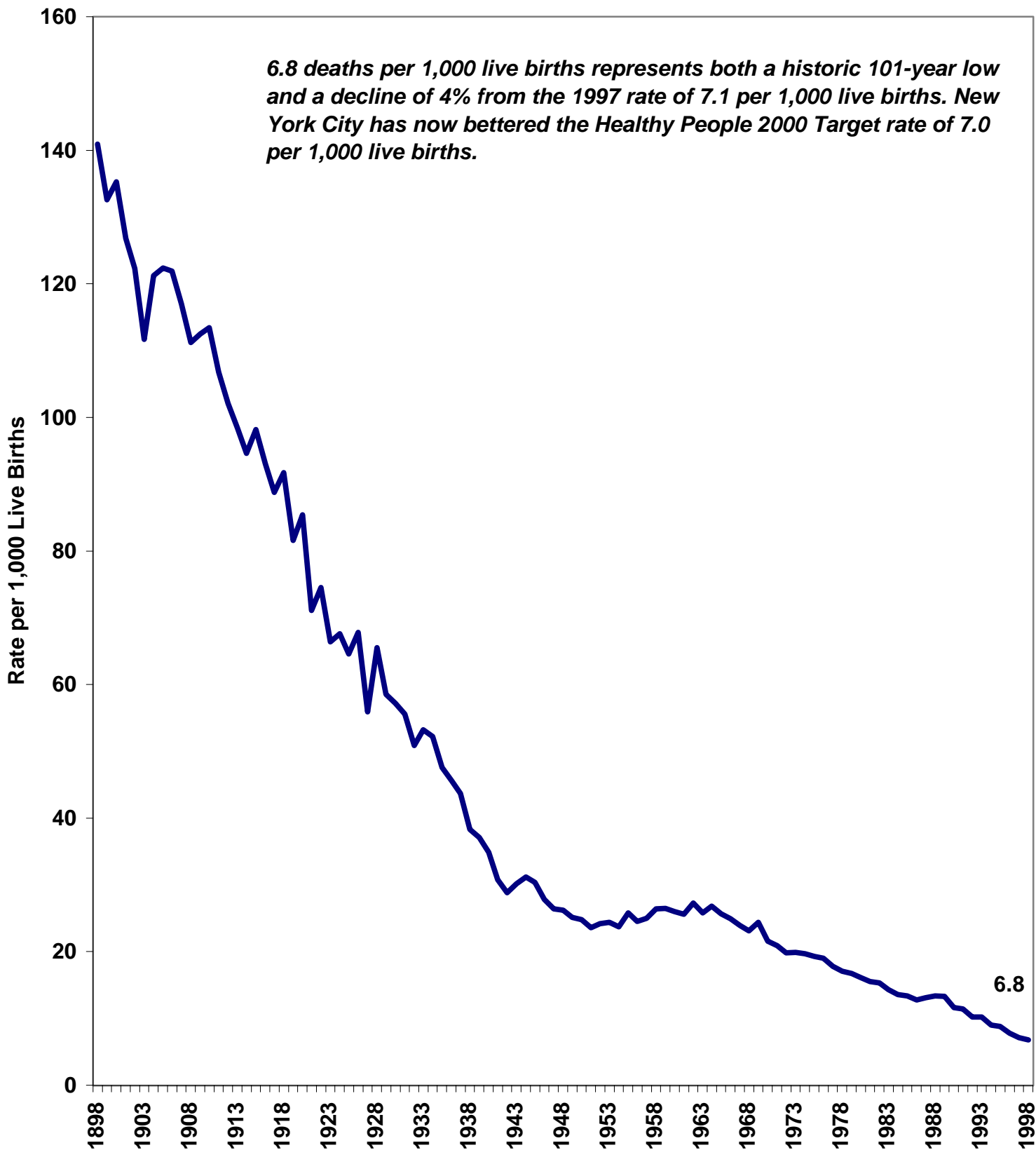
Agency Restructuring. The mission of the City's proposed Department of Public Health (DPH) will be to protect and promote the physical and mental health of individuals, families, and communities in New York City. DPH will play a pivotal role in developing a continuum of services to enable persons with mental disabilities to live successfully in community settings. Similarly, it will enhance the City's role in disease monitoring, control, and prevention, as well as in health education, environmental health, infant mortality reduction, and child health. Uniting the Department of Health (DOH) with the Department of Mental Health, Mental Retardation, and Alcoholism Services (DMH) will result in increased integration of health and mental hygiene services; greater access to public health care; more effective use of resources; greater public participation in public health planning; and improved oversight of managed care organizations. The Department of Public Health will reinforce the City's role as a pioneer in disease monitoring, control, and prevention, as well as health education, environmental health, infant mortality reduction, and child health. Similarly, DPH will continue to develop a continuum of services to enable persons with mental disabilities to live successfully in community settings.

In July 1998, DOH's Division of Health Care Access (HCA) was launched to develop, implement and monitor initiatives that expand access to health care services. HCA has completed the integration of the Mayor's Office of Medicaid Managed Care into DOH, assuming the role of administrator of the Medicaid Managed Care program; to execute contracts with Medicaid managed care plans; to monitor plans' performance; and to enforce the terms and conditions of the plan contracts.

Infant Mortality. The citywide infant mortality rate for Calendar 1998 was 6.8 deaths per 1,000 live births. This represents both a historic 101-year low and a decline of 4.2 percent from the 1997 rate of 7.1 per 1,000 live births. Calendar 1998 represents the first year in which New York City's infant mortality rate is lower than the national target of 7.0. Infant mortality rates declined by 20.3 percent in the Bronx, 12.8 percent in Brooklyn, and 19 percent in Staten Island, while increasing 26.5 percent in Manhattan and 5.3 percent in Queens.

Department of Health

New York City Infant Mortality Rate Calendar 1898-1998



NEIGHBORHOOD QUALITY OF LIFE

Tuberculosis. In Calendar 1998 the Department recorded 1,558 new cases of tuberculosis (TB) in New York City, a 9.9 percent decrease from 1997 and a 59.1 percent decrease from 1992, the peak of the recent TB epidemic. New York City's TB rate in Calendar 1998 was 21.3 cases per 100,000 persons, compared with 23.6 in Calendar 1997 and 52.0 in Calendar 1992.

Directly Observed Therapy (DOT) and intensive case management continue to result in high rates of completion of therapy. Of the cohort of patients diagnosed in 1997 who remained alive to complete treatment and did not move out of the City, 1,327, or 94 percent, have completed treatment. In Fiscal 1999, 64 patients with multi-drug resistant TB (MDRTB) were diagnosed, compared to 90 patients in Fiscal 1998. The reduction in MDRTB is attributed in part to the Department's continued use of DOT as part of the City's disease control efforts.

HIV/AIDS. The number of deaths in New York City from HIV/AIDS declined to 1,978 in Calendar 1998, the lowest figure since 1985. Advances in medical treatment, including retroviral therapy, are responsible for this trend.

New AIDS cases reported have declined by 51 percent over the past five years, and by 25 percent from Calendar 1997 to 1998, totaling 7,353 in Calendar 1998. However, preliminary data for 1999 indicate that the declining trend may be flattening. While declines in new AIDS cases have occurred among both males and females, women now represent a greater proportion of new cases – 38 percent in 1998, compared with 33 percent in 1993 – as the predominant method of transmitting the HIV virus has shifted to heterosexual contact and intravenous drug abuse. The number of people living with AIDS in New York City -- though declining slightly in 1998, to 39,538 – remains 62 percent higher than in 1993, as a result of lower mortality rates.

At the end of Fiscal 1999 the caseload of the Human Resources Administration's Division of AIDS Services and Income Support (DASIS) rose to 25,692 cases, a 9.8 percent increase compared with Fiscal 1998. The rise is due both to advances in medical treatment that extend the lives of people living with AIDS, and to the July 1997 enactment of Local Law 49, which expanded DASIS eligibility to individuals who have been diagnosed with clinical symptomatic HIV illness or AIDS at any time.

Lead Poisoning. In Fiscal 1999, 954 new lead poisoning cases were reported to DOH, compared with 1,167 in Fiscal 1998 and 2,024 in Fiscal 1995 – a decline of 53 percent. During Fiscal 1999, 91 percent of initial home and apartment inspections for new cases were conducted within three days after a report of a child with an elevated blood level. New elements in the City's lead paint poisoning prevention program are described in this Volume's chapter on services to children and youth.

Rodent Control. From the inception of the Comprehensive Pest Control Initiative in August 1997 through June 1999, 33,049 initial inspections of private properties and vacant lots throughout the City for rodent infestation were performed; approximately 47 percent of owners remediated violations following the initial inspection. During Fiscal 1999 the Department performed 11,225 initial inspections, and approximately 54 percent of owners corrected violations following the initial inspection.

Phase II inspections began in February 1998 and ended in November 1998; Phase III inspections began in June 1998 and were completed in April 1999. Each phase consists of a comprehensive inspection of properties identifying the need for extermination, and cleaning of rodent infestation. Follow-up activities, including exterminations and clean-ups, will continue through the end of Calendar 1999 for phase III properties that have been identified for extermination and cleaning.

Health Insurance for Small Businesses. During Fiscal 1999 DOH oversaw the City's contract with a private firm to establish the Citywide Health Purchasing Alliance. The Alliance will administer HealthPass, a new health insurance program that will enable small business owners with between two and 50 employees to offer their staff a choice of health insurance benefit providers and options. In

NEIGHBORHOOD QUALITY OF LIFE

August 1999 Mayor Giuliani announced that four major health insurance plans had signed contracts with the Alliance to participate in HealthPass. HealthPass will be launched in October 1999 with a subway and media advertising campaign. Information about HealthPass is available toll-free at (888) 313-PASS.

In April 1999 the Mayor announced a new initiative that will help expand access to comprehensive, low-cost insurance to small businesses on Staten Island. The City will fund a market research study to assess the borough's small business health insurance needs and determine affordable premium levels and benefits packages for small business owners. The initiative is modeled after Small Business Health Insurance (SBHI), a public-private partnership in the South Bronx, East Harlem, and northern Brooklyn, which offers small business a full health care package for less than half average cost, and covers services in three HHC hospitals. The new initiative may lower health insurance premiums for small businesses in Staten Island by as much as 50 percent.

SPECIAL FOCUS – MAYOR'S COMMISSION TO COMBAT FAMILY VIOLENCE

Mayor Giuliani established the Mayor's Commission to Combat Family Violence by Executive Order in April 1994. The Commission formulates policies and programs relating to all aspects of services and protocols for victims of family violence; develops methods to improve the coordination of systems and services for victims; establishes mechanisms to ensure that affected City agencies respond appropriately to family violence situations and that there is coordination among those agencies; and implements public education campaigns to heighten awareness of family violence and its devastating effects on society. Comprised of Mayoral appointees from the public and private sectors, Commission members represent a broad spectrum of experts from the fields of health care, social services, law, education, and housing. The heads of key City agencies serve on the Commission, including the Departments of Health; Mental Health, Mental Retardation, and Alcoholism Services; Correction; and Youth and Community Development, as well as the Police Department, the Law Department, the Office of the Criminal Justice Coordinator, the New York City Housing Authority, the Health and Hospitals Corporation, the Administration for Children's Services, the Department for the Aging, and the Human Resources Administration. The Commission maintains a homepage on NYC LINK, the City's official web site (cityweb.cn.ci.nyc.ny.us/html/ccfv).

Since its inception, the Commission has engineered a far-reaching coordinated attack on a problem affecting public safety, the quality of life, and the health and wellbeing of individuals, families, and children throughout the City. The Commission's initiatives include innovative measures in law enforcement, prosecution and probation; enhanced medical care, counseling and support for victims; the provision of shelter and alternatives to shelter; public education and outreach; improved tracking and reporting of family violence incidents; and legislative initiatives. Perhaps most important, the Commission provides the framework to cross organizational lines and ensure that government agencies and other organizations work together effectively. Its guiding principle is to promote a zero-tolerance approach to domestic violence throughout the City.

The urgency and scope of this issue is shown by a variety of indicators. In one year, the City's Domestic Violence Hotline received over 90,000 calls. A Department of Health study showed that nearly half of all female homicide victims in New York City are killed by an intimate partner. Among female clients of preventive service child welfare agencies in the City, approximately half report violence in their intimate relationship. Seventy percent of women treated for assault-related injuries and released from 17 major City hospital emergency rooms had been injured by someone they knew, often an intimate partner. And, domestic violence does not only happen among adults. The City's domestic violence hotline receives an average of 375 calls a month from teenagers involved in abusive relationships; ten percent of domestic violence victims treated at the City's public hospitals are under the age of 20; and eight percent of the victims of intimate partner homicides are teenagers.

This year the Police Department – which had already assigned over 300 domestic violence officers and investigators to all precincts throughout the City -- has expanded its emphasis on family violence, deploying Model Domestic Violence Teams in precincts around the City to improve investigations and increase arrests. Police officials and prosecutors are examining new ways to analyze the backgrounds of family violence offenders in order to prevent further incidents.

New York City's aggressive and expanding campaign against family violence can have the same success in preventing these crimes as has been achieved in other areas of public safety, as well as providing new means of support for victims and their families. The remainder of this chapter outlines the Commission's latest innovations in the fight against domestic violence, followed by an update on the programs mounted by key City agencies.

SPECIAL FOCUS – MAYOR'S COMMISSION TO COMBAT FAMILY VIOLENCE

NEW INITIATIVES

1999 Public Education Campaign

The fourth citywide Domestic Violence Public Education Campaign represents the many faces of domestic violence and emphasizes the fundamental message that domestic violence is a crime while providing the domestic violence hotline number. The advertising campaign alerts the public to the prevalence of domestic violence, and encourages victims to seek help. The posters, which are displayed on buses and subways, depict the battered and bruised faces of domestic violence victims with a time stamp underneath each face. Each successive picture in the series displays a time twelve seconds later than the preceding picture, highlighting the frequency of domestic violence and reinforcing the message that another woman is physically abused every twelve seconds. In an expanded campaign, the poster series runs the entire length of the interior of a subway car. By utilizing mass transit, the compelling posters will be viewed by millions of New Yorkers and visitors from around the world. Several private firms and foundations have donated resources to the campaign.

Teen Relationship Abuse Public Education

As many as one-third of all high-school and college-age young people experience violence in an intimate or dating relationship. When emotional and other types of abuse are examined in addition to physical violence, studies reveal that as many as 60 percent of teenagers have experienced some form of abuse in a dating relationship.

As part of its prevention strategy, the Commission partnered with public and private organizations to develop a comprehensive campaign to stop relationship abuse at a young age. The Teen Relationship Abuse Public Education Campaign includes a citywide public education initiative, training for service providers who work with young people, and services for teenagers involved in abusive relationships. Posters launched in September 1997 with the message, "Relationship Abuse. Don't Settle for That", were displayed in public venues including subways, buses, and movie theaters. Over 40,000 posters were distributed throughout the City for posting in schools, hospitals, religious institutions, police precincts, city agencies, and community-based organizations. Calls to the domestic violence hotline from young people have increased almost 50% since the beginning of the campaign.

The Commission also developed a teen relationship abuse brochure providing critical information to young people; it explains to teenagers that they do not have to tolerate abuse from their partners and that help is available. Over 150,000 copies of this brochure have already been distributed, and are available in English, Spanish, and Chinese; service providers who work with young people can order this tool from the Commission. The Commission has also created a Teen Relationship Abuse Fact Sheet and a Resource Directory for teenagers involved in abusive relationships, both available on the Commission's homepage on NYC LINK.

The training of service providers ensures the appropriate delivery of services to young people involved in abusive relationships. In conjunction with the Victim Services Agency, the City created a teen relationship abuse training curriculum for service providers working with young people and sponsored training sessions throughout New York City. More than 11,000 providers have already received training on teen relationship abuse, over 10,000 of whom are City employees from agencies such as the New York City Police Department (NYPD), the Board of Education (BOE), the Health and Hospitals Corporation (HHC), the Department of Mental Health, Mental Retardation and Alcoholism Services (DMH), the Department of Youth and Community Development (DYCD), and the Administration for Children's Services (ACS). Several City agencies now provide ongoing training for their staff on teen relationship abuse.

SPECIAL FOCUS – MAYOR'S COMMISSION TO COMBAT FAMILY VIOLENCE

In June 1999 the Commission, together with the New York City Commission on the Status of Women and the Domestic Violence Center of John Jay College of Criminal Justice, sponsored a half-day conference on the prevalence of teen relationship abuse. More than five hundred community and business leaders gathered at John Jay College to listen to experts on domestic violence and discuss strategies to address the problem through outreach and intervention.

Adopt-a-School

School-based programs are an effective way to reach teenagers, and New York City has begun a school-based relationship abuse program that consists of partnerships between schools and community-based domestic violence organizations. The Adopt-a-School program in each high school will be jointly administered by a full-time teen relationship abuse counselor, provided by the community-based organization, and by a member of the school staff designated by the principal. This approach ensures that services are coordinated with the environment and resources of each school, and that the topic of relationship abuse receives a high priority.

HRA's Office of Domestic Violence is responsible for oversight and evaluation of the program, and contracts with domestic violence organizations to participate with schools. By October 1999 three community-based domestic violence providers will begin providing comprehensive services to students at five Bronx high schools, including prevention, intervention, professional development, outreach, and parent education.

Alternative to Shelter Program

Victims of family violence are often forced to abandon their homes and communities to escape abuse. Relocation, whether to the homes of relatives, to emergency shelters, or to a new city, is often a disruptive experience. In response to the need of victims for alternatives that can increase their safety while preventing economic and personal dislocation, the Commission launched a pilot program in the 24th and 26th police precincts in Manhattan. The Alternative to Shelter (ATS) pilot program gave domestic violence victims the option of remaining in their homes by furnishing them with state-of-the-art electronic security devices for use in their homes, a cellular telephone for quick access to 911 when outside of their homes, domestic violence counseling, and coordination with the New York City Police Department. The program also included a local public education campaign and community involvement.

None of the participants in the ATS pilot program reported a single physical assault, although each had experienced multiple violent incidents in the year prior to their involvement in the program. In March 1999 Mayor Giuliani announced that the ATS pilot would be expanded to 100 domestic violence victims in ten precincts throughout the City, including the 25th and 28th precincts in Manhattan; the 43rd and 44th in the Bronx; the 105th, 113th, and 115th in Queens; the 75th and 83rd in Brooklyn; and the 121st in Staten Island. The Human Resources Administration acts as the lead agency for the program, providing full-time case management for program participants, while NYPD gives ATS alarms priority status and provides special training to officers in program precincts.

SPECIAL FOCUS – MAYOR'S COMMISSION TO COMBAT FAMILY VIOLENCE

Juris Monitor Program

In July 1999 Mayor Giuliani announced a technology-based early warning system to protect domestic violence victims in their homes as part of the City's monitoring of probationers. The Department of Probation, in cooperation with NYPD, the Brooklyn District Attorney, and the Courts, has implemented a program in which probation officers will monitor convicted domestic violence offenders using electronic ankle bracelets, alarms in victims' homes, voice print registration, and increased reporting requirements and home visits. All probationers in the Juris Monitor program are also confined to their home except with permission to leave to attend school, receive treatment, visit a doctor, or work. If the offender comes within 500 feet of the victim's home or the ankle bracelet is tampered with, an alarm sounds in the home and 911 operators are notified to dispatch NYPD officers to the scene. The system automatically documents the offender's violation of the order of protection and conditions of probation, resulting in arrest, prosecution and incarceration. New York is the first large city to use this technology.

Substance Abuse/Domestic Violence Initiative

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

In response to this problem, the City has developed a pilot program in eight substance abuse treatment sites throughout the City that integrates the delivery of substance abuse treatment with domestic violence services. Existing substance abuse treatment services are enhanced with domestic violence screening, assessment, counseling, and treatment. The pilot program includes training of domestic violence and substance abuse staff, joint case conferencing to ensure coordinated response and treatment, a weekly domestic violence education group for all clients, children's services, and family violence support groups for victims.

Family Literacy

Through a private/public partnership with a not-for-profit foundation and a private firm, the City will initiate a family literacy pilot program in both domestic violence and homeless shelters. User-friendly libraries will be constructed in the shelters, stocked with diverse, age-appropriate books. Shelter residents will be encouraged to participate in the actual creation of the libraries and receive training in maintaining the books and acting as "shelter librarians." Individual and group literacy instruction will be offered to both parents and children inside the shelters. The family literacy program will also promote literacy beyond a family's stay in a shelter by providing residents with information on library resources throughout the City upon their discharge.

The goal of this initiative is to improve the literacy skills of both parents and children and to engage them in a positive education experience. One Family Literacy Coordinator, with expertise in early childhood programming and reading, will tailor the family literacy program to the individual needs of each shelter. The pilot program will be administered by the Human Resources Administration and the Department of Homeless Services.

SPECIAL FOCUS – MAYOR'S COMMISSION TO COMBAT FAMILY VIOLENCE

ONGOING INITIATIVES

Police Department

The Police Department's domestic violence strategy was developed in 1994 to provide a comprehensive law enforcement response to domestic violence. It created an aggressive, pro-arrest policy for domestic violence-related crimes, and placed specially-trained, dedicated Domestic Violence Prevention Officers (DVPO) and Domestic Violence Investigators (DVI) in each of New York City's 76 police precincts. The Police Department also created computer database and tracking systems for all records of domestic incidents and current orders of protection, and mandated on-going training within the Department, ensuring that domestic violence is treated as seriously as any other crime. A domestic violence unit was established at NYPD headquarters to oversee the Department's efforts in this area.

Implementation of the strategy has been thorough and successful. Family-related arrests increased by 58 percent from Fiscal 1994 to Fiscal 1999, and -- in an area critical to the safety of actual and potential victims -- NYPD made 99 percent more arrests for violations of Orders of Protection during the same period. There are now over 300 Domestic Violence Prevention Officers and Domestic Violence Investigators throughout the City, and over 260,000 Domestic Incident Reports, which are required in every instance in which an officer comes into contact with a potential family violence situation, were filed in Fiscal 1999. Follow-up contact with all victims of domestic incidents is now required.

The Department continues to expand and intensify its efforts against family violence. In Fiscal 1998 Model Domestic Violence Teams were established in the 43rd and 44th Precincts in the Bronx to improve domestic violence-related investigations, increase apprehensions, and enhance support services for victims. Each team consists of one sergeant, eight police officers, and two civilians. In Fiscal 1999 domestic violence police teams in these precincts made 344 domestic violence arrests, up 287 percent from the 89 arrests made before the teams were established in Fiscal 1998. During the same period domestic violence felony assaults in the two precincts fell by six percent, from 403 in Fiscal 1998 to 379 in Fiscal 1999. In the last quarter of Fiscal 1999 the Department expanded this successful model program to 15 additional precincts throughout the City.

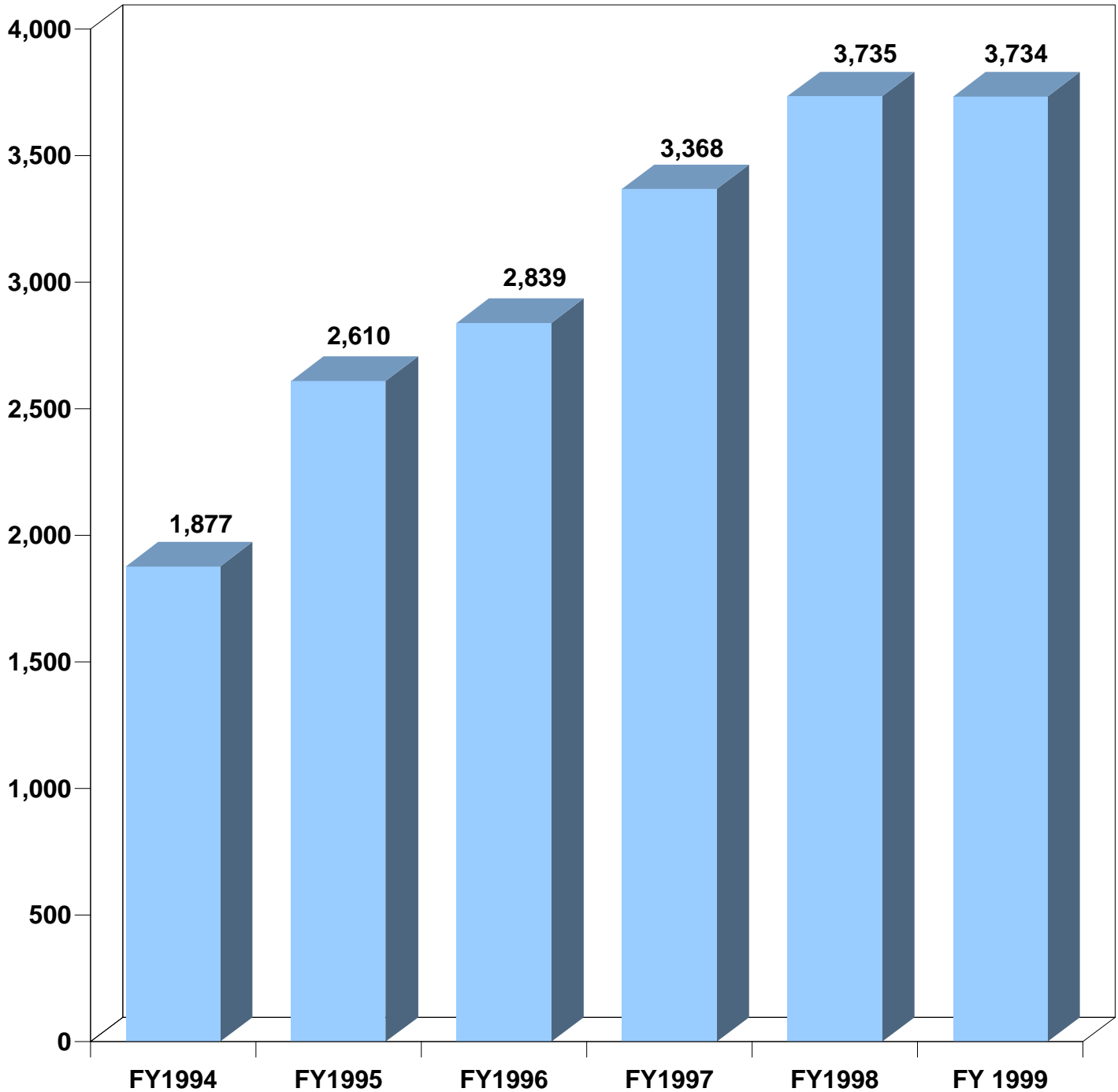
In Fiscal 1998 a Respondent Information Sheet was developed to help NYPD officers identify and locate subjects of orders of protection, improving the Department's ability to assist victims by increasing the order of protection service rate. In Fiscal 1999 89 percent of the orders of protection received by the Department were served, compared with 81 percent the previous year.

Domestic Violence Hotline

On June 1, 1994, New York City established a dedicated, 24-hour, seven days a week, toll-free domestic violence hotline. The first centralized citywide hotline of its kind in the nation, it was created in response to the needs of the City's domestic violence victims seeking immediate assistance, who were once forced to navigate through a variety of fragmented, uncoordinated systems in order to obtain services. Administered by a not-for-profit organization, the Domestic Violence Hotline is staffed by trained counselors and provides victims with immediate information, crisis counseling, safety planning, and referrals to the City's emergency shelter system and to non-residential domestic violence services in the victims' neighborhoods. The Hotline is accessible to hearing-impaired victims and those who require services in languages other than English. Operation of the Hotline is guided by an Advisory Committee made up of representatives from City agencies and community organizations, which facilitates collaboration and resource sharing among providers, develops service and referral protocols, and monitors the quality of the Hotline's services.

New York City Police Department

Domestic Violence Initiative Arrests for Violating Orders of Protection Fiscal 1994 - 1999



SPECIAL FOCUS – MAYOR'S COMMISSION TO COMBAT FAMILY VIOLENCE

Due to the City's extensive public education efforts, domestic violence calls have increased by 84 percent over the past five fiscal years, with over 91,000 calls received in Fiscal 1999. Callers' waiting time has been reduced as the number of calls has increased; the average time for a call to be answered was reduced from over 45 seconds in Fiscal 1996 to just 9 seconds in June 1999.

Department of Probation

In Fiscal 1999 the Department of Probation (DOP) prepared 1,317 Pre-Sentence Investigation reports for domestic violence offenders, compared to 1,258 reports in Fiscal 1998. The reports contain recommendations for conditions of probation that address the needs of domestic violence victims, such as requiring the probationer to participate in a domestic violence treatment program.

DOP participates in the City's family violence initiative through a variety of programs, including the Juris Monitor initiative described above. The Department's Stop the Violence Against Women project, which provides domestic violence victims in the Bronx with emergency assistance, served 416 individuals in Fiscal 1999. The program is funded by a grant from the State Division of Criminal Justice Services. Also, in March 1999 the Department began a pilot program in Queens offering short-term specialized counseling to domestic violence offenders during the period before they are placed in a treatment program. The program also prepares victim impact statements for pre-sentence investigations for cases identified as domestic violence felonies.

New York City Housing Authority

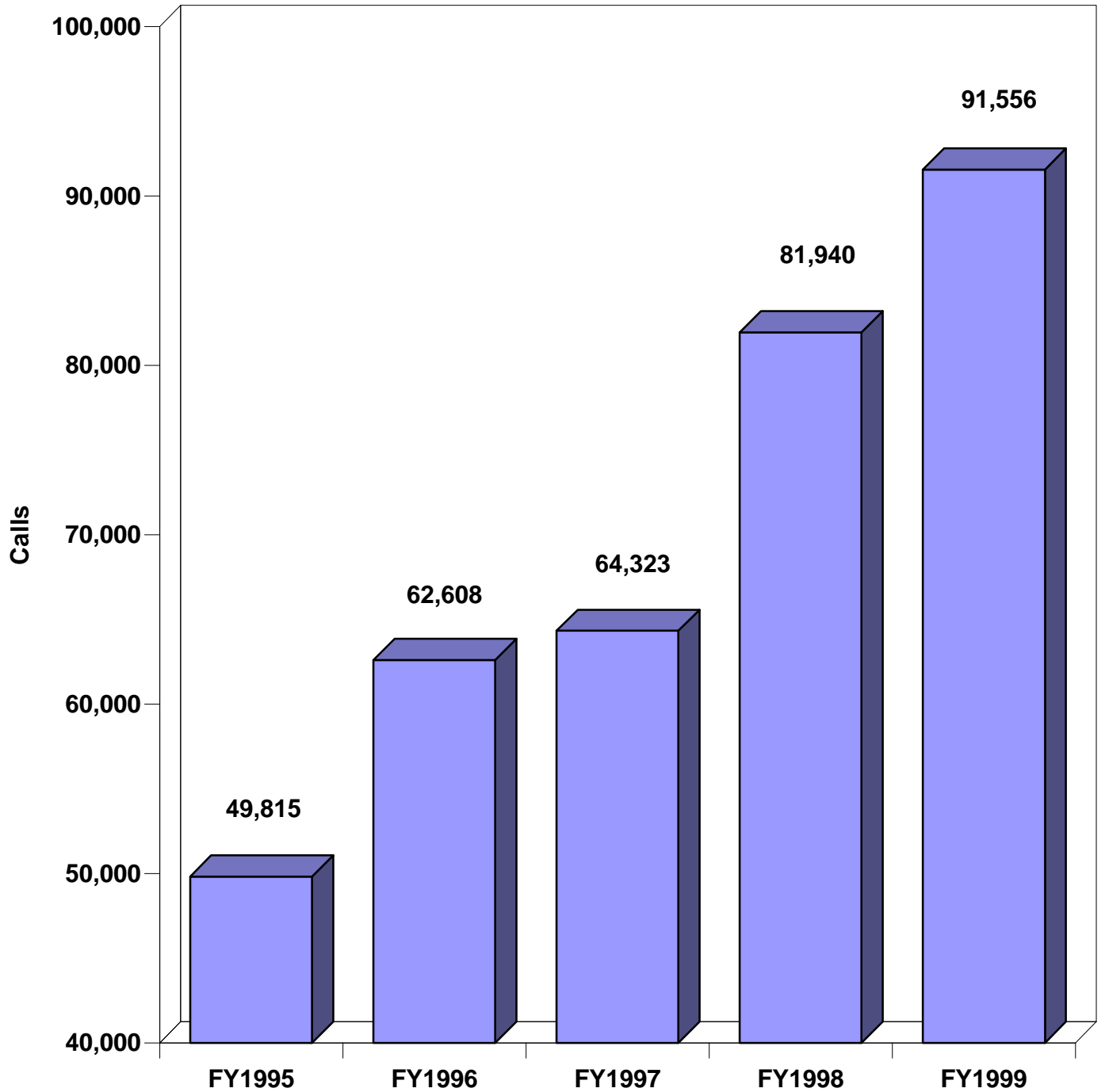
Under its Emergency Transfer Program, the City's Housing Authority (NYCHA) offers an opportunity for tenants and family members who are domestic violence victims, intimidated victims or witnesses, or child sexual abuse victims to confidentially and quickly relocate to a housing development in another borough. The program provides an alternative for many families who, due to violence and intimidation, may otherwise have been forced to give up public housing. The Authority's Emergency Transfer Unit consists of 15 staff members trained in domestic violence issues and supervised by a Certified Social Worker. The unit expedites requests for emergency transfers and works with NYPD, domestic violence shelters, prosecutors, and community-based agencies to help arrange for services and make referrals. In Fiscal 1999 the unit approved a total of 657 emergency transfer requests, 316 for domestic violence victims.

The Authority also conducts a Domestic Violence Aftercare Program for victims of domestic violence who are in the process of relocating to escape from violence. The primary goals are to maintain the safety of victims and their families while awaiting transfer, and to help the family make a stable transition to their new location. Social Work graduate interns provide direct services to the program's clients under the direction of two Social Work Supervisors. In Fiscal 1999 the program provided 297 home visits, 346 referrals to community services, and 1,524 advocacy contacts.

Since 1993, NYCHA has contracted with a not-for-profit provider to conduct its Domestic Violence Intervention and Education Program (DVIEP) for Authority residents. The program involves both NYPD Housing Bureau officers and domestic violence counselors, who offer direct intervention and support services to victims of family violence and their families living in the Authority's housing developments. DVIEP offers crisis intervention and referral services to households where an incident of domestic violence has been reported to the NYPD Housing Bureau, and conducts training and education for Housing Bureau police officers and NYCHA's housing management personnel.

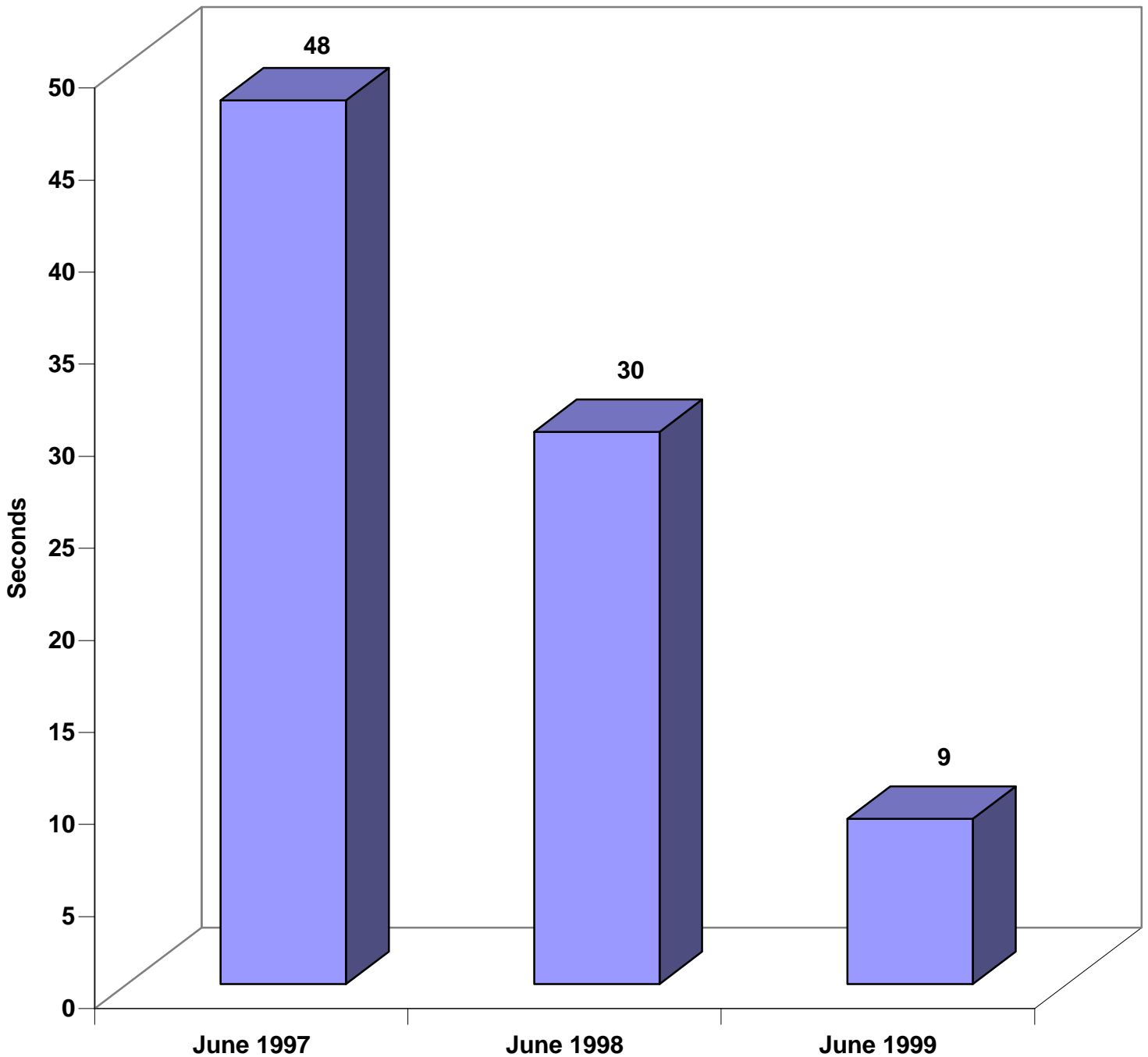
Domestic Violence Hotline

Number of Calls Received



Domestic Violence Hotline

Domestic Violence Hotline Average Waiting Time for Calls to be Answered



SPECIAL FOCUS – MAYOR'S COMMISSION TO COMBAT FAMILY VIOLENCE

NYPD Housing Bureau police officers assigned to DVIEP recently instituted Domestic Violence-Prone Location lists, an enforcement tool that identifies households reporting repeated incidents. DVIEP has also developed evaluation tools to measure the impact of enforcement efforts on domestic violence within housing developments, officer compliance with procedures, and victim satisfaction with police response. Home Visit Protocols reinforce the Authority's commitment to treating domestic violence as a serious crime. In Fiscal 1999 the DVIEP program made 2,879 family violence-related arrests, and conducted 181 community education seminars and 333 police sensitivity training sessions.

Human Resources Administration

In January 1999 HRA completed a planned 48-bed expansion of its domestic violence shelter capacity, resulting in a new total capacity of 1,298 beds. From Fiscal 1992 to 1999, the City has nearly doubled domestic violence bed capacity.

In Fiscal 1999 HRA's 11 contracted non-residential domestic violence programs provided telephone hotlines, counseling, safety planning, information and referrals, advocacy, and community education services to 12,869 victims of domestic violence, an increase of 42.9 percent from 9,000 victims served in Fiscal 1998, primarily due to the programs' outreach efforts.

Health Initiatives

The health care system is an important point of entry for domestic violence victims. In response to the prevalence of domestic violence cases in the public health care system, all New York City public hospitals now include domestic violence screening on their Emergency Room Encounter Sheets. Universal screening in hospital emergency rooms enables the public health care system to intervene earlier in the cycle of abuse. Each of the public hospitals has a full-time, dedicated Domestic Violence Coordinator who coordinates the domestic violence services in their respective facilities. In addition to caring for patients, they act as the resident domestic violence experts and educators, and train hospital staff, including doctors, nurses, and social workers, to identify, treat, and refer victims to accessible and appropriate services.

MANAGING THE WORKFORCE

The City's ability to balance its budget without hampering essential services is based on a strategy for right-sizing the workforce – an approach which targets reductions while avoiding layoffs or other unplanned staff reductions in Mayoral agencies, allows for flexibility in management to maintain crucial operations and provide essential services, and secures the cooperation of the municipal unions. During the Giuliani Administration, the City has obtained historic agreements with school bus operators and union drivers to reduce costs; negotiated a contract with school custodians linking pay increases to job performance for the first time; and negotiated a five-year labor contract with no increases in the first two years for most civilian employees. The City has enhanced its ability to effectively manage the workforce through redeployment and early retirement programs, reform of Civil Service titles and administration, and agency restructuring. Agency managers continue to regulate the use of overtime in order to control costs while securing important service enhancements. In addition, improvements in work environments and safety conditions have helped reduce absence rates and enhance worker morale.

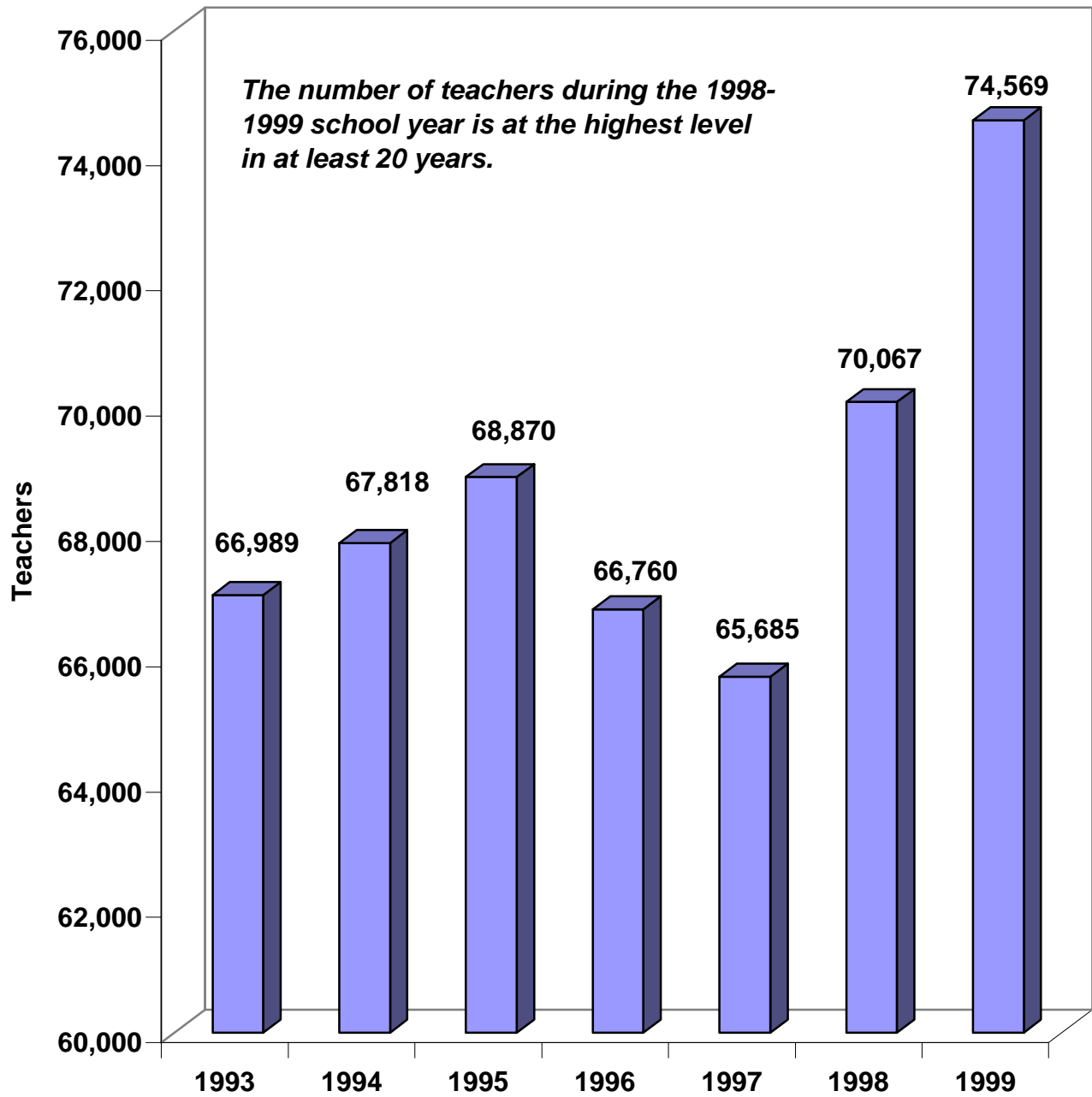
In his January 1999 State of the City Address, Mayor Giuliani emphasized that all new labor agreements the City negotiates will be tied to performance, with raises linked to productivity. Rather than give raises for the sake of raises, the City will ensure the maximum return from each new labor agreement while rewarding productive employees. A recent collective bargaining agreement for City inspectors resulted in significant productivity increases in every category of the Department of Building's code enforcement inspections.

STAFFING

Since the start of the Giuliani Administration, City-funded staffing levels have been significantly reduced while preserving and augmenting the workforce in critical service areas such as policing and public education. The full-time, City-funded headcount was 212,445 at the end of June 1999, a reduction of over 10,000 or 4.7 percent since the end of Calendar 1993. During this period, Police Department staffing has increased by 6.6 percent, including nearly 2,700 new police officers; Board of Education staffing has increased by 9.4 percent, including over 7,500 new full-time teachers; and all other agencies' staffing has declined. These figures take into account the merger of the Housing and Transit Police forces with the New York Police Department during Fiscal 1995, the transfer of the Emergency Medical Service from the Health and Hospitals Corporation to the Fire Department, and the reclassification of water and sewer positions.

The individual employees who left City service were virtually all self-selected, as the City relied on attrition and incentive programs to achieve downsizing. The City has taken advantage of several New York State-enacted special early retirement plans, as well as two specially designed severance programs or "buy-outs" to encourage employees in selected titles to leave City service. Working cooperatively with the labor unions, the City instituted a redeployment program whereby employees no longer needed in their current position could apply to fill vacancies in other City departments and agencies. The agreement with the labor unions also allowed the City to conduct redeployment where employees would otherwise have been laid off. Redeployment maximized the benefits of the early retirement and severance programs by allowing the City to open them to individuals working in agencies or titles not being eliminated, and avoid laying off skilled people who wished to remain in City service.

Board of Education Full-Time Teachers June 1993 - June 1999



MANAGING THE WORKFORCE

PERSONNEL ADMINISTRATION

Classification Reform

New York City uses broadbanding and consolidation to reclassify personnel titles to enable managers to use them in a more efficient way. Broadbanding and consolidation of competitive titles provide greater flexibility in assigning employees in the same title to a wider range of duties and positions. Employees may also advance to higher positions within their title without requiring additional examinations.

Broadbanding is the combining of titles across occupational groupings (horizontally) to allow managers to perform a broader range of assignments within each title. For example, the title of Word Processor was broadbanded with the title Office Associate - Typist to form the new replacement title of Secretary, to allow typists to use computers as well as typewriters. Consolidation is the combining of titles in promotional series (vertically), generally by creating assignment levels within the combined title, to eliminate unnecessary promotion examinations and give managers more discretion in assigning employees more difficult duties where the employee is competent to perform them. Consolidation is generally used where the difference between levels is mainly one of span of control or level of complexity. For example, the titles of Administrative Assistant, Administrative Associate, and Senior Administrative Associate were consolidated to form the new replacement title of Principal Administrative Associate with three assignment levels.

Since 1976, when the City first began broadbanding and consolidating titles, the number of competitive titles has been reduced by more than 600, to 1,173. During the Giuliani administration alone, the City has eliminated more than 125 competitive titles. The 1995 broadbanding and consolidation of nine competitive clerical, data entry, typing and stenographic titles into four affected more than 11,000 employees in more than 60 city agencies, offices and entities. The merger of the Transit Police and Housing Police into the New York Police Department resulted in the broadbanding of twelve police titles into four and affected over 25,000 employees. During Fiscal 1999 the Department of Citywide Administrative Services (DCAS) used consolidation, broadbanding, and elimination to reduce the number of competitive job titles by 26, compared with 16 titles in Fiscal 1998. Among the titles affected were Purchasing Agent, Principal Buyer, Senior Housing Teller, Supervising Housing Teller, Supervising Public Health Nurse, Senior Highway Transportation Specialist, Chief Dietician, and various Transit Authority Maintainer's Helper titles.

City Employee Health Benefits

In April 1999 Mayor Giuliani announced an agreement with the Municipal Labor Committee to improve the health benefits of City employees and retirees, at no additional cost to the City or to beneficiaries. The Municipal Labor Committee, through its representatives on the Labor Management Health Insurance Policy Committee, is responsible for negotiating health insurance benefits with the City of New York on behalf of City employees. Additional benefits to be provided to current City employees and under 65 non-Medicare retirees in the GHI-CBP/Blue Cross plan are:

- Inclusion of Asthma Drugs and Disease Management Program in the basic plan.
- Reduction in the deductible from \$3,000 to \$1,500 for catastrophic coverage.
- An increase in the lifetime maximum to \$2 million in covered expenses and the elimination of the annual maximum, except for private duty nursing.

MANAGING THE WORKFORCE

- Increased inpatient hospitalization benefits for non-Medicare eligible members from 75 days to 365 days.
- Coverage for up to 90 days in a Blue Cross approved Skilled Nursing Facility.
- Coverage for cardiac rehabilitation at Blue Cross network facilities for up to a maximum of 36 visits annually, with no cost to the patient.
- Increase in GHI participating provider schedule for Manhattan physicians.
- Elimination of the \$240 hospital deductible for newborn nursery care.
- Inclusion of full time student coverage in the basic plan. This benefit, currently covered only through the Optional Rider, will save employees up to \$8.77 a month for coverage.
- Increase in the GHI reimbursement schedule to participating providers for maternity services.

Data Processing

Most citywide data processing related to personnel matters is carried out by a series of computer systems developed during the 1980s. In addition, many agencies have developed and implemented their own internal systems; these agency-based systems are limited in scope and, in many cases, are not compatible with other personnel systems.

The City is now planning for a Citywide Automated Personnel System (NYCAPS), that will allow for the integration of the many oversight and line agency personnel systems into a single entity, and will address many of the limitations of the current environment. The system will encompass information captured in the existing computing environment – including civil service oversight requirements, personnel history for all employees, and equal employment opportunity data -- as well as an employee skills and performance review inventory, an automated Planned Action Report (PAR) process with automated reviews and approvals, and electronic data transmission to the City's Payroll Management System (PMS), and CityTime. The system will allow access by oversight units, agency personnel offices, agency managers – and eventually employees and job applicants.

The Citywide system is expected to allow agencies to initiate and also monitor personnel actions so that they can track the progress of their requests in accordance with established timetables. Manual paperwork steps in the hiring process could be either eliminated or automated. Required approvals would be transmitted instantly between oversight units and to operating agencies, saving valuable time. Agencies would have a better understanding of and more discretion in hiring options, including access to the Internet as a labor pool. The system the City envisions will include the following characteristics:

- simplified workflow processes and large scale paper reduction in both operating and oversight agencies.
- reduction in the need for stand-alone systems in operating agencies.
- up-to-date, non-redundant and consistent data made available on the City's workforce for salary, headcount, hiring, promotion, attrition management and employment status.

MANAGING THE WORKFORCE

- a more rapid, accurate and consistent application of business rules – enabling efficient and informed decision making.
- automated availability of employee information on new employees and on employees moving from one agency to another.
- collection of centralized information previously unavailable centrally for training, performance evaluation, unemployment processing, and other purposes.
- easy access to central data for analysis by both operating and oversight agencies.
- wider accessibility to information for all City employees and the public, including job vacancies and exam applications.

DCAS is in the process of initiating the full requirements analysis needed for this project.

OVERTIME

The Mayor's Office of Operations and the Office of Management and Budget have joint responsibility for monitoring the overtime spending of City agencies. In accordance with Mayoral Directive 94-3, selected high-overtime agencies provide annual overtime control plans and monthly reports on earned overtime and its causes, which the Office of Operations uses to produce monthly and year-end reports for agencies and oversight units. In Fiscal 1999 and 2000, 11 selected agencies, with overtime earnings representing 95 percent of total City overtime spending, are being monitored in this manner. The monitored agencies are the Police, Fire, Correction, and Sanitation Departments; the Departments of Juvenile Justice (DJJ), Environmental Protection (DEP), and Transportation (DOT); the Human Resources Administration (HRA); the Administration for Children's Services (ACS); the Office of the Chief Medical Examiner (OCME); and the Health and Hospitals Corporation (HHC).

Total City overtime earnings were \$564.3 million in Fiscal 1999, compared with \$501.8 million in Fiscal 1998, an increase of 12 percent. This increase reflects the planned use of overtime as a mechanism that enables the City to increase services without increasing staffing and longer-term costs. Most of this increase occurred in the uniformed agencies (Police, Fire, Correction, and Sanitation); these agencies' earnings were \$397.6 million in Fiscal 1999, an increase of 15 percent from \$345.8 million in Fiscal 1998.

Overtime was used in the Police Department for purposes including new arrests due to expanded anti-narcotics initiatives and for civilian work in facilities maintenance, traffic enforcement, and Year 2000 computer preparation projects. Increased overtime in the Department of Correction (DOC) was partly due to coverage of posts in conjunction with the DOC's enhanced training programs. The increase in Sanitation overtime was primarily due to management initiatives such as the implementation of citywide mixed paper recycling and the start of a weekly recycling pilot in nine Sanitation districts. The number of overtime hours worked in the Fire Department increased by only two percent, although earnings increased by six percent due to relevant contractual salary increases.

Combined overtime earned in the seven civilian monitored agencies was \$128.6 million in Fiscal 1999, an increase of only two percent from Fiscal 1998. This change reflects decreased Fiscal 1999 overtime earnings in one civilian monitored agency – the Administration for Children's Services -- and moderate increases in other agencies. Overtime earnings in ACS were \$22.3 million in Fiscal 1999, a reduction of 19 percent from \$27.7 million in Fiscal 1998. This decrease reflects several successful initiatives in Fiscal 1999. The agency's central offices were consolidated at 150 William Street, enabling ACS to improve its workflow and eliminate

MANAGING THE WORKFORCE

unnecessary travel time. In addition, ACS management improved the monitoring and oversight of overtime use. The agency has also added 117 new protective service caseworkers since Fiscal 1998, which reduced the need for overtime during Fiscal 1999.

Growth in overtime earnings is increased by salary increases as per collective bargaining agreements, and by the increasing seniority of employees hired in prior years. In terms of hours of overtime worked, the City's overtime usage increased 6.6 percent from Fiscal 1998 to 1999, totaling 17.2 million hours; but remained 9.0 percent below the record 18.9 million hours used in Fiscal 1994 (largely due to record snow accumulations). As a percent of full-time normal gross salary, citywide overtime usage increased from 4.47 percent in Fiscal 1998 to 4.88 percent in Fiscal 1999; by comparison, Fiscal 1994 overtime usage equalled 5.25 percent of the normal full-time payroll.

ABSENCE CONTROL

The Mayor's Office of Operations also monitors citywide paid absence rates in accordance with Mayoral Directive 91-9. Agency heads are responsible for closely monitoring absenteeism, ensuring that paid absence is used in accordance with current contracts and regulations, and establishing procedures to limit the loss of employee availability due to unnecessary or avoidable paid sick leave. The total absence rate is calculated using three types of absence: Line-of-Duty Injury absence among the uniformed forces at the Police, Fire, and Sanitation Departments; Worker's Compensation absence for all civilian employees, as well as for uniformed employees at the Department of Correction; and total paid sick leave for all employees.

The total absence rate was 4.60 percent (equivalent to 11.4 days absent per year) in Fiscal 1999, compared with 4.55 percent during Fiscal 1998. These figures reflect contrasting trends within uniformed and civilian agencies. The combined absence rate of uniformed employees in the Police, Fire, Correction, and Sanitation Departments was 4.57 percent in Fiscal 1999, compared with 4.58 percent a year earlier, reflecting reduced annual absence rates in both the Police and Correction Departments. Fiscal 1999 was the fourth consecutive year of reduced annual absence among uniformed Police employees, a result of improved absence management and disciplinary programs. At the same time, the absence rate of the City's civilian workforce rose to 4.63 percent (11.4 days absent per year) in Fiscal 1999, compared with 4.52 percent in Fiscal 1998.

While overall absence increased slightly in Fiscal 1999, successful management strategies have kept absence rates below the level seen early in the current Administration. Since Fiscal 1994, reduced absence has saved the City the equivalent of over 1,400 available employees, including nearly 1,000 uniformed employees.

Noteworthy successes in controlling absence rates have occurred in the Police and Fire Departments, through initiatives that increased the safety and security of employees. Paid absence due to Worker's Compensation for Traffic Enforcement Agents (TEAs) has decreased by 96 percent, from 370,700 hours in Fiscal 1996 to 13,120 hours in Fiscal 1999. Paid Worker's Compensation absence among the City's corps of TEAs has decreased steadily since the unit's Fiscal 1997 transfer from the Department of Transportation to the Police Department, where TEAs are less subject to assault.

In the Fire Department, absence due to line-of-duty-injuries has fallen by over 42 percent from Fiscal 1994 to Fiscal 1999; this reduction is equivalent to hiring an additional 345 firefighters. The Department has instituted measures to improve firefighter safety, including the introduction of bunker gear; the success of these steps can also be seen in the decline in serious burn injuries to firefighters, which have decreased by 45 percent over the past four fiscal years.

ECONOMIC DEVELOPMENT

New York City's fiscal prudence and business-friendly policies have helped foster economic revitalization, and prepared it to take advantage of a resurgent economy to augment key services. Business retention and recruitment, assistance with energy and start-up costs and with issues such as government regulation, and direct aid to key development initiatives foster a climate friendly to investment and growth. An overall program of tax reform combined with individual tax relief initiatives as well as strong action to combat the influence of organized crime and prevent its entry into new businesses, also aid economic development. In addition, City agencies continue to advance public/private initiatives, allowing government to improve service operations while controlling costs.

In March 1999 Mayor Giuliani announced that an international rating agency had upgraded New York City's General Obligation credit to a rating level of "A," citing sustained broad-based economic growth and effective budget management. In March and April 1999 the City completed sales of \$950 million in General Obligation tax-exempt bonds, proceeds from which will be devoted to the City's capital program. These sales included the first instance in which the City accepted electronically-transmitted competitive bids for such bonds.

THE NEW YORK CITY ECONOMY

EMPLOYMENT

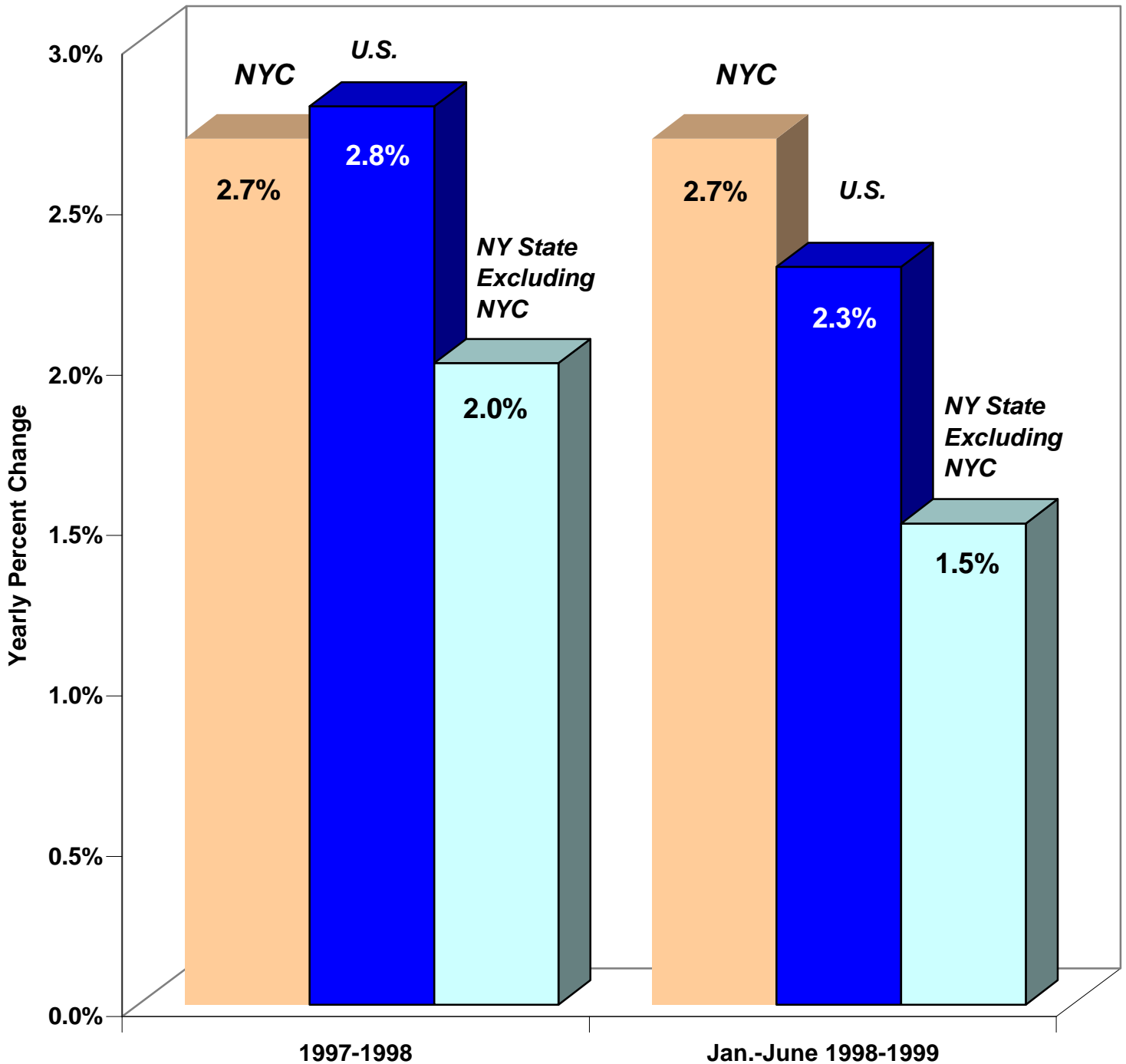
In the first half of Calendar 1999 New York City created new employment at a rate well ahead of the nation as a whole. Private sector jobs in the City grew by 2.7 percent from January-June 1998 to the same months of 1999, compared with a national gain of 2.3 percent; job growth for New York State excluding the City was 1.5 percent. The City has now regained all of the private sector jobs it lost during the early nineties, registering a total gain of over 13 percent from November 1992 to June 1999. All available indicators show that the City is enjoying a stronger private economy than at any time since 1950.

From the first half of Calendar 1998 to the same months of 1999 New York's annual average employment gain totaled 79,200 private sector jobs, setting a pace to exceed the record set in Calendar 1998, when 77,400 jobs were created. (The federal Bureau of Labor Statistics has revised recent employment figures since the release of the last Mayor's Management Report.) Private sector employment totaled 3,054,000 jobs at the end of June 1999, an increase of 2.5 percent compared with June 1998 and of 12.4 percent since June 1993. Total employment was 3,611,100 at the end of June 1999, a gain of 2.1 percent since June 1998.

The pattern of job growth in different sectors of the private economy shows strength in a variety of areas. Business services, including areas such as data processing and new media, led the way with 22,900 new jobs between June 1998 and June 1999; health services added 8,500 jobs over the same period; construction employment grew by over 6,000 jobs; and securities, traditionally an area of leading growth during economic surges, added a relatively modest 4,500 jobs. Strong gains were also seen in areas such as the film industry and related jobs, social services, and private education.

A number of indices point to the revival of New York's construction industry, including real estate jobs, which grew by 2,500 or two percent in just the first six months of 1999; the number of building permits issued by the Department of Buildings, which rose to over 78,000 in Fiscal 1999, an annual gain of 11 percent; and the total fair market value of taxable properties, which increased by 4.4 percent for Fiscal 1999 and by a further 5.0 percent for Fiscal 2000.

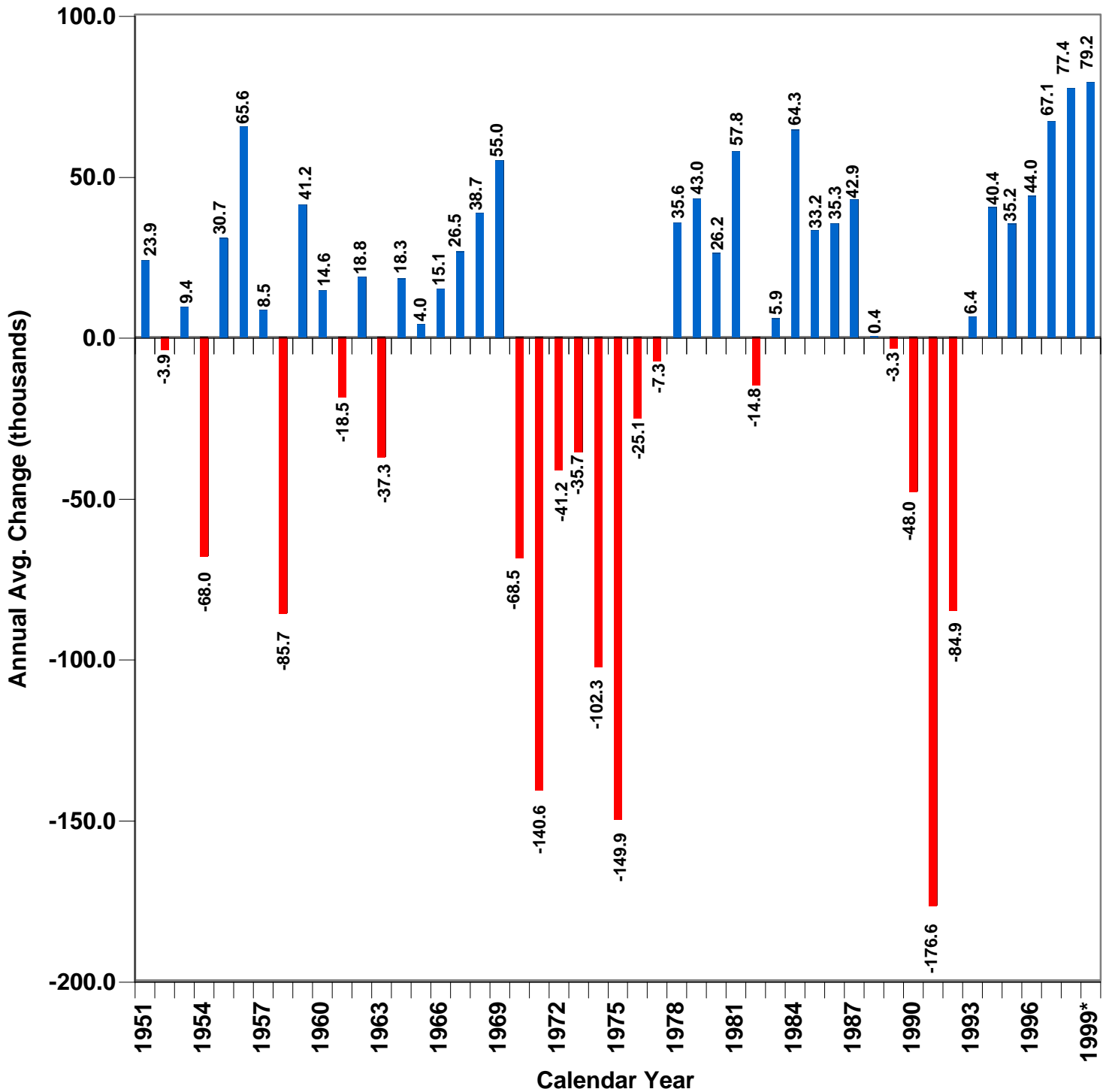
In the First Half of 1999, NYC Private Sector Employment Growth Exceeded the Nation and the Rest of New York State



Source: Bureau of Labor Statistics

Private Sector Job Growth

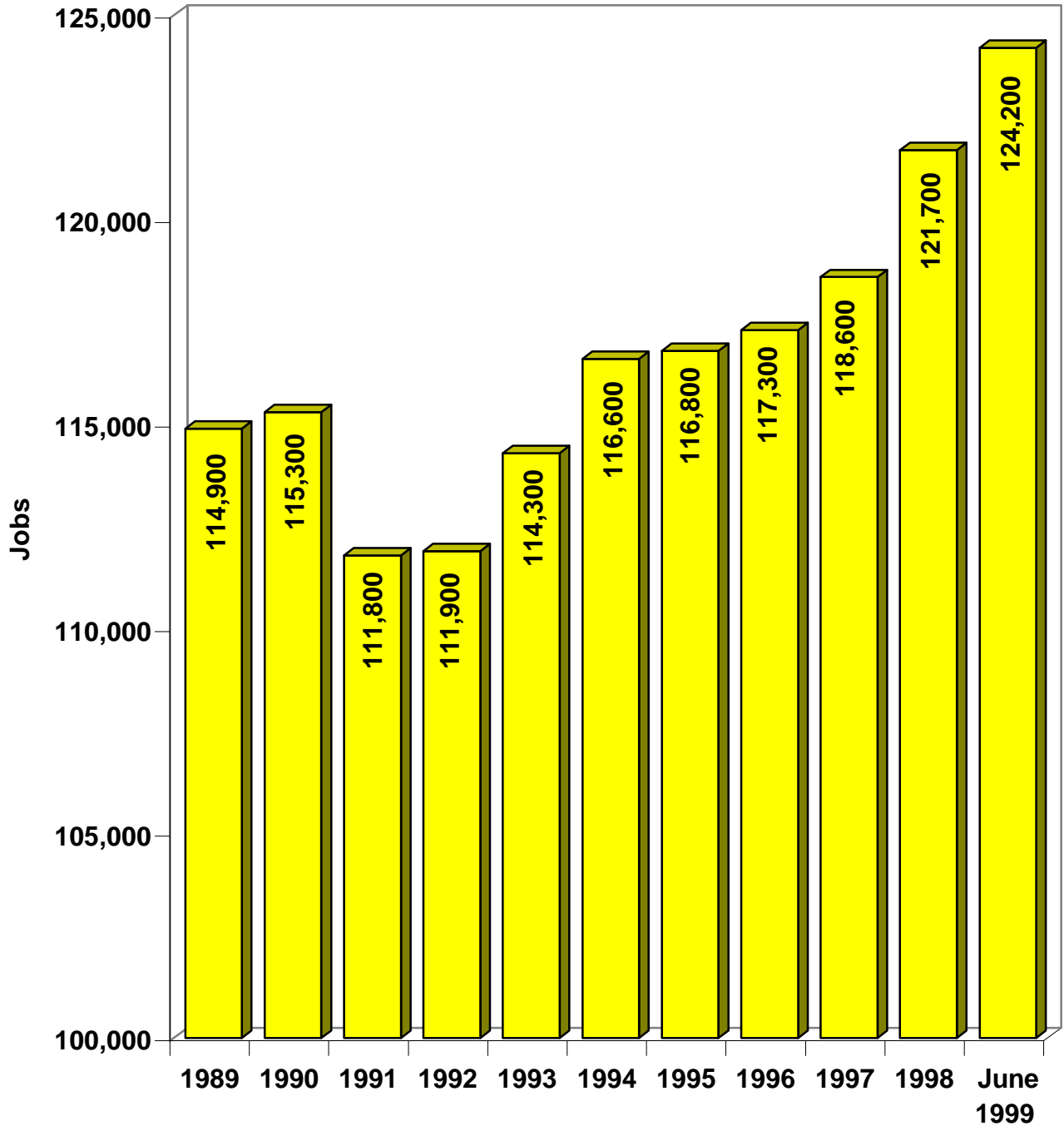
The City created more jobs in 1998 than at any time since records began to be kept in 1950, and is on pace in the first half of 1999 to do better.



*Calendar Year 1999 data is based upon actuals for January-July 1999.

Source: Bureau of Labor Statistics

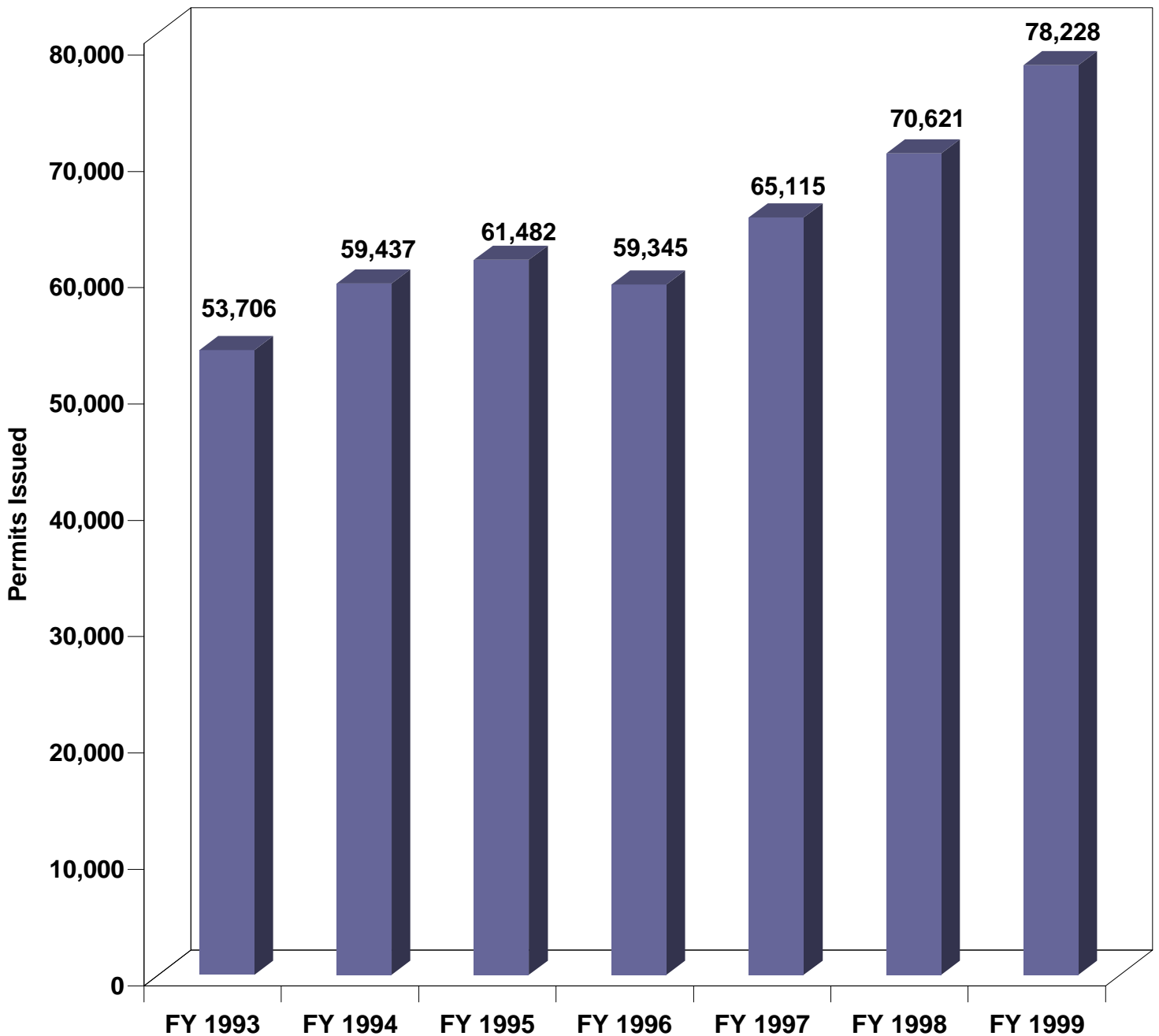
Real Estate Jobs in New York City 1989-1999



Figures are end-of-period. Source: Bureau of Labor Statistics

Department of Buildings

Total Building Permits Issued* Fiscal 1993 - 1999



*This includes categories other than new buildings, alteration 1, and alteration 2 and 3, such as places of assembly, sign, and demolition permits.

ECONOMIC DEVELOPMENT

Job Recruitment and Retention

Since January 1, 1994 the Economic Development Corporation (EDC) has secured new commitments from 45 major companies to stay in the City for 15 to 50 years, representing over 94,000 jobs retained and a projected 52,000 jobs to be created. By comparison, retention packages during Calendar 1990-1993 resulted in the retention of 24,102 jobs, and the creation of less than 1,000 jobs. In formulating new retention packages, EDC's goal has been to negotiate terms more favorable to the City's economic future. In Fiscal 1999, 55 percent of the benefits received by businesses as part of these agreements were tied to the creation of new jobs, compared with ten percent in Fiscal 1995.

EDC's recruitment division has brought a total of 69 businesses and 1,412 jobs to the City since its inception in April 1996. During Fiscal 1999 EDC recruited a dining network service that allows customers to make restaurant reservations electronically or by phone. It also recruited a financial services company that provides both retail brokerage and merger and acquisitions services.

In December 1998 the City and New York State announced an agreement with the New York Stock Exchange (NYSE) to build a state-of-the-art trading facility across the street from its current location on Wall Street. As part of the agreement, NYSE has committed to maintaining its headquarters and trading facilities on Wall Street for the next 50 years. Retention of NYSE, as well as the NASDAQ/AMEX exchange, guarantees that New York City will remain the financial capital of the world well into the next millennium, and ensures the creation of thousands of private sector jobs.

ENTERTAINMENT, CULTURE, AND TOURISM

During Fiscal 1999 the Mayor's Office of Film, Theatre, and Broadcasting (MOFTB) facilitated 19,542 total production shooting days and 7,937 total productions, compared to 21,938 total production shooting days and 7,908 total productions in Fiscal 1998. During Fiscal 1999 a total of 224 feature films and 426 broadcast and cable network television programs were produced, resulting in 3,657 and 5,235 shooting days respectively. In comparison, 220 feature films and 484 broadcast and cable network television programs were produced, resulting in 4,710 and 5,121 shooting days respectively, during Fiscal 1998.

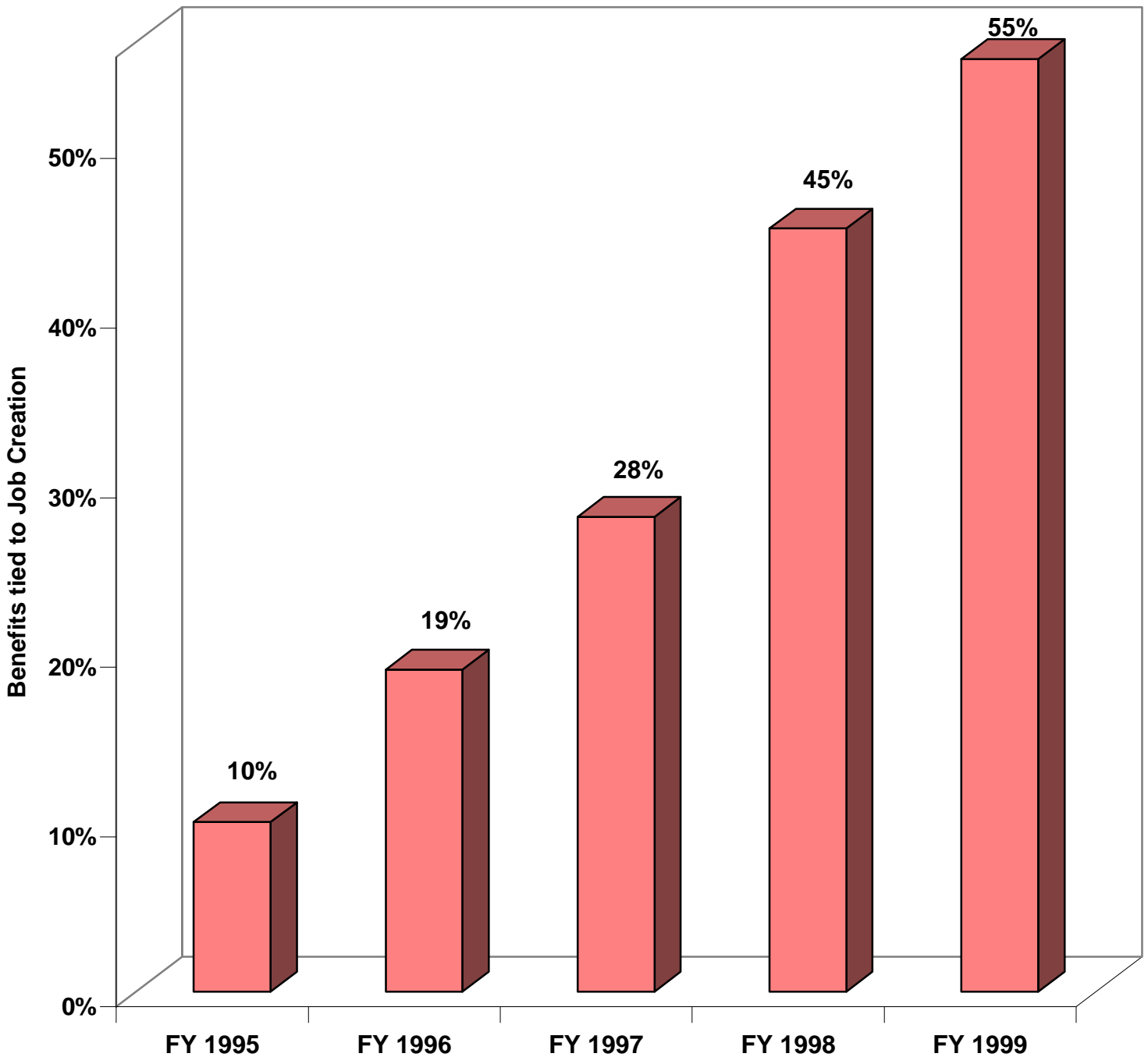
Broadway box office grosses and attendance continued to climb during Fiscal 1999. A national trade organization reports that from June 1998 through May 1999, Broadway box office gross receipts totaled \$588 million, a 5.4 percent increase over \$558 million last season. Attendance during the same period increased by 1.7 percent, to 11.7 million.

The number of domestic and international visitors traveling to the City continues to set records. The New York Convention and Visitors Bureau reports that over 33 million people visited New York in both Calendar 1997 and 1998, compared with just over 29 million in 1996. New York remains the nation's top international destination, hosting five million international visitors in 1998; the next most popular American destination, Los Angeles, saw 3.6 million international visitors. Spending by visitors in Calendar 1998 is estimated at \$14.3 billion, compared with \$13.8 billion in 1997, and is projected to reach \$14.5 billion in 1999.

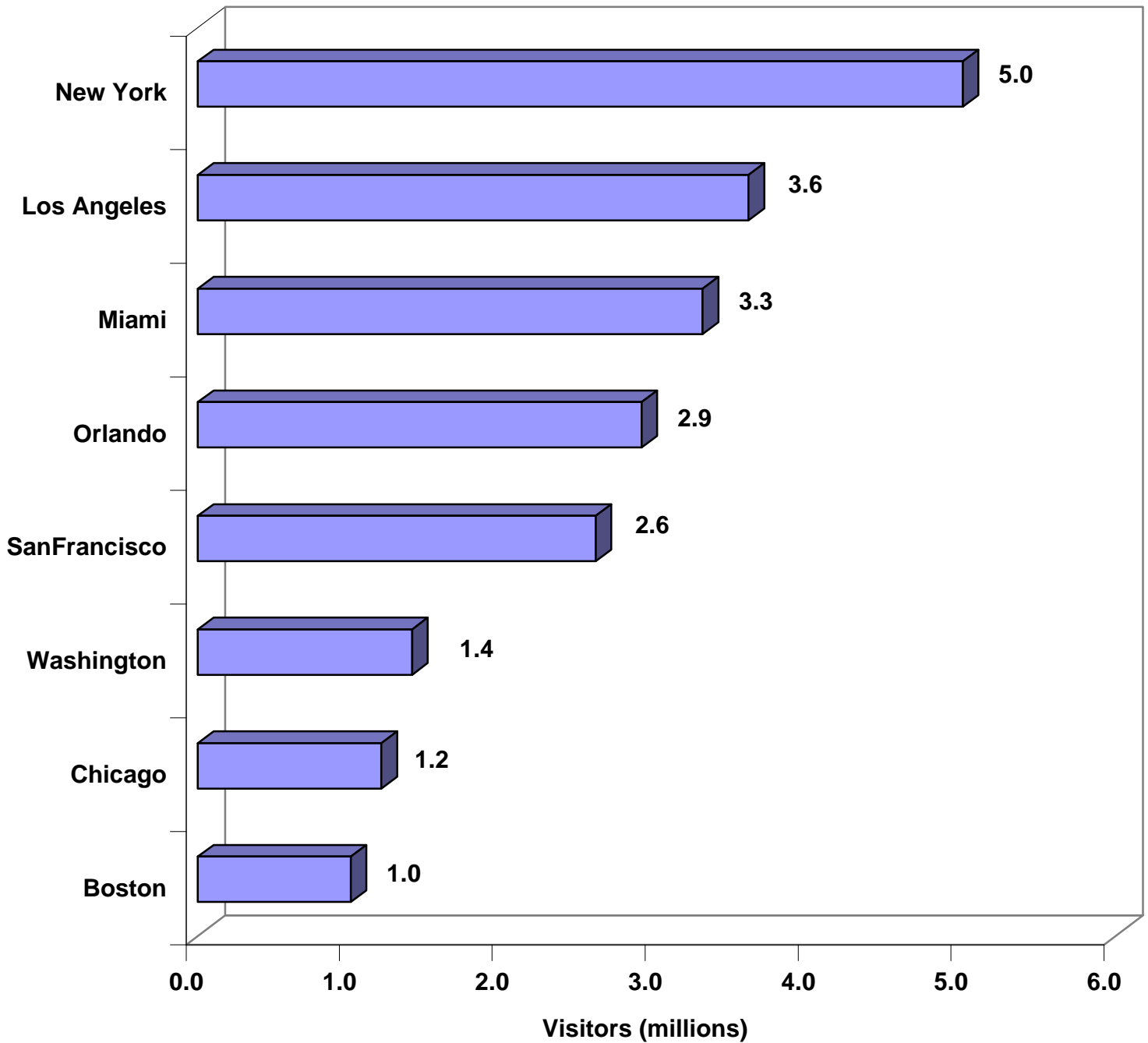
A major reason for New York's preeminence in tourism is its range of cultural institutions and opportunities. During Fiscal 1998, the last period for which full data has been gathered, attendance at the cultural institutions supported through the City's Department of Cultural Affairs increased to 18.6 million, seven percent more than the previous year and 26 percent higher than in Fiscal 1993.

Economic Development Corporation

Proportion of Benefits Received by Businesses in Retention Packages That Are Tied to Job Creation Fiscal 1995-1999



New York City is the Top U.S. Destination for International Travelers Calendar Year 1998



Source: Tourism Industries, International Trade Administration

ECONOMIC DEVELOPMENT

BUSINESS DEVELOPMENT

TAX REFORM

Since Fiscal 1994 the Giuliani Administration has saved New Yorkers a total of over \$2 billion through targeted tax reductions. In March 1999 Mayor Giuliani announced the creation of the Mayoral Task Force on Tax Reduction and Restructuring, whose goal is to study ways of streamlining the number of taxes levied on businesses and individuals and to make the tax structure in New York City and New York State more competitive with other large cities. Its mission is to review taxes and regulations in order to reduce their number and complexity; analyze New York City's tax policies in comparison to other cities, with an eye to increased competitiveness; and identify tax cuts with the potential for increasing City revenue by fostering greater profitability. The success of this strategy was demonstrated in the case of the hotel occupancy tax; since the City/State tax rate was reduced as of Fiscal 1995, hotel tax receipts have increased by 59 percent, earning the City almost \$75 million in increased revenue in Fiscal 1999 alone. The Task Force also helped formulate a proposed amendment to the City Charter that would limit taxes in the future by requiring a two-thirds majority vote in the City Council to pass any tax increase. The Task Force is expected to complete its research during Fall 1999, after which long-term major tax reform proposals will be offered.

The Mayor was successful in his efforts to eliminate the sales tax on purchases of clothing and footwear under \$110; March 2000 will see the elimination of the State's 4 percent tax, and the Metropolitan Transit Authority's 0.25 percent tax, as well as the City's 4 percent tax. During Fiscal 1997, 1998, 1999, and 2000 City consumers have received savings during six separate sales tax exemption weeks, typically increasing retail sales by 50 percent or more. The most recent was the Back to School Sales Tax-Free Week from September 1 to September 7, 1999, during which the 8.25 percent sales tax on clothing and footwear items under \$500 was eliminated throughout the City. Another sales tax exemption week is planned for the week of January 15 through January 21, 2000, before the exemption of clothing and footwear under \$110 becomes law in March 2000.

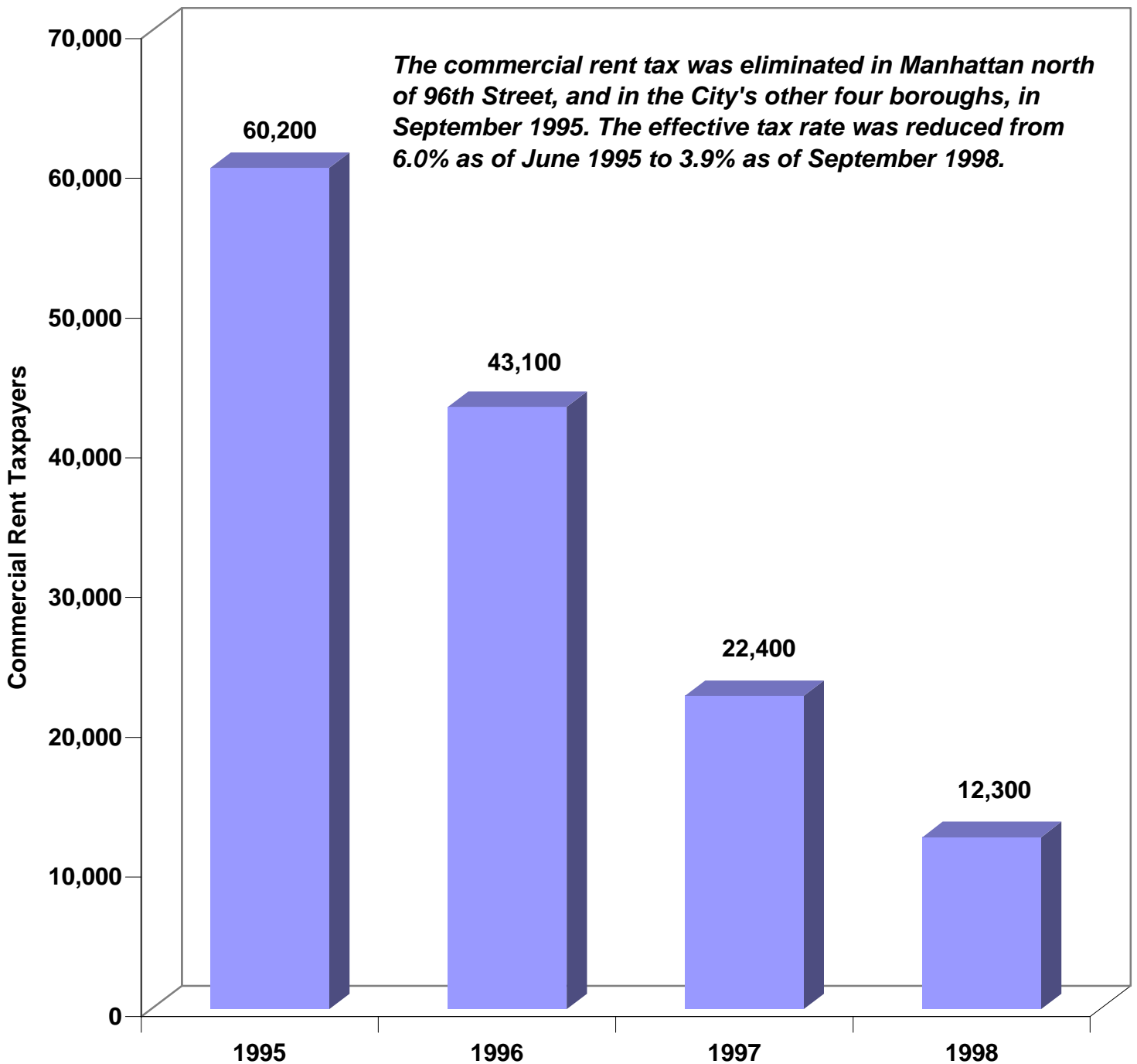
The permanent elimination of the sales tax on items under \$110 is expected to generate \$910 million in direct and indirect spending in the City, and create an additional 13,200 jobs. If the sales tax was eliminated on clothing and shoes costing less than \$500, it is estimated that 17,400 jobs would be created and an additional \$1.2 billion in direct and indirect spending would be generated.

In November 1998 the Department of Finance (DOF) Property Division completed a mailing of nearly 600,000 applications to potentially eligible taxpayers for the New York State School Tax Relief (STAR) exemption program. This program benefits owners of real property by providing school property tax exemptions to owners of one-, two-, and three-family homes, co-ops, and condominiums if the properties are the primary residence of the owner. An enhanced exemption provides savings to senior citizens over the age of 65 whose total annual income is no greater than \$60,000. As of the end of June 1999 over 430,000 households, including more than 112,000 enhanced exemption households, have received STAR exemptions totaling nearly \$540 million in assessed value.

Excessive taxation on commercial rented space is a major hindrance to business growth. Effective September 1, 1995 the Commercial Rent Tax (CRT) was eliminated in Manhattan north of 96th Street and in the City's other boroughs. In Manhattan south of 96th Street, the taxable threshold has been increased to \$100,000 in annual rent, with a declining partial credit for tenants with rents between \$100,000 and \$140,000. The CRT's effective tax rate was reduced to 4.5 percent on June 1, 1996, and to 3.9 percent on September 1, 1998. The number of taxpayers required to pay the CRT was reduced by 80 percent, from December 1995 to December 1998.

Department of Finance

NYC Commercial Rent Tax Reduction Number of Commercial Rent Taxpayers Tax Year Ending May 1995-1998



ECONOMIC DEVELOPMENT

BUSINESS SERVICES

The Department of Business Services (DBS) works to help local businesses by intervening with government entities on behalf of the private sector, and by outreach, technical assistance, and marketing efforts. During Fiscal 1999 the DBS Emergency Response Unit (ERU) provided critical assistance during crises, including the Times Square scaffolding collapse and the West 109th Street fire. The unit provides assistance to individuals and businesses affected by such incidents through timely updates on building reopenings and facilitation of matters affecting day-to-day business operations. After the Times Square accident, ERU helped compile evidence to support the claim that affected businesses suffered economic injury. This allowed the Federal Emergency Management Administration to declare the area a disaster site and provide financial assistance not otherwise available.

The DBS Vendor Initiative Division continues to coordinate interagency efforts through the City's Vendor Operating Committee, helping to reduce illegal vending along busy thoroughfares and congested business strips. During Fiscal 1999 DBS and other agencies involved with the Committee continued to enforce vending codes, resulting in the issuance of over 35,000 summonses for illegal vending. Coordinated enforcement has resulted in less street congestion and more sanitary food conditions, benefiting both consumers and storefront businesses. Since the Vendor Initiative Division's inception in 1995, the City has established three legal vendor markets, which can accommodate approximately 300 vendors at any given time. To date, 3,000 vendors have conducted business in the City's markets. During Fiscal 1999 the Division emphasized multi-lingual technical assistance, particularly for immigrant vendors. Over 350 of these vendors have completed Business Basics courses, which provide multi-lingual instruction on topics such as basic finance, the transition from vending to operating a storefront, and legal vending regulations.

During Fiscal 1999 the owners of seven buildings representing 3.3 million square feet completed building renovations and metering requirements and were approved to receive Lower Manhattan Energy Program benefits through DBS. Since the program's inception in 1995 the owners of 56 office towers have applied to the program, which serves as an incentive to modernize and reduce energy costs for tenants. Of those, 11 have completed program requirements and are receiving benefits. The 11 buildings currently receiving benefits house companies employing 17,800 people.

CONSOLIDATION TECHNOLOGY PROJECT

The Department of Finance (DOF) spearheads the multi-agency Citywide Consolidation Technology Project, which is intended to provide customers with a single source for a variety of services, such as tax payments, the adjudication of violations, the redemption of towed vehicles, and the ability to address in-depth account inquiries with DOF staff. Phase I of the project was completed in the third quarter of Fiscal 1999, and work on Phase II began in June 1999. Phase II focuses on the design, development, and integration of technology enhancements in order to foster the consolidation of city payments, licensing, collection, and adjudication processes and improve productivity and customer service. The project includes advanced technology that will interface with six separate City payment and adjudication systems. It will include a paperless hearing-management system, a redesigned towing information database, and Internet and phone-based payment systems. It will also provide customers with a consolidated bill upon request. The system will also enable the Department to improve audit selection, collections, and case tracking. System design will be completed by November 1999.

The adjudication of red light traffic summonses, which are issued by the Department of Transportation, is scheduled to begin in the Bronx Parking Violations Help Center in September 1999. This service is already provided at the Queens and Staten Island business centers and the Manhattan and Brooklyn Parking Violations Help Centers.

ECONOMIC DEVELOPMENT

WHOLESALE MARKETS

DBS has lead responsibility for keeping the City's wholesale markets free of organized crime. After an extensive review and investigation process, DBS has re-registered 35 wholesalers at the Fulton Fish Market and registered 51 wholesalers at the Hunts Point Market. As a result of these efforts, during Fiscal 1999 rent revenues from the Hunts Point Market increased by over 3 percent to \$3.32 million, compared to \$3.20 million during Fiscal 1998. Rent revenues from the Fulton Fish Market increased by 18 percent, or by \$330,000, to \$2.12 million, compared to \$1.79 million during Fiscal 1998. During Fiscal 1999, nearly 221 million pounds of fish were sold at the Fulton Fish Market, compared to 218 million pounds in Fiscal 1998.

The Economic Development Corporation also assists the City's wholesale food markets through the development, implementation and oversight of capital improvements. The Corporation finalized design and engineering work for the Hunts Point Meat Market expansion in May 1999, and received construction bids in August 1999. Installation of the Brooklyn Wholesale Meat Market's new refrigeration system was complete in June 1999. In addition, EDC and a private produce cooperative signed a funding agreement in July 1999 to make comprehensive improvements to the Hunts Point Produce Market.

BIOMEDICAL RESEARCH

At the start of 1999 Mayor Giuliani announced the creation of a Mayoral Task Force on Biomedical Research and Development comprised of leaders in the City's medical, research and business communities. The Task Force works to improve the city's competitiveness in the biotechnology industry by seeking to expand collaborative research developments and research parks, promoting collaboration between academic and industry members, helping to recruit world-class researchers to New York City, and focusing the City's effort to promote and expand biotechnology business development. In March 1999 the Mayor announced the establishment of a toll-free phone number -- 1-877-NYC-4-BIO -- for disseminating information on New York City's biotechnology industry. Managed by EDC, the phone service will assist companies in establishing and expanding biotechnology businesses in New York City.

INDUSTRIAL DEVELOPMENT

During Fiscal 1999 EDC worked to market its business development programs – including the Industrial Development Agency, the Regional Economic Development Assistance Corporation, and the Small Industry and Industrial Incentive Programs – to various manufacturing groups. These programs provide small business loans, arrange for tax exemptions and waivers, and issue low-cost tax-exempt bonds.

The Industrial Development Agency (IDA) is the City's primary vehicle for providing assistance to businesses, including small industrial and manufacturing companies. The IDA issues tax-exempt industrial revenue bonds that help eligible industrial and not-for-profit organizations to finance expansion opportunities. A broader range of companies may also qualify for abatements on sales, real estate and mortgage recording taxes and reduced energy costs. In July and August of 1999 Mayor Giuliani announced that the Agency had agreed to assist a total of 29 companies in expanding their businesses throughout the City, which will create 18,825 new jobs. The businesses represent a variety of the City's industries, from food manufacturers to entertainment companies and technology firms. Since 1994, IDA has helped over 300 of the City's small businesses and organizations to expand.

ECONOMIC DEVELOPMENT

Firms newly assisted by IDA include two Internet-related companies that are slated to expand in Manhattan with IDA assistance. As "Silicon Alley," New York City's high-tech community, becomes an increasingly important part of the City's economy, the Giuliani Administration supports the growth of the industry by helping eligible companies to expand their operations here and compete in the global marketplace. According to a report appearing in the January 28, 1999 *Wall Street Journal*, New York's Silicon Alley new media/technology industry is narrowing the lead held by California's Silicon Valley, which has long been dominant in this field. New York is now the top city for Internet-related public offerings; 16 New York-based Internet companies have gone public since 1990 – the majority in the past four years – raising more than \$1 billion.

NEIGHBORHOOD DEVELOPMENT

The City is moving forward with both of its proposed minor league baseball stadiums. The Staten Island Yankees are about to complete their first season at an interim facility located at the College of Staten Island. Plans for the construction of the permanent stadium located in the St. George area are on track for the facility to open in June 2001. The proposed Mets minor league stadium, located at Steeplechase Park in Brooklyn, is also scheduled to open in June 2001. EDC anticipates receiving the certification for the Draft Environmental Impact Statement (DEIS) this fall and will then begin the public approval process for DEIS, the Uniform Land Use Review Procedure, and the stadium concession agreement.

EDC is proceeding with the St. George Station project, featuring the development of a new state-of-the-art ferry terminal located at St. George in Staten Island. Construction will begin in late Calendar 1999 and include major passenger circulation improvements, an enlarged passenger waiting room, a public rooftop esplanade, and a new 12,000 square foot retail area. The \$67 million project, to be completed in 2002, is being coordinated with the new minor league baseball stadium north of the site and the National Lighthouse Center and Museum to the south.

The Federal Aviation Administration (FAA) will locate its national headquarters in Springfield Gardens, Queens, just north of John F. Kennedy International Airport. The 200,000 square foot five-story office building will be located at 159th Street and Rockaway Boulevard and is expected to house approximately 800 workers. Construction of the facility began in June 1998 and is scheduled for completion by December 1999.

In August 1997 EDC designated two local developers for national and neighborhood retail establishments at three sites in the Morrisania section of the Bronx. It expects to close these sales by the second quarter of Fiscal 2000. These projects will develop approximately 98,000 square feet of retail and residential space and generate approximately 50 construction jobs and 200 permanent jobs.

EDC released a Request for Proposals (RFP) in October 1998 seeking developers for 10 sites within the 40-block East New York In-Place Industrial Park in Brooklyn. Currently, the area is home to over 70 manufacturing companies. The sites being offered range in size from 1,900 square feet to 22,000 square feet. Respondents have included textile, construction, and distribution companies, and automotive parts manufacturers. A subsequent RFP was issued in June 1999 for the remaining 17 industrial sites. Proposals are due at the end of September 1999.

In March 1999 Mayor Giuliani and Earvin "Magic" Johnson announced an agreement to revitalize and operate the historic Loews Kings Theater in Flatbush, Brooklyn. Johnson and a team of developers will transform the Loews Kings Theater into a 12- screen movie theater complex. The plan also calls for the restoration of the facade of the existing building and elements of the interior. Construction is expected to begin this summer, and will take approximately a year and a half to complete. The City will sign a long-term lease to redevelop the 70-year-old theater, located on Flatbush Avenue between Tilden Avenue and Duryea Place. The new theater is expected to create 100 full and part time jobs, in addition to 175 construction jobs.

ECONOMIC DEVELOPMENT

The ANCHOR/Partnership Plaza Retail Demonstration Program, a joint initiative of the Department of Housing Preservation and Development (HPD) and the New York City Partnership's Community Preservation Development Corporation, is designed to revitalize local commercial development in low and moderate-income areas that have received substantial public and private housing investment and need additional retail services. In Fiscal 1999 HPD finished the construction of 19,000 square feet of commercial/retail space and began construction on over 70,000 square feet of retail space and 241 homeownership units through the ANCHOR Program. Additional projects including 390,000 square feet of retail space and 727 homeownership units are planned or in pre-development; construction will begin during Fiscal 2000-2003. By the end of Fiscal 1999 HPD had committed \$6.8 million to ANCHOR projects.

ANCHOR projects includes sites at Fulton Street and Ralph Avenue in Brooklyn's Bedford-Stuyvesant; a commercial development at Southern Boulevard and 176th Street in the South Bronx; mixed-used developments at Malcolm X Boulevard and West 116th Street, at Fifth Avenue and West 116th Street, at West 145th Street and Bradhurst Avenue, and at Frederick Douglass Boulevard and West 135th Street in Harlem; on the York College campus in Queens; and at Coney Island in Brooklyn, with additional sites around the City being planned.

Additional local development projects are described in this Volume's section on agency achievements by borough.

TRANSPORTATION AND WATERFRONT INITIATIVES

The City's Cross Harbor Freight Movement Major Investment Study is moving forward, with considerable public input, with analyses addressing deficiencies in freight movement in the New York City region. EDC will assess the impact of the movement of freight in the New York Harbor area, including an analysis of environmental, engineering, and financial concerns. The most promising alternative to date is a rail freight tunnel under the New York Harbor. The study is scheduled for completion by the end of Fiscal 2000.

In connection with the finalization of the Strategic Plan study for the Redevelopment of the Port of New York, in February 1999 EDC identified an automotive terminal and regional distribution center as the first stage of maritime development in Sunset Park, Brooklyn. The Corporation is also applying for State Environmental Protection Fund monies to plan and design a waterfront recreation area in Sunset Park. Along with other aspects of the Strategic Plan, the U.S. Army Corps of Engineers is completing its Harbor Navigation Study to evaluate the conditions for deepening shipping channels into New York Harbor.

EDC is currently improving the Red Hook Container Terminal in Brooklyn. Enhancements include the purchase of new crane equipment to assist containerized operations, and plans for a new rail float bridge, which will reestablish rail service to Red Hook and surrounding businesses.

In June 1999 the City reached agreement with a railway company to reactivate the 65th Street Rail Yard in Bay Ridge, Brooklyn. The yard will be operated as an intermodal truck-to-rail transfer facility to serve shippers of building supplies, construction materials, plastic components, and food products. The Bay Ridge Line links the yard and the Brooklyn waterfront with the national rail network at Fresh Pond Junction in Queens. The expansion of rail freight service into the City has the potential to remove large numbers of trucks from congested roadways and bridge crossings.

ECONOMIC DEVELOPMENT

In February 1999 the City issued a Request for Expressions of Interest (RFEI) seeking a private entity to manage, operate, and further develop John F. Kennedy International (JFK) and La Guardia (LGA) Airports. The two City-owned airports are currently managed by the Port Authority of New York and New Jersey under a lease that will expire in 2015. The RFEI sought proposals from qualified airport management firms on how best to structure a long-term operating arrangement to improve the quality and competitiveness of JFK and LGA, both during the remaining term of the lease and after the lease expires. Based on the significant interest in and favorable response to the RFEI from qualified companies, the City expects to proceed during Fiscal 2000 with a Request for Proposals (RFP) for the actual selection of an airport manager.

The City's Heliport Master Plan and Study were completed in early Fiscal 1999, with the final report issued in February 1999. The final report identified no major safety issues at any of the City's heliports, but recommends that EDC establish a helicopter oversight committee to review heliport operating practices and activity levels and to investigate public concerns regarding noise and other impacts on quality of life.

PUBLIC/PRIVATE INITIATIVES

In many cases the best means of improving services and the quality of life is to adjust the boundary between government and the private sector. This can mean contracting out services to take advantage of state-of-the-art techniques and private sector efficiency; transferring or restoring assets to private hands; or entering into partnerships with private and not-for-profit entities to sponsor important services. Some of the key public/private initiatives implemented by the Giuliani Administration appears below.

Adopt-a-Highway Program. Over 87 percent of the City's adoptable highway segments are now cleaned through private sponsorship arranged through the Department of Transportation, with 95 percent sponsorship expected in Fiscal 2000. A 1997 survey indicated 84 percent sponsor satisfaction with the program.

Homeless Shelters. The Department of Homeless Services has improved services by contracting out shelter and program management. Of the City's 124 facilities for the homeless, 109 or 88 percent are now privately operated.

Delinquent Property Tax Collections. The Department of Finance's sale of property tax liens provides owners with an incentive to pay property taxes on time, and to make delinquent property tax payments. In May 1999 the Department conducted its fifth Real Property Tax lien sale securitization. Total lien sales for Fiscal 1999 reached \$151 million in delinquent charges and included over 3,400 properties. An additional \$60 million was collected from taxpayers who settled their accounts prior to the sale. Since the program's inception, over \$1 billion in tax revenue has been generated, while the real property delinquency rate has been cut in half.

Asset Sales. The Economic Development Corporation has arranged for the sale of the United Nations Plaza Hotel, which will yield \$85 million. In March 1995 the City reached an agreement to sell WNYC radio to a not-for-profit foundation for \$20 million, divesting the City of functions best performed by the private sector. WNYC-TV was sold in August 1996 for \$207 million.

Meter Reading in Staten Island. The Department of Environmental Protection implemented a pilot program in 1997 allowing Con Ed meter readers to register water meter readings in Staten Island. The cost per reading has been reduced from \$1.52 to \$0.35.

ECONOMIC DEVELOPMENT

Building Blocks. The Mayor's *Building Blocks!* initiative was designed to rehabilitate the inventory of City owned in rem buildings and return them to private ownership. The City owned inventory of occupied buildings has been reduced by nearly 50 percent to an all time low of 15,333 apartments, compared to 30,358 apartments in Fiscal 1994, while the time it takes to move a building through a *Building Blocks!* program and into private ownership has been reduced by 75 percent, from 5.9 years in Fiscal 1994 to 1.45 years in Fiscal 1999.

Fleet Maintenance. By using a private vendor to service automobiles, vans, and pick-up trucks, the Department of Citywide Administrative Services has reduced vehicles downtime from 10 percent in Fiscal 1995 to 2 percent in Fiscal 1997 and 1998. The contract has also helped the City reduce its annual average maintenance cost per vehicle from approximately \$3,100 to \$1,250.

Housing Authority. NYCHA contracts with private management companies to manage selected scattered-site developments. A total of 4,110 Authority-owned units in 36 developments are now managed by private management companies.

Central Park Maintenance. In February 1998 the Department of Parks and Recreation strengthened its partnership with the Central Park Conservancy through a contract signed by Mayor Giuliani. The contract formalized the Conservancy's commitment to daily maintenance activities in the Park, while the Department retains overall management of the park.

Parks Vehicle Maintenance. DPR privatized operation of its Bronx garage in June 1996, reducing out of service rates from 15 percent to 4 percent. Two additional garages, at Prospect Park and Coney Island, were privatized in August 1997, reducing out of service rates from 20 percent to 4 percent; the Department projects overall savings of 30 percent.

Elevator Inspections. Since December 1996 the Department of Buildings has contracted with private elevator companies to perform over 72,000 inspections.

Ferries. The Department of Transportation has licensed 11 privately-operated ferry routes, serving locations including Yankee Stadium and Shea Stadium, East 34th Street and East 62nd Street in Manhattan, and South Ferry.

Adopt-a-Branch. The New York Public Library system completed renovations of the West Farms Branch in the South Bronx, the Tompkins Square Branch on the Lower East Side, and the Aguilar Branch in East Harlem as part of the Adopt-a-Branch program, a public-private initiative linking City funds and private donors. In Fiscal 1999 Adopt-a-Branch construction began on the Chatham Square, George Bruce, Inwood, Ottendorfer, and Muhlenberg branches in Manhattan and the Mott Haven branch in the Bronx.

Direct Delivery of Office Supplies. In March 1996 DCAS began piloting a system in which office supplies are delivered directly to agencies from the vendor rather than from City warehouses. As a result, the waiting period for delivery has been reduced from five days to two.

SPECIAL FOCUS – COMPETITIVE GRANTS TO NYC AGENCIES

City government augments the resources available for delivering and enhancing services through a wide variety of federal, State, and private grants, a process coordinated by the Mayor's Office of Grants Administration. While most grants are awarded based on formulas that entitle the City to specific funding levels for eligible residents, many others are awarded on a competitive basis in recognition of innovative and effective programs and collaborations. The competitive grants applied for and obtained by City agencies thus reflect some of the City's most creative and successful programs. The following is a sampling of these grants.

PUBLIC SAFETY

- In June 1999 the Office of the Criminal Justice Coordinator, in collaboration with 30 City and State agencies, not-for-profit organizations, schools, and private foundations, applied to the federal Justice Department for a \$2 million, four-year grant to launch the East Harlem Safe Start Anti-Violence Center. The Center will provide a range of activities and services for children from birth to age six and their families. It will be a safe haven where parents involved with the criminal justice system can have supervised visits with their children, and will provide classes for parents and children; referrals to legal, social, and medical services; home visitation services for pregnant women at risk of abusing their children; and training for community service providers who work with young children at risk of exposure to violence.
- The Office of the Criminal Justice Coordinator and the Department of Mental Health, Mental Retardation, and Alcoholism Services also helped develop another anti-violence grant application, for \$9 million over a three-year period, for the Safe Schools, Healthy Students initiative. The grant was submitted by four Manhattan School Districts, offices within the Board of Education, and an array of public and private groups providing services to school-aged children.
- The federal Department of Health and Human Services has awarded \$800,000 to the City's Office of Emergency Management (OEM) to develop a Metropolitan Medical Strike Team (MMST). The MMST's primary responsibility is to manage the human health consequences of incidents involving weapons of mass destruction, such as chemical agents. Planning for this grant has included the development of contingency plans, identification of training requirements, and procurement of supplies such as detection and decontamination equipment. OEM has conducted a full-scale exercise to test the City's capabilities to respond to a terrorist attack of this type. OEM was also awarded a \$200,000 grant from the U.S. Public Health Service to upgrade the MMST to a Metropolitan Medical Response System. This grant is being used to develop plans directed at early recognition of a terrorist incident involving biological agents, and will lead to preparation of a Biological Terrorism Contingency Plan. A third grant of \$500,000 from the federal Justice Department enables OEM to enhance the capabilities of first responders to respond effectively to incidents of terrorism, addressing areas such as essential supplies, communications equipment, and chemical detection equipment.
- The Department of Correction's Substance Abuse Intervention Division provides therapeutic and support services to correctional inmates with substance abuse problems. The Division currently benefits from five grants totaling over \$900,000 for the enhancement of these services, awarded through federal Ryan White funding, the State Office of Alcoholism and Substance Abuse Services, and two private foundations.
- The Fire Department has currently implemented ten grants totaling over \$2 million, awarded by a variety of federal and State agencies, addressing areas including arson prevention, the quality of emergency care, and the safety and welfare of firefighters. The largest single grant, for \$700,000, is provided for enhanced supervisory training of Department personnel.

SPECIAL FOCUS – COMPETITIVE GRANTS TO NYC AGENCIES

INFRASTRUCTURE AND COMMUNITY SERVICES

- The Materials for the Arts (MFA) program, launched in 1977, is a perennial success in attracting funding from foundation and private sector sources. Materials for the Arts is the City's materials reuse/waste reduction program serving the arts and cultural community, and is the oldest such program in the nation. MFA collects reusable items from businesses and individuals and makes them available free of charge to not-for-profit arts and cultural programs, and to social service agencies that have arts programming. Supported by the Departments of Cultural Affairs and Sanitation, MFA collaborated with the Board of Education in 1997 to allow public schools access to supplies from the MFA warehouse. Access for public schools is being phased in during the three years from 1997 to 2000.
- Over 2,000 groups are now registered with MFA, and are provided with items including furniture, computers, lumber, fabric, paint, paper, and household items. New York arts and cultural organizations save thousands of dollars each year by visiting MFA, enabling them to provide more direct services to their communities. Materials for the Arts can be reached at (212) 255-5942, or by email at materialsforthearts@juno.com.
- The Department of Parks and Recreation (DPR) recently submitted applications for 13 grants totaling \$5.7 million in Environmental Protection Fund monies, and an additional 13 applications for \$3.5 million in funds authorized by the Clean Water/Clean Air Bond Act of 1996. The grants are intended to fund the restoration or enhancement of parks properties in the five boroughs, including waterfront access and enhancement, Greenways, paths, and wetlands restoration. DPR has also submitted eight grant applications totaling approximately \$6.2 million under the Transportation Equity Act for the 21st Century, intended for Greenway and waterfront projects.
- The Department of Housing Preservation and Development (HPD) has received numerous awards from the federal Department of Housing and Urban Development (HUD). HPD's Supportive Housing Program has received over \$100 million in awards for 40 projects to provide five- to ten-year rental subsidies for nearly 2,000 dwelling units. The Supportive Housing Program provides financing to create permanent housing for low income and homeless single adults, particularly those with special needs due to AIDS, substance abuse, or mental illness. HPD has also received four HUD grants totaling nearly \$23 million for economic development initiatives and homeownership development, and two grants totaling approximately \$8 million for the City's lead-based paint hazard reduction program.

HEALTH SERVICES

- The Department of Health (DOH) was first awarded HIV Prevention Project funds by the Centers for Disease Control and Prevention in 1986; this grant, overseen by DOH's Bureau of HIV Prevention, is now in the 14th year of an 18-year project period ending in 2004. The grant, under which a total of \$16.5 million has so far been awarded, supports Department resources including 150 full-time Bureau staff; AIDS services contracts with community-based organizations (CBOs); support for prevention case management programs; and a five-year evaluation of DOH and CBO programs. Using these funds, the Bureau also participates in a collaborative planning process with the New York City Prevention Planning Group, comprised of representatives of State and City agencies and 48 community representatives. This group created the first HIV Prevention Plan in 1995, and develops annual updates.

SPECIAL FOCUS – COMPETITIVE GRANTS TO NYC AGENCIES

- The Department for the Aging (DFTA) received a \$2 million, 17-month grant from the federal Administration on Aging to study new ways to support people with Alzheimer's Disease and their caregivers. DFTA's Alzheimer's and Long Term Care Services (ALTC) unit has collaborated with Rockefeller University and New York University to conduct research on the needs of people with Alzheimer's Disease. With this grant, the ALTC unit has developed the Caregiver Assistance Program, a comprehensive demonstration project that includes a family training program, day or night respite services, and other components. The unit also developed the Caregiver Assistance Research Program to examine various provider approaches and delivery mechanisms and assess their impact in cases of Alzheimer's Disease, with special consideration to the needs of the minority elderly.

HUMAN SERVICES

- The Department of Employment (DOE), in collaboration with more than 50 public and private organizations, is developing a five year, \$48 million Youth Opportunity Grant to be submitted to the federal Department of Labor. Its purpose is to assist youth 14 to 21 years old, particularly those out of school, to acquire the academic, technical, and workplace skills and experience needed to make the transition to adulthood and careers. As suggested by the Labor Department, DOE is spearheading the development of one or more Youth Opportunity Centers to serve the Upper Manhattan and Bronx Empowerment Zone. The program will involve collaborative program planning including all sectors of the City; participants in grant development include ten City agencies, the Board of Education, foundations, community organizations, libraries and universities.
- In October 1998 DOE, in collaboration with Cornell University, was awarded \$40,000 by a private foundation to create an industry-specific workforce development system for the food industry. Project goals include developing pathways for adults and youth to learn about and enter food industry careers, and establishment of public/private industry partnerships to support education and training projects.
- The Human Resources Administration (HRA), in conjunction with the Metropolitan Transit Authority (MTA), has been awarded \$860,000 from the State Department of Transportation for an outreach and education program designed to assist families on public assistance in using the region's transit system more effectively. The program will employ four staff members to provide technical assistance and training to the staff of HRA's Job Centers. Each Center will receive Internet-connected computers for easy access to the MTA's *iTravel* website, as well as training videos, Metrocards, and information packages on the use of transit checks and other MTA services. The *iTravel* system will allow Job Center workers and clients to enter any two addresses or landmarks and receive a detailed transit itinerary.
- In partnership with the Department of Mental Health, the Department of Youth and Community Development, and two private organizations, HRA was awarded a \$2.9 million, three-year grant by the U.S. Department of Labor for the Bushwick Neighborhood Strategy Employment Opportunity Project. This project will help move area residents with substance abuse problems into unsubsidized employment. The project includes special job-training and post-employment activities, support services, and job placement and development activities for hard-to-place public assistance recipients in Bushwick, Brooklyn and surrounding areas.
- In collaboration with the Department of Mental Health and the Administration for Children's Services, HRA received a grant of \$3.5 million from the State Office of Temporary and Disability Assistance to provide enhanced drug rehabilitation and comprehensive social services, emphasizing work and job placement for families on public assistance. The project will operate for 12 months, serving residents in the Bronx and Queens.

SPECIAL FOCUS – COMPETITIVE GRANTS TO NYC AGENCIES

- HRA received a \$2.2 million one-year grant from the State Department of Labor for pilot projects in HRA's Yorkville and Queens Job Centers, designed to test alternative case management approaches. The Yorkville Job Center will utilize a team approach, pairing social service caseworkers with eligibility specialists to provide supportive services to welfare recipients. The Queens Job Center will utilize the same approach, but with the addition of a special unit assigned to work with the adolescent children of families receiving public assistance. The goal of the special unit will be to improve the children's school attendance and grades.
- HRA also received a \$500,000 grant from the State Department of Labor to enable Job Centers in Manhattan, Queens, the Bronx, and Brooklyn to access and utilize the Labor Department's Internet/Intranet system. Funding will also be used for equipment enabling HRA to arrange enrollment and scheduling of clients with employment agencies.
- The Department of Homeless Services (DHS) was awarded \$161,000 over three years by the federal Department of Housing and Urban Development (HUD) to provide technical assistance to non-profit agencies that receive HUD Supportive Housing Program grants. These provide funding for transitional and permanent housing and support services for the homeless. DHS will provide group sessions and workshops that will strengthen programs, increase their effectiveness in the use of federal funding, and help them obtain additional resources and implement new programs. DHS also received a \$1.1 million, five-year HUD Supportive Housing Program grant for direct provision of support services to the homeless; and a \$50,000 one-year grant from the U.S. Department of Agriculture's Child Nutrition Program, to provide food for pre-school age children in City-operated shelters.

SERVICES FOR CHILDREN AND YOUTH

Among the City's foremost priorities is the need to enhance the quality and effectiveness of services to children and youth. This section reviews issues including safeguarding children's physical wellbeing; summer employment, training, and recreational opportunities; the juvenile justice system; library programs; and public education.

ADMINISTRATION FOR CHILDREN'S SERVICES

During Fiscal 1999 the Administration for Children's Services (ACS) made significant progress in five areas critical to the goal of protecting children as effectively as possible. These areas are: creating a neighborhood-based service delivery network; increasing the size and quality of its front line workforce; collaborating more effectively with other agencies to bring resources to its clients; increasing the oversight and quality of foster care contracted services; and ensuring that children receive the benefit of child support payments to which they are entitled.

Neighborhood-Based Services. In February 1999 ACS announced the selection of 35 providers of neighborhood-based services in the Bronx, a result of a Request for Proposals (RFP) released in June 1998. The agencies selected will provide general preventive services, family rehabilitative programs, foster boarding home services, homemaking, and respite care. Two planning sessions were held in May and August 1999 with providers selected to serve Bronx children and families, initiating the process of planning and implementing neighborhood-based services. Services became operational in July 1999. ACS released an RFP to deliver neighborhood-based services to other boroughs in March 1999. Contractors will be selected by October 1999, with performance-based contracts becoming operational in January 2000.

During Fiscal 1999 the Division of Child Protection completed its realignment of caseworkers by specific community districts in all boroughs. Child protective staff are now assigned to one or more community districts, allowing them to build stronger links to individuals, community-based service providers, and public institutions familiar with the child and the child's family.

Staff Enhancement. ACS has increased the educational requirements and accountability of its child welfare staff. In November 1998 two newly established title series, Child Protective Specialist (CPS) and Child Welfare Specialist (CWS), became effective. CPS staffers are responsible for investigating reports of abuse and neglect, while CWS staffers develop and implement family service plans. These new positions provide for more competitive salaries and merit-based raises, as well as higher performance standards for staff members.

In Fiscal 1999 ACS allocated \$2.7 million for the continuation of its Masters in Social Work (MSW) scholarship program. It awarded 205 new scholarships during the fiscal year. During Fiscal 1999 approximately 377 ACS staff members were enrolled in MSW programs; 94 ACS staff members received their degrees in May 1999.

Through intensive hiring efforts, ACS increased its complement of protective service caseworkers from 862 at the end of Fiscal 1998 to 979 at the close of Fiscal 1999. This increase, coupled with a moderate decline in child abuse and neglect allegations, enabled ACS to reduce its average protective worker caseload from 13.7 in Fiscal 1998 to 12.8 in Fiscal 1999.

Interagency Coordination. Groundbreaking initiatives involving ACS and the City's public safety agencies have enabled staff to protect children more quickly and effectively, bring additional resources to bear to support children in need, and integrate child protection work with the City's campaign against domestic violence. During Fiscal 1999 Instant Response Teams (IRT) comprised of staff from ACS, the New York City Police Department (NYPD), and the District Attorneys' Offices responded to 1,554 reports of severe child abuse or neglect across the City. IRTs facilitate coordination among these three agencies, resulting in an increased capacity to protect children and to minimize trauma to a child during the investigation process. Beginning in July 1999 IRT coordinators implemented a pilot with the Police

SERVICES FOR CHILDREN AND YOUTH

Department to include instances of domestic violence reported to ACS. ACS also expanded the 72-Hour Child Safety Conference (CSC) -- a multi-disciplinary case conference pilot previously implemented in the Queens field office -- to the Manhattan field office. From June 1998 to July 1999, 257 conferences were held in the two participating boroughs. By the end of Fiscal 2000 CSC will be operational in all five boroughs.

In May 1999 ACS partnered with the Department of Juvenile Justice (DJJ), the Department of Probation (DOP), and the Family Courts to create Project Confirm. Project Confirm acts quickly to confirm an adolescent's foster care status, alleviating any unnecessary stay in a DJJ facility for foster care youth who cannot be released due to the absence of a guardian. The program was implemented citywide in Fiscal 1999. At the same time, ACS and NYPD developed a protocol enabling NYPD to notify ACS of all juvenile arrests before the juveniles appear in court on low level charges. Training on Project Confirm is currently underway in all Brooklyn precincts.

During June 1999 ACS negotiated a Cooperative Agreement with the Department of Probation to refer ACS families to DOP's Juvenile Substance Abuse Violence Prevention Program (J-SAVD) to reduce or prevent dysfunctional and criminal behavior. J-SAVD serves youth and families by identifying, assessing, and addressing individual needs that contribute to negative behavior. Its goal is to reduce recidivism, violence, and substance abuse. J-SAVD provides counseling, life skills training, mentoring, and psychosocial group programming for youth.

ACS is also working more closely with health and social services agencies to help give clients access to services. In collaboration with Health and Hospital Corporation (HHC) and the Department of Mental Health, Mental Retardation and Alcoholism Services (DMH), ACS began a substance abuse treatment pilot in February 1998 at the Cumberland Diagnostic and Treatment Center in Brooklyn. The program provides drug treatment supplemented by health, mental health, and other support services to women and their children who are at risk of out-of-home placements due to the mothers' substance abuse. In Fiscal 1999 ACS referred 237 women to the program.

In May 1999 ACS joined with the Board of Education (BOE) and the Human Resources Administration (HRA) to implement Learnfare, a program established under the 1997 New York State Welfare Reform Initiative to promote school attendance of children whose families are receiving Temporary Assistance to Needy Families. A pilot involving three contracted preventive service programs is underway at four schools. In Fiscal 2000 ACS, HRA and BOE will together develop counseling resources to help children attend school regularly.

Provider Oversight. In March 1999 ACS issued a set of Permanency Review Guidelines implementing the Adoption and Safe Families Act (ASFA), a federal law requiring child welfare agencies to expedite children's placement in safe, permanent, and nurturing homes. These Guidelines instruct foster care agencies to hold "permanency reviews" to ensure that all children receive the permanency determinations mandated by federal and state law. The Guidelines have been distributed to New York City Family Court judges as part of their July 1999 training program; to Juvenile Rights Division attorneys as part of their ASFA training; and to substance abuse providers who attended an ASFA training session sponsored by the State Office of Alcoholism and Substance Abuse Services in June 1999. The ACS Guidelines have also been the subject of extensive training with child welfare staff, including a training session for contract agency executive staff held in March 1999. Videotapes of this training session have been distributed to all contracted providers and ACS divisions.

ASFA requires that criminal background checks be made of all foster care and adoptive households. ACS and contract agency staff have received instructions regarding timeframes for fingerprinting, who should be fingerprinted, and how to treat results. During Fiscal 1999 the State Division of Criminal Justice Services conducted training sessions on fingerprinting techniques.

SERVICES FOR CHILDREN AND YOUTH

Child Support Collections. During Fiscal 1999 the ACS Office of Child Support Enforcement (OCSE) collected a record \$351.6 million in child support payments, up 11 percent from the \$317.8 million collected in Fiscal 1998.

In October 1998 in collaboration with the Office of the Criminal Justice Coordinator, the Mayor's Office of Operations convened a Mayoral Task Force to improve child support collections. The Task Force focused on developing legislative proposals, identifying methods to improve ACS' ability to collect child support, and enhancing interagency coordination. The Task Force includes representatives of HRA, the Department of Health (DOH), the Department of Finance, the City Marshals, and the Law Department. The Mayor's Office of Operations is working with OCSE on strategies to increase child support collections by revoking or suspending professional licenses, as per an agreement established between OCSE and select licensing agencies. In Fiscal 2000 Operations will continue to review the process currently in place to process child support certification forms; identify liaisons at City licensing agencies to assist OCSE in certification processing and follow up; and identify methods and recommendations to assist OCSE in converting from this paper-intensive process to data transmission via e-mail and the Internet.

At the start of Fiscal 1999 OCSE began a collaboration with the State Office of Child Support Enforcement (SOCSE), HRA, the Health and Hospitals Corporation (HHC), and DOH to increase in-hospital establishments of paternity. To further these efforts, OCSE established a new Paternity and Community Outreach Unit devoted to encouraging voluntary paternity establishment at the time of a child's birth by providing technical support, training, and education of hospital staff, parents, parents-to-be, and community organizations. This improved process of paternity establishment will include the use of State funds to reimburse hospitals for each completed voluntary paternity establishment. Incentive contracts with several participating birthing hospitals have now been established. In April 1999 ACS, with the cooperation of DOH, began regular reporting on hospitals' performance in obtaining voluntary paternity establishments. By the end of Fiscal 2000 OCSE expects paternity to be established at birth in 65 percent of City births to unmarried parents.

PUBLIC SAFETY PROGRAMS

Police Department. In December 1998 the Board of Education's Division of School Safety was merged into NYPD through the functional transfer of over 3,400 employees. The Department is now responsible for selecting, hiring, training, supervising, and disciplining the School Safety Agents (SSAs) assigned to public schools citywide. During the second half of Fiscal 1999 SSAs received training on the Schools Chancellor's regulations and on strategies concerning Courtesy, Professionalism, Respect (CPR), youth gangs, truancy, domestic violence, teen violence, off-duty conduct, and other relevant NYPD procedures.

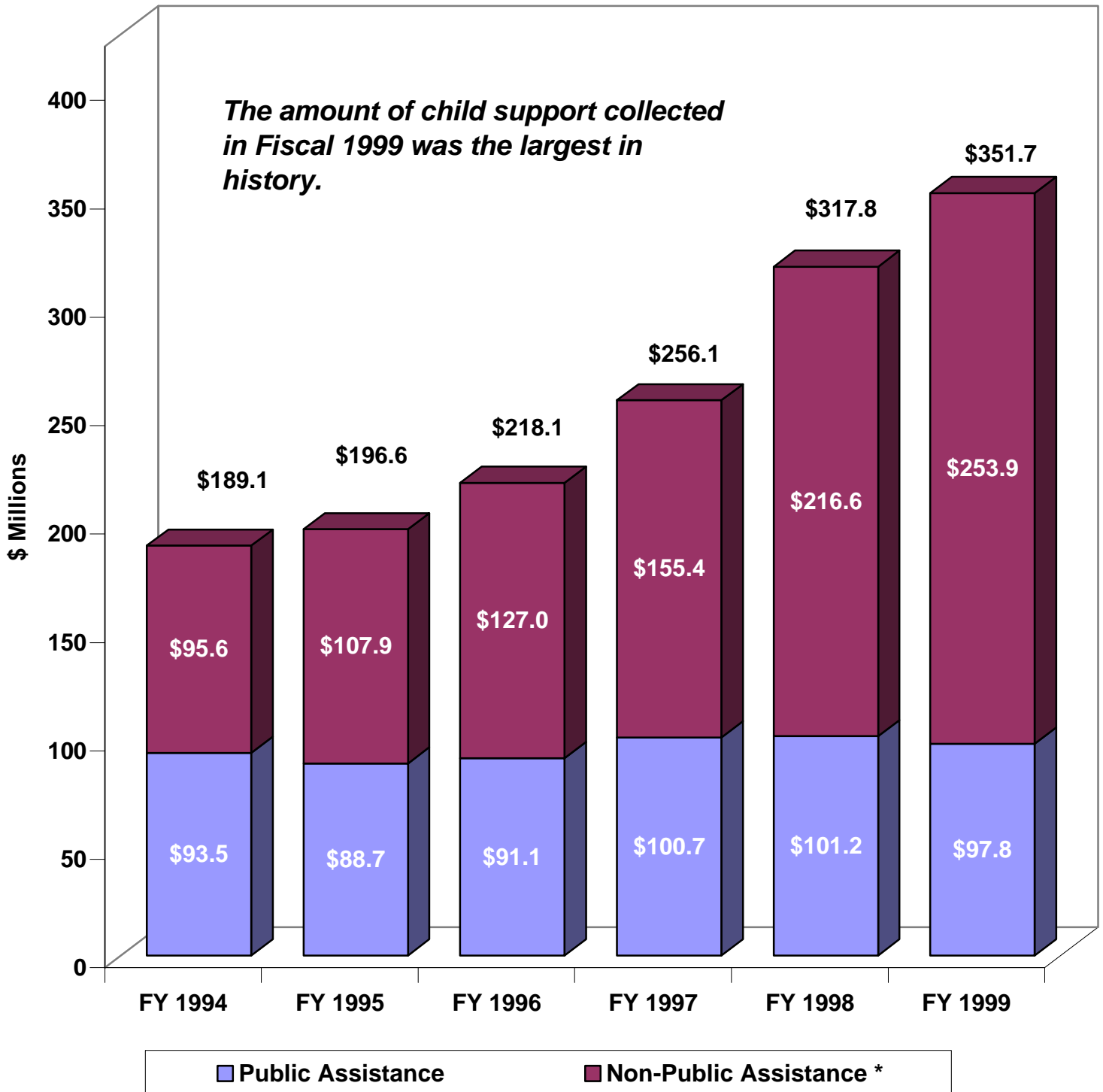
In April 1999 Mayor Giuliani announced that the Police Department would hire 150 School Crossing Guards prior to the 1999-2000 School Year, bringing the total number of School Crossing Guards to 1,978.

In Fiscal 1999 NYPD conducted a citywide box cutter initiative, enforcing the recently enacted amendment to the City's Box Cutter Law, which made it illegal for any store to sell a box cutter to anyone under the age of 21. NYPD officers visited 1,665 stores, made 131 arrests, and issued 206 summonses.

In Fiscal 1999 NYPD detectives conducted 873 child abuse investigations through the new Instant Response Team (IRT) protocol, resulting in 268 arrests. In December 1998 the Department established a new procedure to assign police officers to assist Administration for Children's Services caseworkers in field investigations that may involve guns or drugs as well as potential abuse.

Administration for Children's Services

Child Support Collected Fiscal 1994-1999



* Non-Public Assisatnce includes both New York City children and non-New York City children whose non-custodial parent resides in New York City.

SERVICES FOR CHILDREN AND YOUTH

In conjunction with the Mayor's Child Abuse Task Force, the Victim Services agency, and the District Attorneys, NYPD's Child Abuse Squad, located at the Brooklyn Child Advocacy Center, investigated 1,786 cases in Fiscal 1999, resulting in 318 arrests. The Task Force opened a Staten Island Child Advocacy Center in October 1998, and a Queens Child Advocacy Center is planned in Fiscal 2000.

Department of Probation. The Expanded Alternative to Detention (EATD) program, a 12-hour-a-day reporting center for pre-screened youth, served 298 youth during the reporting period, compared with 330 youth in Fiscal 1998. In Fiscal 1999 the Department enrolled 247 new EATD participants, up from 178 in Fiscal 1998. EATD attained an 85.5 percent retention rate in Fiscal 1999, compared with 82 percent in Fiscal 1998.

The Juvenile Intensive Supervision Program, which offers a detention alternative for youth who would otherwise be placed with the State Office of Children and Family Services (OCFS), served 690 juveniles in Fiscal 1999, compared to 681 juveniles in Fiscal 1998. In Fiscal 1999 the Department also enrolled 106 youth in the Post-Residential Supervision project, compared with 94 youth in Fiscal 1998. The program is designed to help youth in the court-ordered care of OCFS make the transition back to the community.

In January 1999 the Department launched Victim Awareness, a group program that teaches accountability and responsibility to youth at all levels of the Family Court process. The program served 60 juveniles from its inception through the end of Fiscal 1999.

In May 1999 the Department introduced the Juvenile Substance Abuse and Violence Deterrence (J-SAVD) program. J-SAVD is a family court intake diversion program that targets both youngsters who are classified as juvenile delinquents and certain Persons in Need of Supervision cases. J-SAVD staff provide intensive services to youth and their families, as well as maintaining close contact with local schools to ensure regular and productive attendance. The program has received 93 cases since its inception.

Department of Juvenile Justice. During Fiscal 1999 the Department of Juvenile Justice (DJJ) incorporated performance-based standards into its contracts with the community-based organizations operating nonsecure detention homes. These standards include fines for failing to meet minimum performance criteria, such as getting juveniles to school and court on time, meeting report deadlines, responding to pages, and being accountable for absconders.

In Fiscal 1999 the Office of the Criminal Justice Coordinator formed a consortium of agencies including DJJ, the Department of Probation, the Law Department, the Mayor's Office of Operations, and the Office of Management and Budget to determine key causes of the increase in the detention population over the past two fiscal years. In particular, the group examined ways to reduce Family Court adjudication times and worked with OCFS to reduce the number of OCFS-ready juveniles who are awaiting transfer to an OCFS facility. The group also devised procedures to track residents with court-referred clinic appointments in order to limit average length of stay as much as possible.

In September 1998 the Department embarked upon an innovative collaboration with the Board of Education to operate the school in DJJ's secure detention facilities. The new school is called the Passages Academy. As part of the effort to improve the quality of education for youth in DJJ's custody, it will help reintegrate youth released from detention back into the regular school system.

In early Fiscal 1999 the Department received federal funds through the New York City Housing Authority to expand the Reduce Children's Violence (RCV) program by introducing RCV sites in three new precincts: the 120th in the Port Richmond section of Staten Island; the 43rd in the Soundview section of the Bronx, and the 73rd in the Brownsville section of Brooklyn. The collaboration will target youth residing in public housing who have had contact with, but have not been arrested by, the police. During the first year of the expanded operation over 126 youth from over 24 housing developments have been served.

SERVICES FOR CHILDREN AND YOUTH

The Department's Aftercare program serves and supports youth and families of youth released from detention. A total of 504 youth received Aftercare support services during Fiscal 1999, compared with 496 juveniles served in Fiscal 1998. When a youth is released from detention, Aftercare provides an individualized service plan including short-term counseling, referrals to community-based agencies, and ongoing monitoring. In addition, Aftercare's Educational Specialists work with and advocate for students reintegrating into the school system, focusing on improving their school performance and reducing truancy. A three-year federal grant for approximately \$700,000 was received during Fiscal 1999 to expand and enhance the Department's post-detention services. Grant monies will be used to educate juveniles about Aftercare services before they leave detention; to ensure a more efficient transition for youth between detention and Aftercare; and to contract for two new post-detention service offices, to be located in Manhattan and Queens.

In August 1999 the Department combined its two Community-Based Intervention (CBI) programs, Aftercare and Reduce Children's Violence. DJJ is now able to provide more thorough, consistent, and efficient service to juveniles by combining these programs to work preventatively, providing youth and their families with support services and positive activities to divert young people from entering or returning to the juvenile justice system. The merged program will serve the target populations of both RCV and Aftercare and will allow DJJ to enhance its CBI services citywide.

Department of Consumer Affairs. In April 1998 the Department of Consumer Affairs (DCA) began the nation's largest enforcement program against teen smoking, which aims to inspect every one of the City's 15,000 tobacco merchants and significantly reduce the number of merchants selling tobacco to minors. In Fiscal 1999 the Department conducted 7,857 inspections and collected \$654,000 in fines. Because some merchants appear to not be deterred by the current fine schedule, the Department has proposed legislation that requires all tobacco merchants to be licensed by DCA. The legislation makes it easier for the licenses of persistent violators to be revoked and triples the fines for merchants who do not comply with the law. A City Council hearing on the legislation was held in February; the Department awaits Council action.

COMMUNITY SERVICES

New York City Housing Authority (NYCHA). The Authority's Partners in Reading Program expanded to 105 sites during Fiscal 1999; it currently serves 5,055 children. NYCHA expects to expand the program to 115 sites serving 5,280 children in Fiscal 2000.

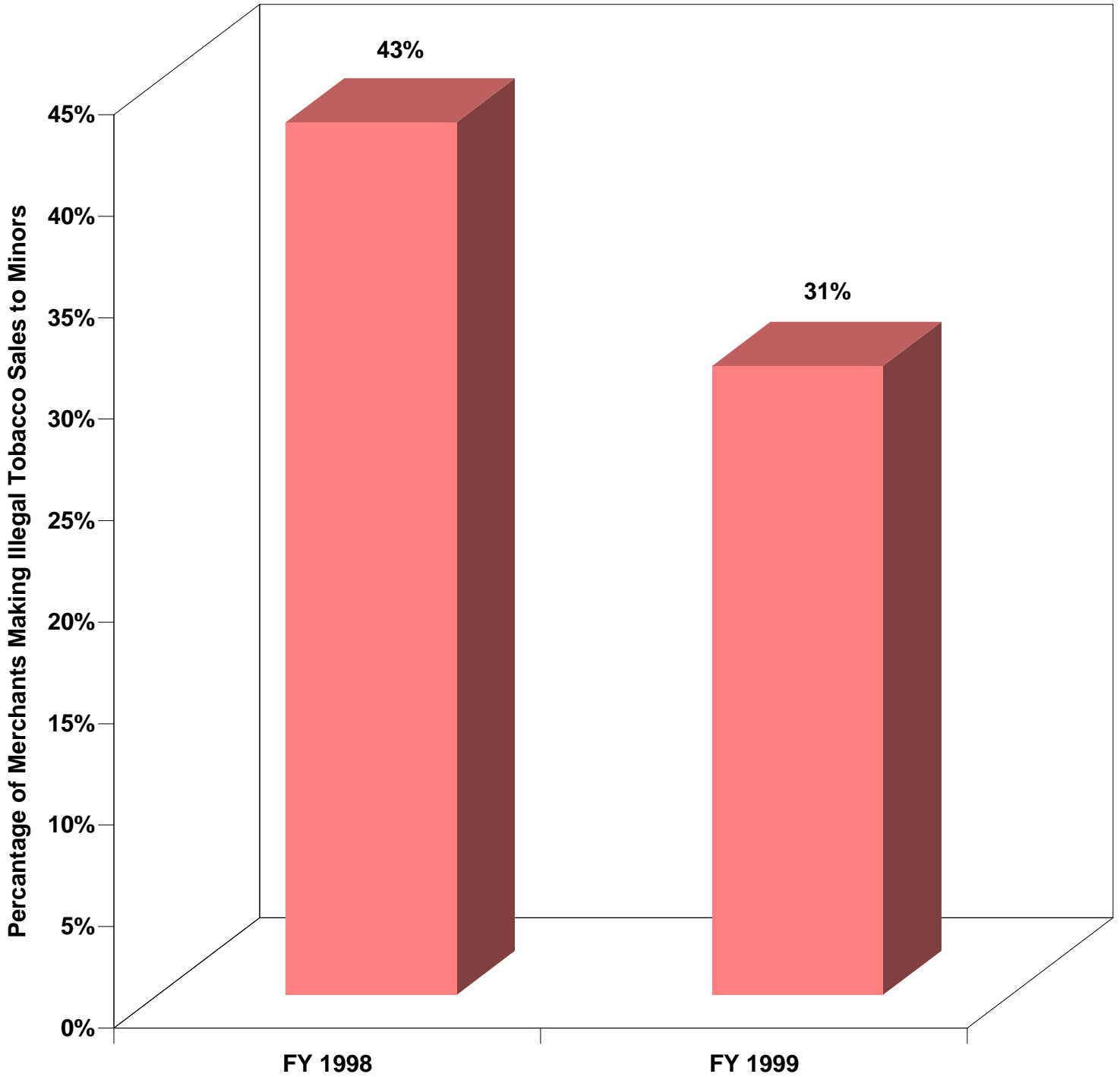
The Alternative High School program, a collaborative effort between NYCHA and the Board of Education, is currently operating at 27 sites. A total of 1,459 students are enrolled in the program, which allows high school dropouts to complete their high school education by pursuing a regular high school diploma or a General Equivalency Diploma (GED) in an alternative setting.

Eighty-five children from Chelsea-Elliott and 77 children from Ravenswood Houses currently participate in NYCHA's I Have a Dream (IHAD) program. A collaboration between the IHAD Foundation, NYCHA, local not-for-profit organizations, and private funders, the program provides educational, social, and cultural enrichment opportunities. In Fiscal 1998 the Melrose Houses development in the Bronx became the third IHAD program site. It began to serve 35 children in grade 3 during Fiscal 1999.

During Fiscal 1999 approximately 13,000 participants were involved in NYCHA athletic programs, such as the Harlem Reviving Baseball in Inner Cities program; the Metropolitan Athletic Congress, a track and field program; and the New York Inner City Games. In comparison, 12,000 individuals participated in Fiscal 1998.

Department of Consumer Affairs

Percentage of Merchants Making Illegal Tobacco Sales to Minors Fiscal 1998-1999



SERVICES FOR CHILDREN AND YOUTH

Department of Parks and Recreation. In Fiscal 1999 the Department of Parks and Recreation (DPR) expanded and enhanced its lifeguard recruitment program. An extensive advertising campaign utilized radio, television, and the Internet, as well as ads in newspapers, subways, schools and recreation centers. Free lifeguard training was offered to candidates at three training centers in Brooklyn, Manhattan, and Staten Island during Fiscal 1999; free pool passes were distributed, allowing candidates to use the Department's indoor pools to develop their swimming skills. By August 1999 the Department hired 302 new lifeguards, compared to 213 new lifeguards during the same period in 1998. Of the 302 new hires, 129 candidates applied in response to the advertising campaign. DPR's total lifeguard staff was 1,010 in Fiscal 1999, compared to 935 in Fiscal 1998.

In Fiscal 1999 the Department's Computer Resource Centers hosted the Silicon Park contest. This competition allowed approximately 100 City youth to design parks of their own using computer software. The participants honed computer skills, learned how to create functioning ecosystems, and used their imaginations as they competed for four home computers.

During Fiscal 1999 the Department's free clinics for swimming, tennis, golf, in-line skating, baseball, and soccer were attended by more than 26,000 youth. A total of 11,500 youth citywide participated in the Learn-to-Play-Tennis program; 2,517 youth participated in the Department's free in-line skating clinics at ten sites; nearly 2,000 youth participated in DPR's free drop-in baseball clinics at five sites citywide; and 576 youth participated in the Department's citywide Learn-to-Play-Soccer program.

Public Libraries. In April 1999, the Brooklyn Public Library (BPL) opened a Family Reading Center for visiting children in the Brooklyn House of Detention. The room, staffed with BPL personnel, is brightly painted and equipped with child-size furniture, toys, books, and computers with educational software. Patrons may browse 800 print and non-print materials and obtain information about how to get a library card; they are encouraged to visit their local branch library.

The 1999 Summer Reading program "Celebrate! Read!," part of a statewide effort to encourage youngsters to read throughout the year, was offered in all three library systems. In Brooklyn, the program provided increased literacy-based programming throughout the branches. All Brooklyn branches sponsored special programs, which featured arts and crafts, storytelling, creative writing, and guest performers. At New York Public Library branches programs included weekly Reading Club meetings, daily sessions of reading aloud at every branch, meet-the-author programs, and origami workshops. Queens Borough Public Library branches offered Summer Reading Clubs for children, teens and, for the first time, adults. Club information for young adults was posted on the Internet.

The Queens Borough Public Library's Latchkey Program for children, funded through The Queens Library Foundation, Inc., attracted 104,058 children in Fiscal 1999, compared to 98,729 children in Fiscal 1998. The program was offered in 32 Queens libraries in Fiscal 1999.

In Fiscal 1999 the three public library systems received \$5.6 million in City funding for their Connecting Libraries and Schools (CLASP) programs. During Fiscal 1999, 9,361 CLASP programs were conducted at 580 schools in 15 school districts, reaching a total of 235,131 students. In addition, 22,382 teachers, administrators and parents participated in CLASP-sponsored workshops, parenting programs, or family literacy events. CLASP, organized in collaboration with the Board of Education, is designed to encourage children in kindergarten through grade 8 to read more and to make full use of their neighborhood libraries. The project provides children with field trips to local branch libraries, literacy programs, workshops on new library technology, and library card registrations. In Fiscal 2000 the CLASP program will be expanded to reach all 33 New York City school districts.

SERVICES FOR CHILDREN AND YOUTH

CHILD HEALTH

Infant Mortality. The citywide infant mortality rate for Calendar 1998 was 6.8 deaths per 1,000 live births. This represents both a historic 101-year low and a decline of 4.2 percent from the 1997 rate of 7.1 per 1,000 live births. In 1998 there were 843 infant (under one year of age) deaths and 124,252 live births.

Lead Poisoning. In June 1999 Mayor Giuliani signed into law new legislation passed by the City Council to reform the City's provisions for lead paint poisoning prevention. The legislation requires, for the first time, that landlords annually inspect apartments with young children for lead paint hazards and correct such hazards in a reasonable and safe manner.

In response to the new law, which takes effect in November 1999, DOH will develop a brochure to be distributed to occupants of dwelling units when the Department of Housing Preservation and Development (HPD) inspects the unit upon a complaint of a lead paint hazard; enforce safety standards set forth in the Health Code when an owner fails to correct a lead hazard in a timely manner; respond to complaints from dwelling occupants about unsafe lead paint work practices; and maintain a registry of HPD lead paint hazard violations. Using its portion of the \$3 million allocated by Mayor Giuliani and the Council, in Fiscal 2000 DOH will launch an outreach effort to improve lead screening of children. It will also begin planning the development of ten lead-safe houses for families whose apartments are undergoing lead paint abatement.

Asthma. The City continues Mayor Giuliani's Childhood Asthma Initiative, a major effort to reduce childhood sickness and death from asthma. Information and advice concerning asthma can be obtained from the toll-free Asthma Action Line (1-877-ASTHMA-0).

As part of the Hunts Point Childhood Health Promotion Initiative, during Fiscal 1999 the Department of Health formed asthma committees at three public elementary schools. Outreach and education activities undertaken by the committees reached approximately 2,500 children, 300 teachers and school personnel, and 500 parents.

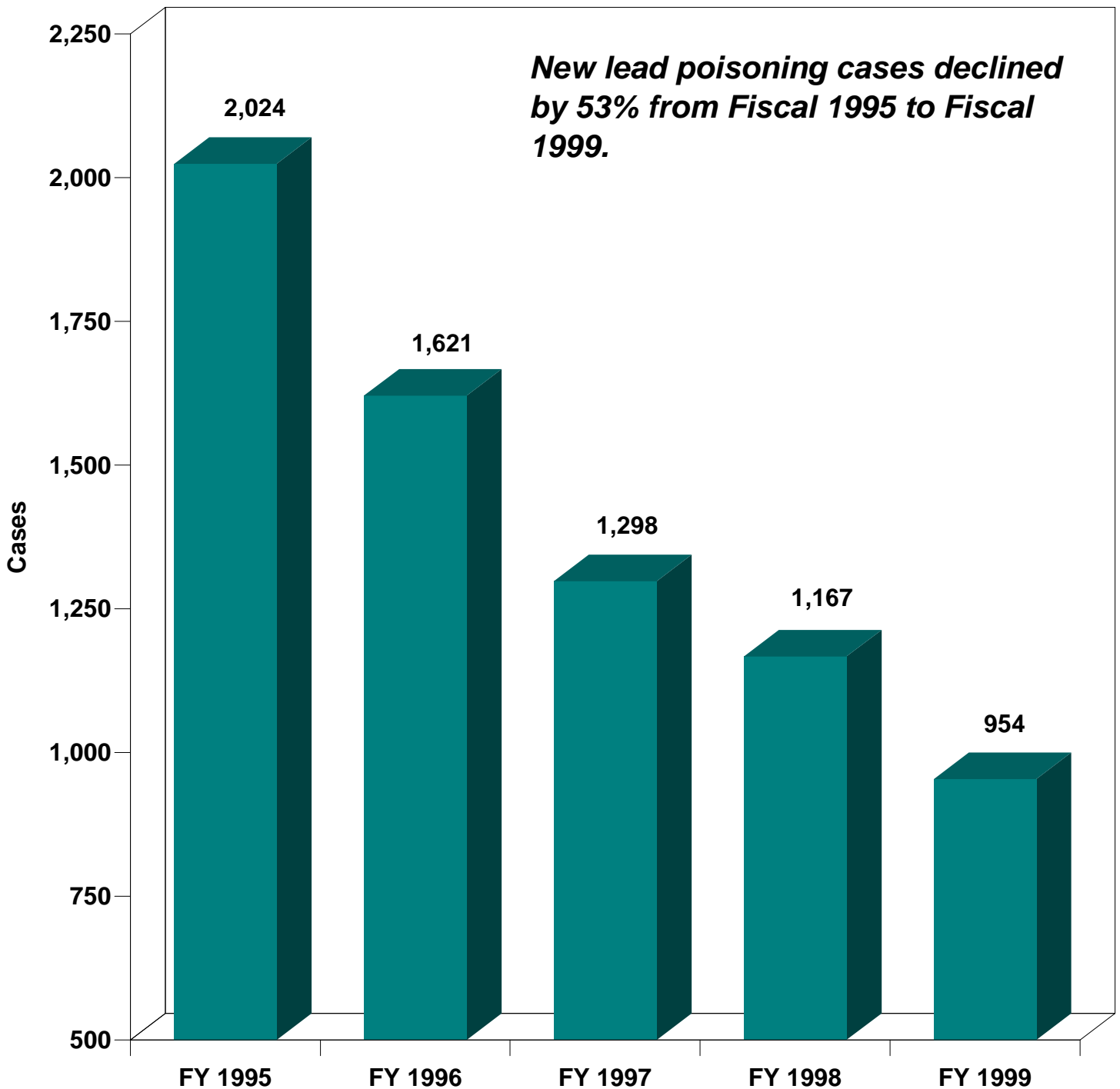
In Fiscal 2000 DOH was allocated \$1.8 million to begin a pilot of the Critical Event Response Tracking System in East Harlem. A critical event is defined as an observation of poorly controlled asthma in the classroom, in a school nurse's office, at home, at a physician's office, or in a hospital's emergency department. The system consists of two components. One component consists of the participation of the Department, health centers, and educational facilities in the transmission of information on asthma critical events to a DOH database for forwarding to appropriate providers. The second component is comprised of case management by community health workers assigned to families of children with asthma. In addition to the Department's four major health centers, three hospitals and emergency departments and up to ten private pediatric offices are expected to participate.

In Fiscal 1999 DOH contracted with several community-based organizations citywide to provide asthma education and case management. In Fiscal 1999 four asthma programs became operational in Brooklyn. The Department expects two additional contracts with community-based organizations in Brooklyn and East Harlem to begin in November 1999. In March 1999 the Department released a Request for Proposals (RFP) to community-based organizations in Queens, Staten Island, and the Bronx; selections will be finalized and contracts negotiated in Fall 1999.

From June through December of 1998 DOH ran the first phase of its public asthma prevention campaign. "I Have Asthma, But Asthma Doesn't Have Me" posters in English and Spanish were displayed in subway cars and bus shelters. The second phase, which will include the development of additional radio ads and new subway print ads, is scheduled to begin in September 1999.

Department of Health

New Lead Poisoning Cases Fiscal 1995-1999



SERVICES FOR CHILDREN AND YOUTH

In Spring 1999 the Health and Hospitals Corporation (HHC) formed two new asthma task forces to standardize care and identify best practices in the management and treatment of patients with asthma. The members of the task forces include physicians, nurse practitioners, and pharmacists. The first task force is developing best practice guidelines in the management and treatment of both adult and child patients with asthma, while the second works to identify state-of-the-art medications and equipment for asthma management at HHC facilities.

In Fiscal 1999 HHC's North Brooklyn Health Network began a school-based initiative with six schools to provide asthma education to students, parents and teachers; provide primary care medical evaluation of asthmatics; and offer ongoing asthma monitoring. The Network plans to expand to four more schools in Fiscal 2000.

In June 1999 HHC created Community Outreach for Asthma Care in Harlem (COACH), a collaborative program of Harlem Hospital Center, the Renaissance Health Care Network, and other local institutions, churches, and health care practitioners. With funding from the State Department of Health, COACH aims to promote better knowledge about asthma, improve self-management of the disease by adults and children with asthma, increase access to asthma health care services, and enhance primary care asthma services in the community.

Immunization. Since January 1, 1997 all immunizations of New York City children from birth through age 7 must be reported to DOH. All public and private hospitals and health clinics in New York City now report data to DOH's Citywide Immunization Registry (CIR), a central record keeping system that enables public health officials to monitor citywide immunization levels. As of June 1999, 87 percent of private physician practices are reporting to CIR, compared to 69 percent the previous year. As of June 1999, data on over 1.7 million children with 8.5 million immunizations were recorded in CIR.

In Fiscal 1999 the Health and Hospitals Corporation exceeded the federal Healthy People 2000 goal of immunizing 90 percent of two-year-olds, achieving a 92 percent immunization rate in HHC facilities.

Child Health Plus. The Balanced Budget Act of 1997 established the State Child Health Insurance Program, under which New York State plans to expand its Child Health Plus (CHP) program to cover an estimated 680,000 new children – the majority of them in New York City. Under the planned program, children ineligible for Medicaid with family incomes up to 250 percent of the poverty line would have access to health insurance through several different insurers. The new Child Health Plus program promises to greatly expand children's access to coordinated health services across the spectrum of health needs, including a focus on ongoing primary and preventive care. In Fiscal 1999 State implementation of the program was delayed pending the selection of enrollment facilitators. By December 1999 the State Department of Health will award contracts to community-based organizations that will enroll applicants who are ineligible for Medicaid, recertify CHP enrollees, and revise the number of Medicaid applications that it expects HRA to process during Fiscal 2000.

SUMMER YOUTH EMPLOYMENT

The Mayor's Youth Empowerment Services (YES) Commission coordinates the efforts of the government and private sectors to create summer job opportunities for youth. An integrated publicity campaign to enhance the outreach efforts of the YES Commission was launched by Mayor Giuliani in April 1997. The YES Commission secured a total of 55,806 jobs for youth during Summer 1999, including 45,400 through the Department of Employment's Summer Youth Employment and Job Opportunities for Youth Programs, 7,634 through private funding, and 2,772 through other public funding sources including the New York City Housing Authority.

SERVICES FOR CHILDREN AND YOUTH

The success of the YES Commission over the past five summers can be attributed to the high quality of integration, coordination and collaboration among Commission partners; their work has established a foundation for continued effort to expand job opportunities for the youth of our City.

BEACONS

Beacons are school-based community centers that are open after school, in the evenings, and on weekends year-round; they offer youth and their families a mix of social, education, vocational, and recreational activities. In March 1999 an evaluation was completed by a non-profit academic organization regarding the impact of the Beacons. The evaluation reported that Beacons attract participants of all ages; encourage positive youth development; provide extensive educational enrichment; provide an array of programs for families and adults; provide a "safe haven" and bases of community problem-solving for community residents; and help young people avoid negative behavior such as drug use and fighting. The Department of Youth and Community Development (DYCD) expanded the number of Beacons from 41 in Fiscal 1998 to 76 in Fiscal 1999, and will add six additional Beacons in Fiscal 2000.

PUBLIC EDUCATION

More than in any other single area, the Giuliani Administration is committed to achieving fundamental structural reforms in public education. While the school system continues to face imposing challenges, the Administration and the Board of Education have successfully implemented aggressive and innovative measures to make a quality education more available to public school students in New York City. These approaches include increasing resources for the system as a whole, and especially in areas that reinforce basic skills and foster future achievement, while insisting that resources be used to directly benefit students; reforming school governance to increase accountability and give the Schools Chancellor the authority to intervene where necessary for the good of students; raising educational standards while providing students the opportunities to fulfill their potential; exploring ways of providing families with more educational alternatives; and returning the Special Education program to its original purpose of helping those who truly need it, as described in this Volume's section on mandated services.

Funding. Total fund expenditures through the Board of Education for Fiscal 1999 rose to \$10.43 billion, 7.7 percent greater than the previous year, and are expected to reach \$10.7 billion in Fiscal 2000, the highest level in the City's history. The Board's five year capital plan for Fiscal 2000-2004 totals \$6.99 billion, nearly \$2 billion more than the five year plan for Fiscal 1995-1999.

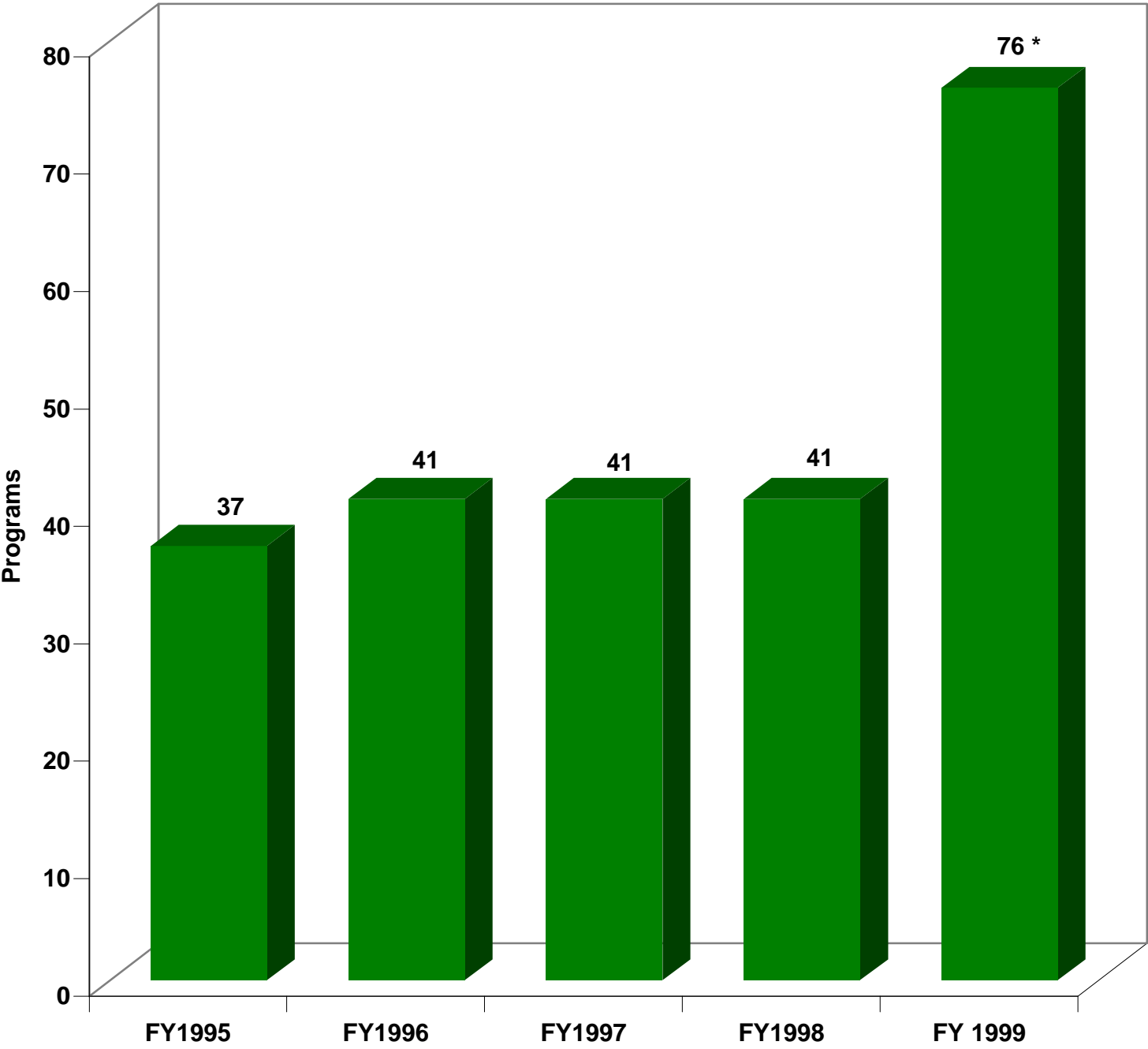
As described in this Volume's section on workforce issues, no part of the City's labor force has received more new resources in the past few years than teachers. The number of full-time teachers employed by the Board of Education rose from 65,685 at the end of the 1996-97 school year to 75,209 in June 1999, an increase of 14.4 percent. Aggressive recruitment efforts by the Board have enabled it to increase instructional staff in the face of a nationwide shortage of teachers.

Special Initiatives. Since September 1996 new educational initiatives have been introduced into the public schools to help students meet educational standards and attain appropriate grade-level proficiency in math and reading. As a continuation of this effort, during Fiscal 2000 the Chancellor plans to introduce new regulations for a promotion policy for students in grades 3 through 12; the Board will evaluate and monitor the implementation of this policy.

The City, with help in certain areas from foundations, the private sector, and New York State, has directed new funding toward targeted initiatives that promise to enhance student learning ability and enrich the educational environment. Some of these are updated below.

Department of Youth and Community Development

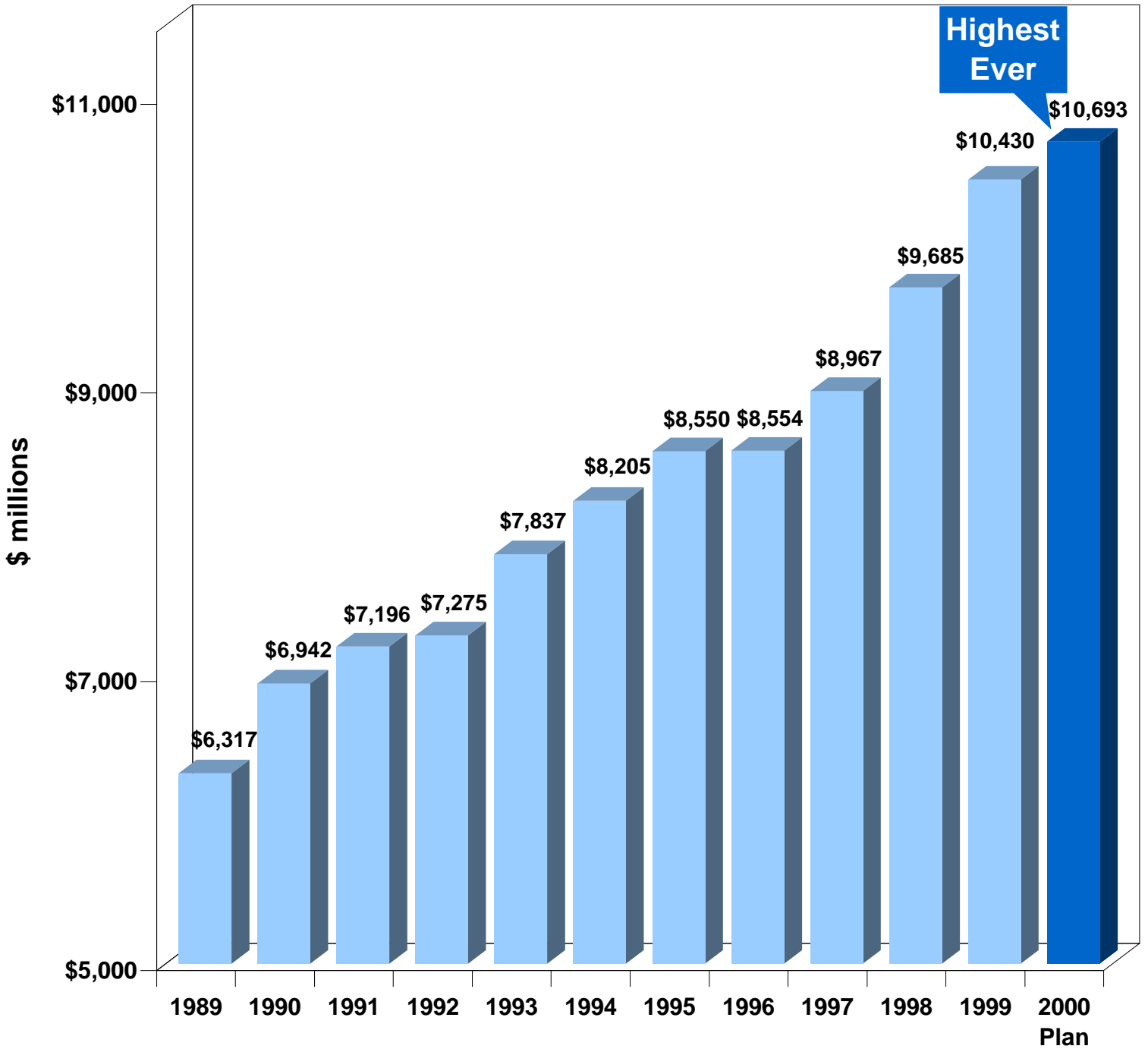
Number of Beacon Schools Fiscal 1995-1999



*FY 1999 includes 75 contracts for 76 schools.

Board of Education

Total Fund Expenditures Fiscal 1989-2000 Plan



Notes:

* Total BOE fund expenditures include pensions, debt service and labor reserve amounts and exclude Intra-City funds.

SERVICES FOR CHILDREN AND YOUTH

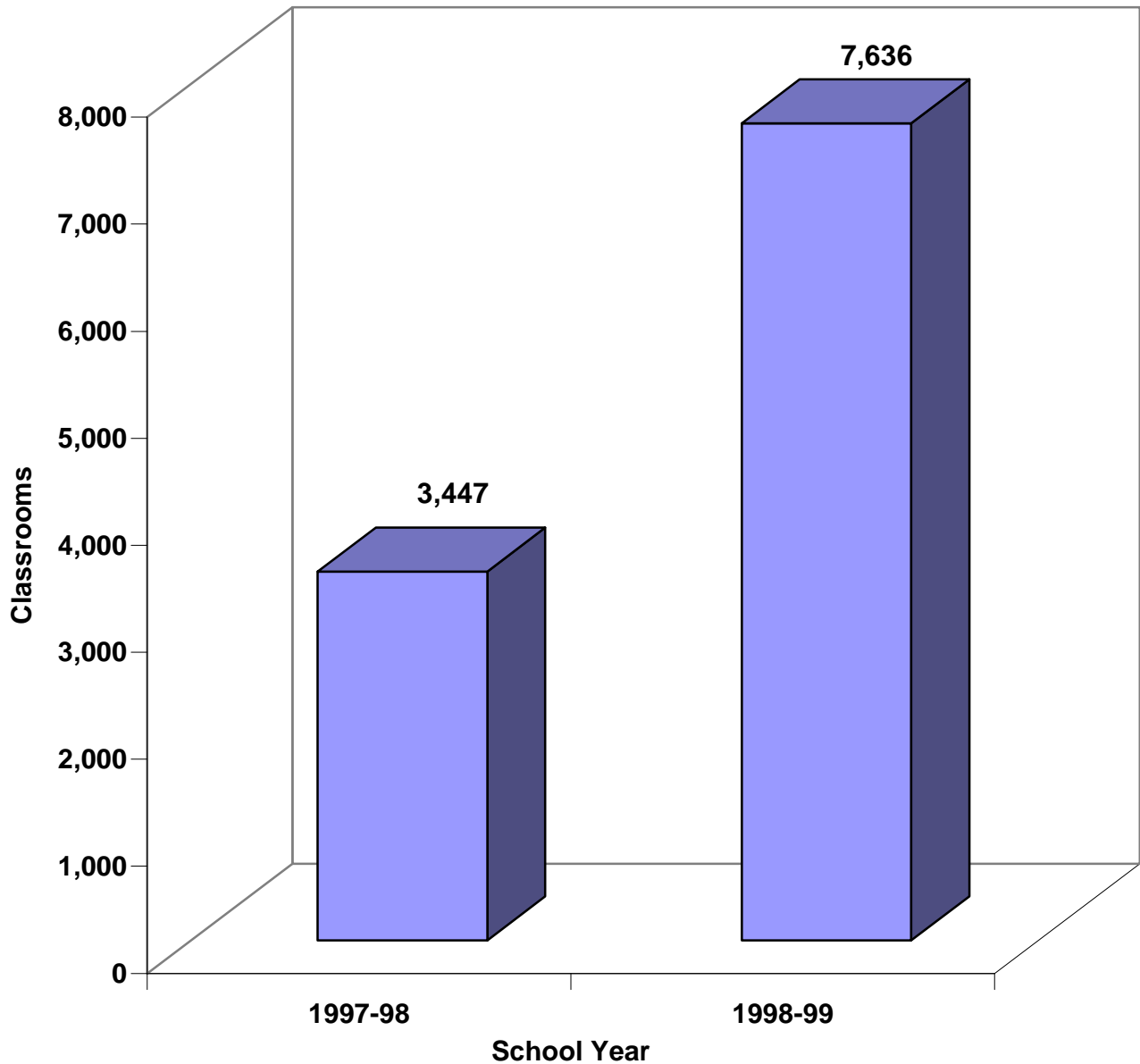
- Project Read served a total of 100,126 students in grades 1 through 3 during the 1998-99 school year. This total represented 37.1 percent of the overall enrollment for those grades, compared to 43.8 percent during the previous year; Project Read served fewer students during the 1998-99 school year due to the Board's effort to provide more intensive services, such as one-on-one instruction, to students with a high risk of not achieving literacy. During the 1999-2000 school year, Project Read services will be extended to include students in grade 4.
- Examination results confirm the efficacy of Project Read in improving performance. In Fiscal 1999 the Board conducted a preliminary analysis of grade 3 performance on the citywide reading test. Project Read participants who were at very high risk of not achieving literacy performed significantly better than comparable students not enrolled in the program. Final results of the analysis will be discussed in the Preliminary Fiscal 2000 Mayor's Management Report.
- During Summer 1999 the Board's summer programs were expanded to provide additional instruction to students. These programs served over 232,640 students in Summer 1999, an 8 percent increase compared with Summer 1998. The Early Childhood Summer Literacy and Summer Literacy programs served 47,792 students in grades kindergarten through 4 who needed instructional support services to sustain gains made during the regular school year. The middle school program served 33,627 students in grades 5 through 7 who were determined to be low-performing based on test scores on the English Language Arts exam. A total of 109,364 high school students attended summer school to improve their skills in specific subject areas. In addition, approximately 4,200 students, representing every school district, attended Breakaway Camps during Summer 1999. The program partners schools with summer camps in order to add 21 to 28 days of academic instruction, focusing on students in grades 4 through 8 with low reading scores.
- Through an additional allocation of State funding, the Board enrolled 13,500 students in Universal Pre-Kindergarten, for a total of 23,982 pre-kindergarten students. It plans to enroll 26,500 Universal Pre-Kindergarten students in the 1999-2000 school year, for a total of 36,982 pre-kindergarten students.
- Through Project Smart Schools, the Board met its goal of installing computers in every middle school classroom by August 1999. The middle schools now have a total of 28,672 computers in 7,636 classrooms serving 121,648 children. During the 1998-99 school year, computer availability enhanced the middle school curriculum. Basic word processing, desktop publishing, and the creation of multimedia presentations and web sites are now fully integrated into the teaching and learning of language arts, mathematics, and science.
- During the 1998-99 school year, 830 schools received Project ARTS funding. All City public schools are expected to receive funding in the 1999-2000 school year. Approximately 289 art, music, and dance teachers were hired for the 1998-99 school year; 250 such teachers have been recruited for the 1999-2000 school year. Since the beginning of Project ARTS a total of 750 arts teachers have been hired.
- Project Textbook provided a \$70 million allocation that doubled the school system's standard annual textbook budget in order to replace all textbooks with current editions. The Project provides for approximately 3.5 million new books.

Governance. To support the Board's commitment to a school system that is accountable for the high performance of all students, in June 1999 the Chancellor announced leadership changes at both the community school district and school levels. Leaders of four community school districts were placed under the directed supervision of the Chancellor. Central staff will oversee those superintendents as they implement their proposed Comprehensive Educational Plans for the 1999-2000 school year.

Board of Education

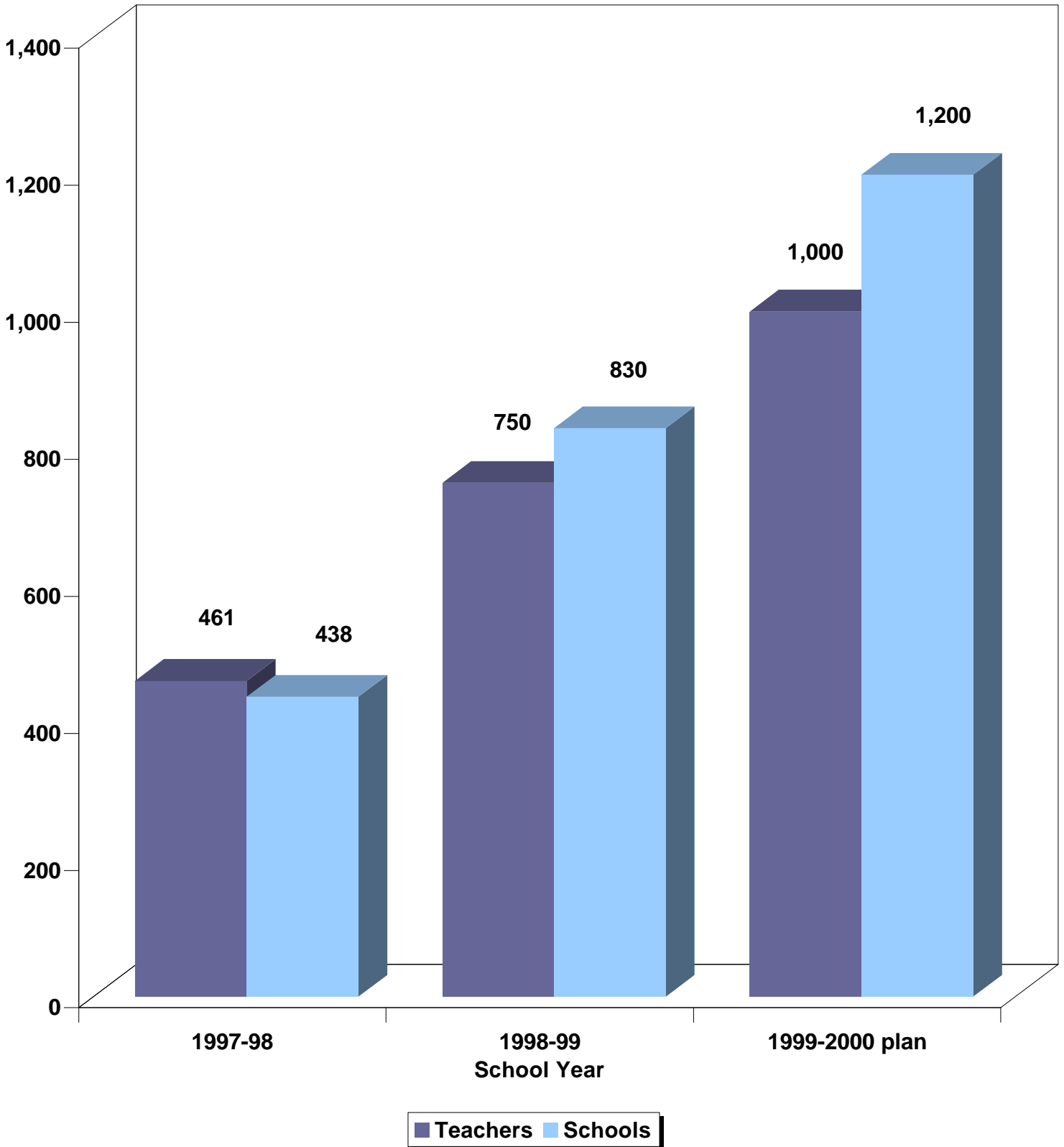
Project Smart Schools Computer-Equipped Classrooms in Middle Schools

As of August 1999, the Board of Education has reached its goal of installing computers in every middle school classroom. To date, 28,672 computers have been installed.



Board of Education

Reintroducing Arts to the Public Schools 1997-98 Through 1999-2000 School Year



SERVICES FOR CHILDREN AND YOUTH

In June 1999 the Chancellor announced a strategic intervention in the Schools Under Registration Review (SURR) that would transfer 40 SURR schools into an intensive intervention model within an expanded Chancellor's District. School days at the 40 SURR schools in the new model will be extended by 40 minutes. In addition, the Chancellor's Office will assume direct supervision of three SURR high schools. The Chancellor also announced the closing of 13 SURR schools. Four were closed immediately, while the remaining nine will be closed through phase-outs that will be completed by June 2001. Eleven additional SURR schools, including eight elementary and middle schools and three high schools, are likely candidates to meet their performance standards for removal from the SURR list.

In accordance with the 1996 New York State Governance Law, a school leadership team must be present in every school by October 1999. The teams, responsible for developing a Comprehensive Education Plan and a school-based budget, will help improve schools by more closely involving parents and teachers in decision-making. During the 1998-99 school year, the Board began to implement citywide parent involvement strategies, including media campaigns designed to help schools recruit parent members. These efforts will continue in the 1999-2000 school year.

During the 1998-99 school year the Board expanded the use of the Performance Assessment in Schools Systemwide (PASS) to 519 schools, from 325 schools the year before. Developed by the Board's Division of Assessment and Accountability, PASS is designed to allow schools to self-assess their mission, climate, organization, curriculum, instruction, professional development, instructional resources, parent involvement, support services, and external and physical resources. During the 1998-99 school year, the Central Board of Education's Office of Monitoring and School Improvement conducted a review in 357 schools, while district office staff conducted reviews in 162 schools.

Educational Standards. In June 1999 the Chancellor announced performance of children in grades 3, 5, 6, and 7 on citywide reading and mathematics tests. The percentage of students performing at grade level in reading was 44.6 percent, while 49.3 percent performance at grade level in math. It is clear that the school system must hold itself accountable for better performance. In June 1999 the Schools Chancellor outlined his plan to eliminate "social promotion" – the practice of promoting failing students simply to avoid holding them back — for all students in grades 3 through 12 beginning with the 1999-2000 school year.

In Summer 1999 students who did not meet promotion criteria were required to attend summer school. A total of 35,344 students in grades 3, 6, and 8 were required to attend summer school because of failure to meet promotional standards on standardized tests. Students were administered standardized tests at the end of summer school in the areas in which they had previously failed. Preliminary data indicate that of the 20,000 students who took the reading test, 63.8 percent passed; of the more than 2,000 English Language Learners who were tested on the Language Assessment Battery, 72.2 percent passed; and of the 19,000 who took the math test, 61.2 percent passed.

Eighth graders who participated in summer school in 1998 were given standardized tests at the conclusion of the summer session to determine whether they could be promoted to high school. Sixty-two percent of students who had deficient reading skills and 75 percent of students who had deficient math skills passed the test they had previously failed and were promoted. In addition, 50 percent of students in grade 8 with deficiencies in both reading and math skills passed both tests and were promoted.

Educational Options. Charter schools are publicly financed institutions, supported by a mix of federal, State, and local funding, which are freed by law from the constraints of local school district rules and local contracts, and may be operated by private sector firms or not-for-profit organizations. In June 1999 a State board selected the first eight charter schools for New York State, including five in the City, located in northern Manhattan and Queens. Three of the New York City charter schools are approved to open in Fall 1999, with two others approved for September 2000.

SERVICES FOR CHILDREN AND YOUTH

State law also provides for the conversion of public schools into charter schools. In February 1999 the Schools Chancellor announced a three-part charter school initiative that includes establishing new industry-specific charter schools; converting existing schools to charter institutions; and creating two model districts, where schools would have many of the characteristics of charter schools. In Fall 1999 two public high schools converted into charter schools will open.

The Administration's June 1999 budget agreement with the City Council includes provision for \$6 million in Fiscal 2000 to fund a study of available options for improving public education, including the potential use of vouchers to allow needy students to attend quality private schools of their choice. Mayor Giuliani has expressed his support for a plan to provide vouchers worth \$6,000 to \$7,000 a year to 3,000 of the poorest students in a selected public school district.

SCHOOL CONSTRUCTION AND REHABILITATION

The School Construction Authority (SCA), in conjunction with the Board of Education, created 19,598 new students seats during the period from October 1998 through September 1999, 23 percent more than during the previous twelve-month period. Of these, SCA created 16,285 seats, through the construction of new schools, modular buildings, additions and modernizations, and transportable projects throughout the five boroughs. SCA created 5,023 seats in Queens, 5,801 seats in the Bronx, 1,424 seats in Manhattan, 3,269 seats in Brooklyn, and 768 seats in Staten Island. All of these 16,285 new seats were completed by or before their scheduled delivery date.

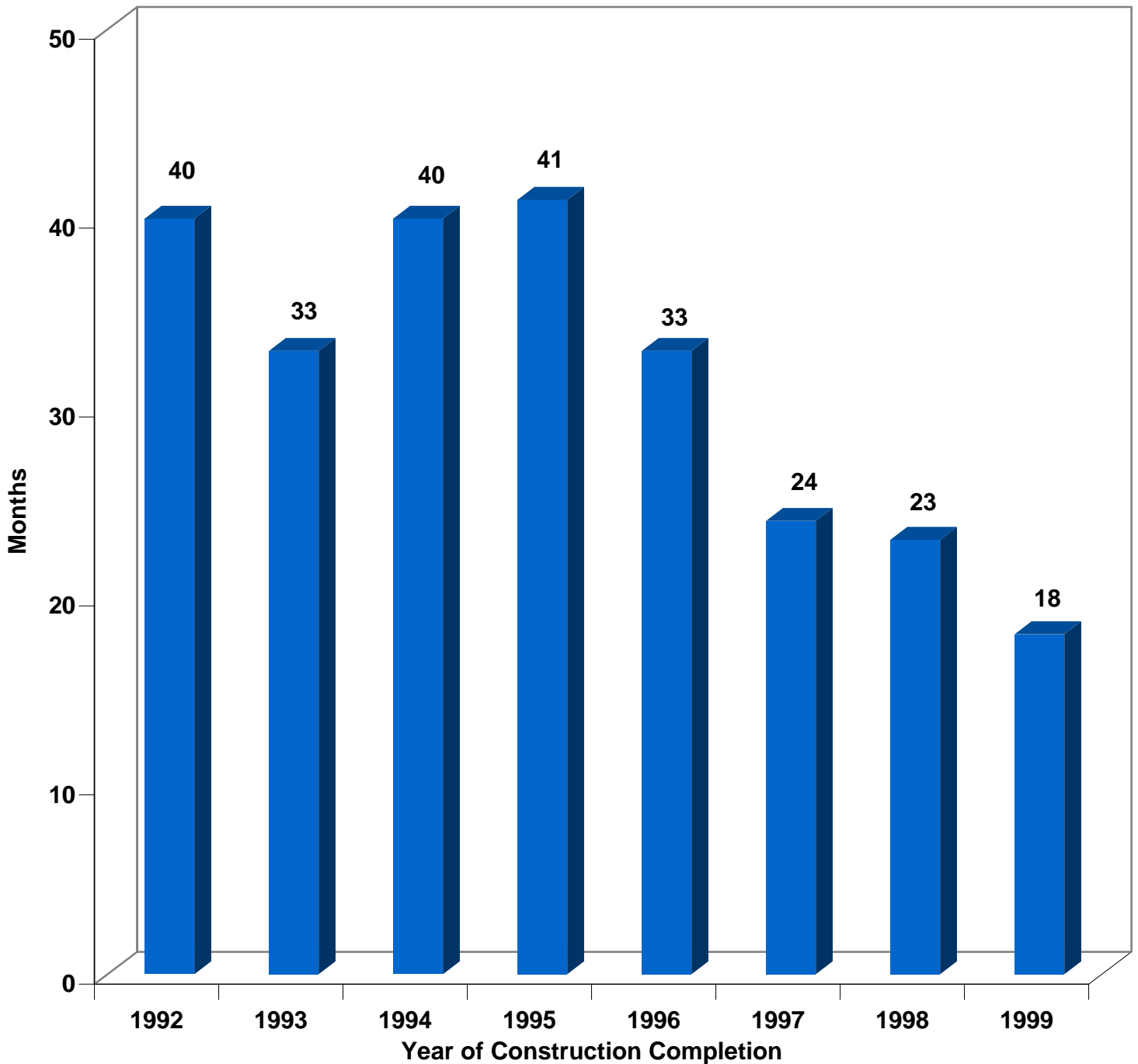
Management initiatives and a strong capital allocation have allowed SCA and the Board of Education to create new space for students at a pace exceeding that of new enrollment. New student seats exceeded the number of new enrollees by over 21,100 during the period 1994 through 1999; by contrast, new enrollees exceeded new seats by more than 58,600 from 1990 to 1993. With the leveling off of growth in public school enrollment – which actually decreased slightly during the 1998-99 school year except for pre-kindergarten enrollment – these trends indicate that the City has begun to address the problem of overcrowded classrooms successfully.

Under the Giuliani Administration, new leadership and the introduction of strict contractor monitoring and safety standards have enabled SCA to bring private construction industry standards to its public role, enhancing the quality, cost-effectiveness, and timeliness of project work. As of the 1998-1999 school year, SCA has achieved the following:

- Delivered all planned seating capacity projects on time or early for the third consecutive year.
- Reduced the average duration of new school construction projects from 40 months for projects completed in 1992 to 18 months for projects completed in 1999.
- Completed a new modular construction school within nine months.
- Completed 83 to 85 percent of projects begun during Calendar 1995-1997 within the industry standard of under budget, within budget or within 10 percent of the budget.
- Improved its on-time project completion rate from 14 percent in Fiscal 1995 to 70 percent in Fiscal 1999.
- Reduced the average time for the scope and design phase of capital improvement projects by half, from approximately 400 to 200 days.

School Construction Authority

New Schools Built Average Duration of Construction Projects in Months



Data represents construction duration for new school buildings only, based on school year building was completed.

SERVICES FOR CHILDREN AND YOUTH

To attain these improvements the Authority reformed its construction contracting process, including offering incentives to contractors who complete work earlier than expected; included project duration, as well as cost, as a factor in evaluating bids; increased liquidated damages to \$8,000 per day against contractors for project delays; employed the "Design/Build" approach to projects; and incorporated school-approved phasing plans in contracts. SCA has also implemented a stringent "Safety First" program; created a Scheduling Unit; strengthened the screening of contractor performance prior to selection; instituted enhanced approaches to customer satisfaction and community relations, including periodic surveys of school principals regarding satisfaction with project work; and replaced the majority of its senior managers with private sector construction professionals.

THE CITY UNIVERSITY OF NEW YORK

Fiscal 1999 marks the first appearance of the City University of New York (CUNY) in Volume I of the Mayor's Management Report and the first inclusion of goals and indicators to measure the university system. Programmatic indicators will report on enrollment, incoming students, remediation, degree granting, and professional licensing. Beginning in Fiscal 2000, the Mayor's Management Report will present objectives for the university system and discuss the initiatives of the individual institutions and programs.

In May 1998 Mayor Giuliani appointed a seven-member Advisory Task Force on the City University of New York. The Task Force was charged with examining the uses of City funding by CUNY; evaluating the effects of both the open admission policy and remedial education on CUNY's ability to provide high-quality education; identifying the best arrangements under which other institutions may provide remedial services to ensure that prospective CUNY students can perform college-level work prior to their enrollment into the university system; and recommending the implementation of other reforms as necessary.

In June 1999 the Task Force released a comprehensive report, "The City University of New York: An Institution Adrift." Undertaken with the help of educational consultants and an auditing firm, the report is based on a year-long review of the university's governance structure; remedial and other education programs; and budgeting, funding, and financial management. The specific recommendations of the Task Force include:

- Reorganizing CUNY based on clear objective standards for college admissions, readiness for entry into college level work, exit requirements for students completing remediation, and graduation from degree programs.
- Rethinking remediation, and offering students who require it a variety of options in addition to CUNY, so that they can obtain remedial assistance without depleting their college financial aid.
- Establishing universitywide fiscal management policies and encouraging the development of new revenue sources.
- Creating accountability by converting to performance-based budgeting for programs and institutions, defining goals and priorities, and establishing systematic academic and financial performance standards with incentives.
- Investing in an integrated universitywide technology infrastructure to support planning, budgeting, and measuring student progress and outcomes to provide better and more accessible management information.
- Forging new partnerships with the Board of Education to bridge the City's two educational systems, thus preparing students from kindergarten through high school for college-level study.

SERVICES FOR CHILDREN AND YOUTH

In January 1999 the CUNY Board of Trustees voted to eliminate remedial education at the CUNY senior colleges. Under the new entrance standards, students who are unable to pass basic placement exams in reading, writing, and mathematics will receive remediation services at CUNY community colleges prior to entering the senior colleges. The plan will be phased in beginning with four senior colleges in January 2000.

SERVICES FOR CHILDREN AND YOUTH

TRENDS IN INDICATORS RELATED TO CHILDREN AND YOUTH

Agency	Indicator	Fiscal 1999	Fiscal 1998	Fiscal 1997	Fiscal 1996	Fiscal 1995
Police Department	Family-Related Arrests	23,420	26,557	24,267	22,564	20,187
Police Department	Truants Returned To School	133,595	113,587	101,596	56,910	40,324
Police Department	Youth Referrals	131,871	112,002	95,172	53,977	39,691
Department of Juvenile Justice	Aftercare Program – New Cases	427	418	356	NI	NI
Department of Juvenile Justice	% of Aftercare Participants who Improved School Attendance	42%	44%	44%	53%	45%
Department of Health	Infant Mortality Rate (Calendar Year 1998-1994)	6.8	7.1	7.8	8.8	9.0
Department of Health	% of Entering Students Completely Immunized	89%	92%	92%	93%	92%
Department of Health	New Lead Poisoning Cases	954	1,167	1,298	1,621	2,024
Health and Hospitals Corporation	% of Women Receiving Prenatal Care by First Trimester	64%	59%	53%	51%	47%
Administration for Children's Services	Enrollment in Publicly-Subsidized Child Care	77,152	81,323	75,166	66,726	65,033
Administration for Children's Services	Enrollment in Publicly Subsidized Day Care	59,743	63,613	58,927	50,507	49,240
Administration for Children's Services	Child Abuse or Neglect Reports	54,763	57,732	53,567	52,994	47,571
Administration for Children's Services	% of Reports Responded to within 1 Day	97.1%	97.0%	98.6%	99.1%	98.8%
Administration for Children's Services	% of Children Adopted of Pool of Children With Goal of Adoption	26%	24%	22%	21%	19%

SERVICES FOR CHILDREN AND YOUTH

Agency	Indicator	Fiscal 1999	Fiscal 1998	Fiscal 1997	Fiscal 1996	Fiscal 1995
Administration for Children's Services	Children Adopted	3,800	3,848	4,009	3,669	3,665
Administration for Children's Services	Average Time to Complete Adoption (years)	4.0	4.3	3.4	3.3	3.2
Administration for Children's Services	Head Start Enrollment	17,409	17,710	16,239	16,219	15,793
Administration for Children's Services	Child Support Collected (000)	\$351.6	\$317.8	\$256.1	\$218.1	\$196.6
Department of Employment	Summer Jobs for Youth (Summer 1995-1999)	45,400	44,727	40,259	29,328	35,000
Department of Youth and Community Development	Youth Served by Beacons	152,856	110,000	90,580	NI	NI
Department of Youth and Community Development	Total Youth Served (000)	998.6	957.2	950.0	NI	NI
Board of Education	% of Students At or Above Grade Level in Reading	44.6%	43.6%	47.3%	43.7%	47.5%
Board of Education	% of Students At or Above Grade Level in Math	49.6%	59.3%	60.4%	58.5%	53.3%
Board of Education	Total Enrollment (000) (includes pre-K)	1,093	1,084	1,076	1,057	1,034
Board of Education	Special Education Enrollment	166,401	164,232	161,006	151,419	145,124
Board of Education/ School Construction Authority	Student Spaces Added	19,598	15,936	18,639	12,642	14,142

CUSTOMER SERVICE

Improving the level of courtesy, promptness and efficiency in interacting with citizens is key to government's credibility and effectiveness. New York City agencies have prioritized initiatives to improve customer service and assess the level of customer satisfaction. By asking City workers to adopt the customer's point of view, introducing aggressive and innovative outreach programs, eliminating unnecessary sources of customer irritation in the way agencies operate, and improving the conditions experienced by customers at their first point of contact with agencies, these initiatives benefit both citizens and the employees who deliver services.

The Administration has placed special emphasis on the role of new technologies in reshaping City services. Several service improvements involving new technology applications are described in this Volume's section on technology initiatives.

CUSTOMER SERVICE FUND

The Mayor's Office of Operations created the Customer Service Fund in Fiscal 1997. This fund enables agencies to implement customer service projects directly aimed at improving service delivery and customer satisfaction by providing the necessary financial resources. In Fiscal 1997 the Departments of Health and Buildings received awards to purchase informational signs for their walk-in service sites. In Fiscal 1998 eleven agencies received funding: the Departments of Buildings, Parks and Recreation, and Finance; the Department for the Aging; the Landmarks Preservation Commission; the Human Resources Administration; the Civilian Complaint Review Board; the Mayor's Office of New Media; the Mayor's Action Center; and the Brooklyn Public Library. Projects included informational signs and seating for walk-in areas, web site enhancements, and brochures. In Fiscal 1999 the Department of Consumer Affairs received funding for informational signs posted in its Licensing Center. During the first quarter of Fiscal 2000, the Mayor's Office of Operations awarded the Department of Consumer Affairs funding for its Tel-Law service, and is currently providing technical assistance to the Departments of Cultural Affairs and Finance, and the Landmarks Preservation Commission, on the development of new proposals.

Some of the customer service initiatives advanced by New York City agencies are outlined below.

PUBLIC SAFETY

Police Department. In May 1999 the New York City Police Department (NYPD) introduced a new 30-page color booklet and four brochures entitled "Community Affairs in the New York City Police Department." The booklet and brochures are part of an ongoing initiative to enhance police and community relations by providing the public with comprehensive, well-designed and informative materials related to the Department, including information on civilian participation programs, crime prevention programs, youth programs, and annual events. With the help of the Courtesy, Professionalism, Respect Advisory Board, made up of business and community leaders, NYPD also developed a brochure explaining people's rights and responsibilities when interacting with the police.

The Crime Stopper Program, funded by the New York City Police Foundation since 1983, continues to be a highly effective means of gaining public cooperation in providing information about serious crimes. During Fiscal 1999 the NYPD Detective Bureau's Crime Stopper unit received 13,785 calls at its 1-800-577-TIPS hotline; cleared 219 violent felony crime complaints, including 33 homicides; made 97 arrests; and authorized the payment of \$58,250 in rewards.

Fire Department. In Fiscal 1999 the Department conducted 3,917 fire prevention and public safety presentations, a 53 percent increase from Fiscal 1998. These included 257 fire safety presentations concerning high-rise building safety to tenants, building owners and managers, and community groups in order to educate the public on proper fire safety procedures, the correct use of smoke detectors, and general fire protection techniques. During Fiscal 1999 the Department also distributed a total of 50,000

CUSTOMER SERVICE

smoke detectors and batteries to senior citizens in high fire-fatality communities.

INFRASTRUCTURE AND COMMUNITY SERVICES

Department of Transportation. The Department of Transportation (DOT) continues to coordinate with the Department of Health (DOH) and Bellevue Hospital on the issuance of Parking Permits for People with Disabilities (PPPDs). The PPPD allows permit holders to park at parking meters without paying, and to park at all curbsides except no stopping zones, no standing zones, bus stops, and fire hydrants. A DOH-designated physician must certify that an applicant has a physical condition which requires him or her to use a private vehicle rather than public transportation in order to qualify that individual for a permit. Since January 1998 Bellevue have performed these assessments. The average wait for permits that are approved has been reduced from six months to 5.4 weeks, and the backlog of applications waiting to be processed was eliminated as of September 1998.

In November 1998 the Department developed a toll-free number (1-877-DOT-MOVE) to provide traffic information to midtown-bound drivers. The number is in operation weekdays during rush hours; callers are given updates every 15 minutes on traffic conditions at key midtown locations. Callers also have the option to report traffic conditions. The information line received 3,719 calls from December 1998 through June 1999.

In order to improve both efficiency and traffic management in metered areas, in Fall 1998 the Department introduced a Manhattan parking meter rate simplification program that will reduce the rate structure from six to three basic rates and the time durations from nine to four periods. As part of this initiative 8,792 of the existing 17,068 meters are being retimed over a two year period. During Fiscal 1999, 6,900 of the 8,792 meters were retimed. This program has already improved meter maintenance, increased parking turnover, and eased traffic congestion in the areas where meters were retimed. The program is on schedule for completion by the end of Fiscal 2000.

The Department installed 72 percent of new signals within six months of approval during Fiscal 1999, less than its objective of 95 percent. DOT failed to meet the installation objective because in-house staff and contractors were redeployed during the first four months of the fiscal year to two high-priority projects: the Rockaway Freeway Safety project and the reconfiguration of Columbus Circle. However, DOT then focused on accelerating signal installations; as a result, during the second half of Fiscal 1999, 100 percent of new signals were installed within six months of approval.

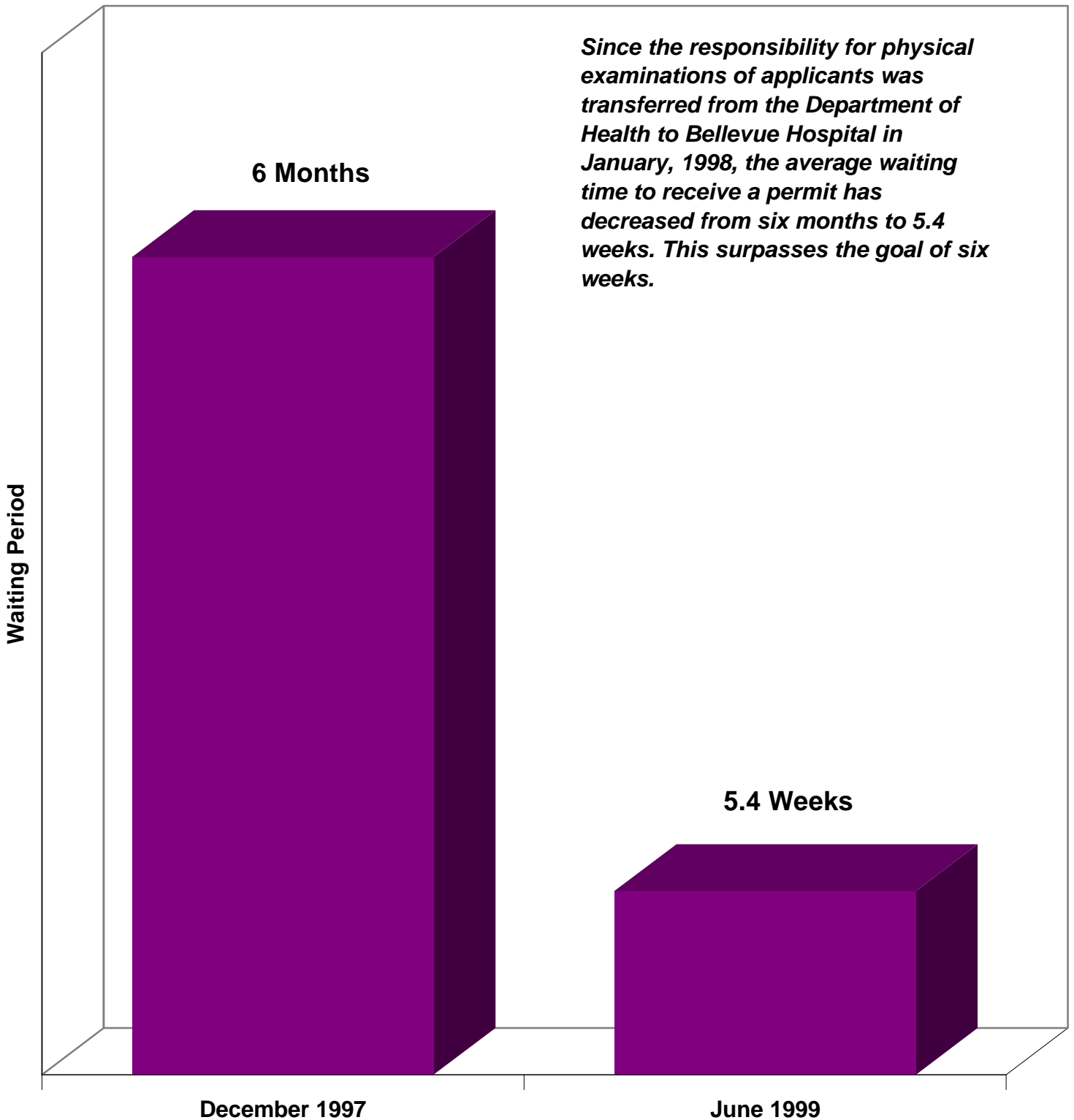
Metropolitan Transportation Authority. At the urging of Mayor Giuliani and transit advocates, the Fun Pass – a MetroCard offering a day of unlimited travel for \$4 – will become available in more than 1,000 MetroCard vending machines, installation of which has begun in New York City subway stations. By Fall 1999 approximately 100 of the vending machines are expected to be installed in subway stations, at the Times Square Visitors Center at 1560 Broadway, and in the Staten Island Ferry terminal. Eventually, all 468 subway stations will be equipped with MetroCard vending machines.

September 1999 saw the enactment of a State law that halves transit fares for up to 20,000 mentally ill New Yorkers. The law directs the Metropolitan Transportation Authority (MTA) to offer half-fare discounts to mentally disabled residents who receive Social Security Disability Insurance (SSDI). Half-fare discounts are already available to mentally and physically disabled people and to senior citizens eligible for Medicare. The new law adds SSDI Medicaid recipients to the list of those eligible.

Department of Environmental Protection. In Fiscal 1999 DEP hosted customer service events at 18 locations citywide, servicing 857 water and sewer accounts. Since the water and sewer customer service initiative began, DEP has held events at 104 locations, servicing 4,389 accounts.

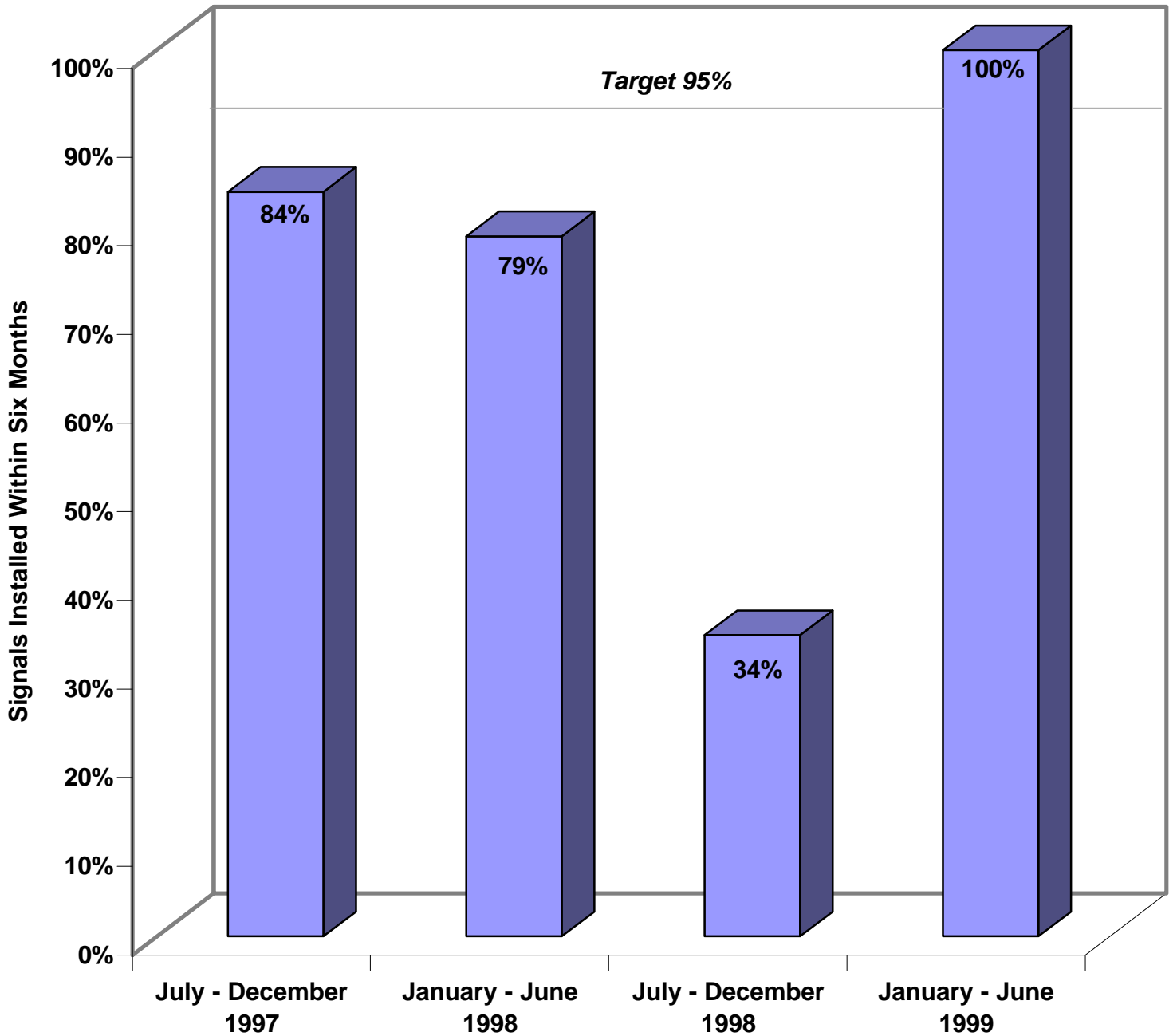
Department of Transportation

Average Waiting Time for Parking Permits for People with Disabilities (PPPDs)



Department of Transportation

Percent of Traffic Signals Installed Within Six Months of Approval Fiscal 1998-1999



CUSTOMER SERVICE

In August 1998 DEP's Water and Sewer Billing Call Center installed an Interactive Voice Response (IVR) system. Customers may now listen to pre-recorded information about billing policies and programs, as well as talk to a customer service representative. This innovation, combined with continuing improvements in the quality of billing, has contributed to a 28 percent decline in the call volume customer service representatives must handle. For callers who elected to speak to a representative, the average waiting time decreased to three minutes and four seconds in Fiscal 1999, compared to four minutes and five seconds in Fiscal 1998.

The number of estimated water and sewer bills has dropped steadily, from approximately 42 percent of all bills when the initiative began at the end of Fiscal 1996, to 17 percent in Fiscal 1999. In previous years estimated bills were a common source of billing problems and complaints. The reduction of estimated bills has lowered the number of customer telephone inquiries, and increased revenue by approximately five percent from Fiscal 1998 to Fiscal 1999.

Beginning in September 1999, customers may pay their water and sewer bills at privately operated Neighborhood Payment Centers (NPCs) which, under contract with the Department of Finance, already accept parking violation and property tax payments. Previously, customers could either mail their check to a lockbox, or stand in line to pay at DEP's five borough offices; in either case, their cancelled check is their receipt and cash is not accepted. The NPCs are spread throughout the City and allows customers to pay bills in the neighborhoods in which they live or work. Payments may be made in the form of cash, check, or money order, and customers are given a receipt immediately. This service will be available at ten NPCs (two in each borough), but will expand during Fall 1999 to as many as 40 additional sites. By the beginning of Calendar 2000, DEP plans to make this option available at approximately 300 NPCs. By the end of Calendar 1999 DEP will also begin accepting credit cards as payment for customer water bills.

The Department's 24-hour complaint and emergency Help Center is staffed by DEP customer service agents who handle infrastructure and quality-of-life complaints and monitor DEP's response to emergencies. In Fiscal 1999 DEP Help Center customer service agents answered 93.4 percent of incoming calls, compared with 94.4 percent in Fiscal 1998. Seventy-six percent of calls were answered within 20 seconds in Fiscal 1999, compared with 75 percent in Fiscal 1998.

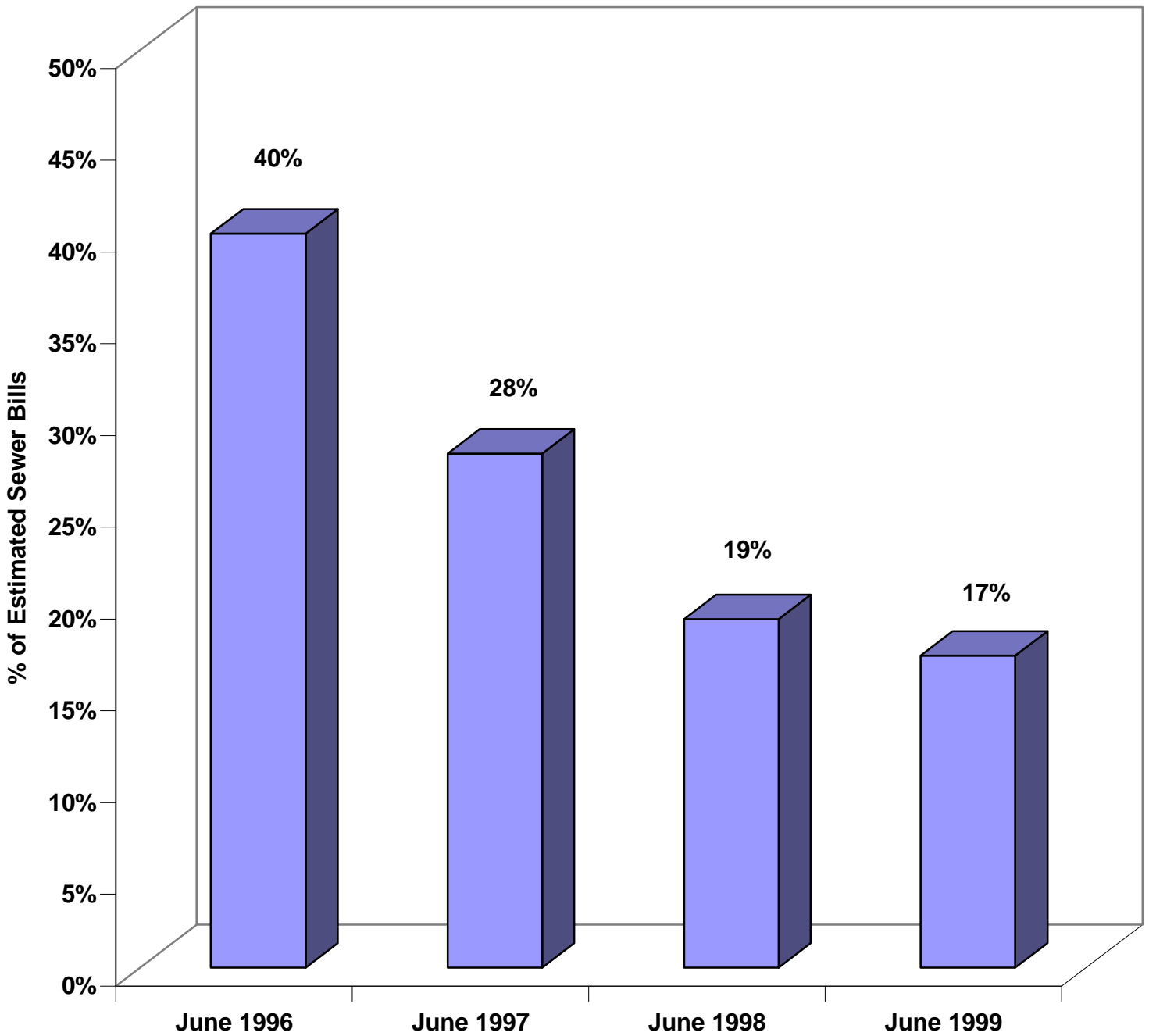
Department of Housing Preservation and Development. In Fiscal 1999 the Department of Housing Preservation and Development (HPD) introduced "Breaking New Ground," a printed guide that provides information about the Department's programs and services. The guide, also available on line, is a comprehensive resource for tenants, landlords, neighborhood associations, contractors, and others who are interested in HPD's programs and services.

The Department's Emergency Response Unit, established in November 1997, responds to emergency complaints around the clock. During Fiscal 1999 housing inspectors attempted 21,097 inspections, 2,993 of which were in response to emergency calls and/or heat or hot water complaints.

Department of Design and Construction. The Department's Office of Community Outreach and Notification keeps Community Boards, residents, merchants, and local elected officials informed of infrastructure projects in their neighborhoods. The Office produces and distributes brochures that describe the scope and schedules of planned projects, providing the names and telephone numbers of staff who can answer questions and solve problems associated with each project. Brochures were produced for 78 of the construction projects begun during Fiscal 1999.

Department of Environmental Protection

Percent of Estimated Water and Sewer Bills



CUSTOMER SERVICE

Department of Parks and Recreation. In Fiscal 1999 the Department took further steps to comply with the Americans with Disabilities Act. Playground designers worked with playground equipment manufacturers to ensure that all designs are in accordance with the guidelines stated in the 1997 Final Report of the Architectural and Transportation Barriers Compliance Board. For example, DPR constructed ramps for access to park areas, barrier-free water fountains, and wheelchair accessible game tables; configured rest rooms for wheelchair maneuverability; installed accessible swing seats; and developed accessible modular play equipment.

The Urban Park Rangers are uniformed Parks employees who help visitors in major parks by addressing inquiries, leading tours in parks, and assisting park visitors in other activities. For example, in Fiscal 1999 the Urban Park Rangers led more than 48,000 people on tours, hosted 18,000 people at nature centers, and helped approximately 50,000 people at other events, such as the U.S. Open tennis tournament and the New York Marathon. Rangers and volunteers ecologically restored 220 acres of parkland, performed 321 animal rescues, and helped 43 injured park patrons. In Fiscal 1999 the Urban Park Rangers opened a new nature center in Blue Heron Park in Staten Island; two more nature centers are scheduled to open in Brooklyn and Manhattan in Fiscal 2000.

Landmarks Preservation Commission. With funding from the Mayor's Office of Operations Customer Service Fund, in August 1998 the Landmarks Preservation Commission (LPC) published a brochure entitled "A Guide to the Public Hearing Process: Certificate of Appropriateness Hearings at the New York City Landmarks Preservation Commission." A step-by-step guide to the Commission's public hearing process, the brochure assists applicants by explaining Commission protocol, procedures, and relevant statutory criteria. The brochure is also available on the agency's NYC LINK home page. The Commission will publish a new brochure, entitled "Landmark Storefronts: A Guide for Owners and Tenants" in Fall 1999. The guide will help storeowners understand how the Commission regulates storefront alterations.

As part of its ongoing community outreach efforts, LPC convenes community meetings. These meetings are held in response to requests from residents of existing landmark districts who wish to discuss regulatory issues, and from residents of neighborhoods looking to gain historic district status. During Fiscal 1999 LPC staff met with members of the Hamilton Heights and Noho communities concerning the creation of expanded historic districts.

Public Libraries. The Brooklyn Public Library increased its systemwide hours of service by 68 hours during Fiscal 1999. Each branch is now open for a full day of service on Saturday and an average of 41.8 hours per week. The Central Library is now open at 9 a.m. every day except Sunday.

To accommodate the business community, the New York Public Library system's Science, Industry and Business Library (SIBL) continued its "...after work" series of courses in Fiscal 1999. SIBL reference services remained open until 8 p.m. two evenings per week. The Library continues to host workshops and seminars provided by the Small Business Administration's Service Corps of Retired Executives (SCORE). In addition to holding 646 sessions by appointment, SCORE volunteer staff sponsored eight seminars at SIBL.

Seven-day-a-week service was provided at 13 Queens Borough Public Library branch locations and at the Central Library during the 1998-1999 school year. This level of service will resume at these locations in September 1999.

ECONOMIC DEVELOPMENT SERVICES

Department of Business Services. During Fiscal 1999 staff of the Department of Business Services (DBS) City Business Assistance Program (CBAP) visited numerous commercial areas to advise business owners on City rules governing stoopline and sidewalk laws, sidewalk cleaning, and outside

CUSTOMER SERVICE

vending. CBAP staff distribute multi-lingual literature to businesses not in compliance with regulations, providing them with early warning of enforcement. Soon after CBAP staff visit, other agencies coordinate enforcement efforts. During Fiscal 1999 CBAP agents visited commercial areas in 28 Community Board districts citywide.

Mayor's Office of Film, Theatre, and Broadcasting. To enhance relationships between production companies and the neighborhoods in which they are working, the Office added four new field representative positions in Fiscal 1999. Field representatives are responsible for visiting locations used by film and television productions to ensure that work is proceeding in accordance with the permit and to resolve the concerns of either the production crew or the neighborhoods where production occurs.

HEALTH AND HUMAN SERVICES

Department of Health. To accomplish its goal of strengthening community participation in public health planning, in Fiscal 1999 the Department continued to coordinate the Turning Point Initiative. Turning Point brings together over 25 community groups and public health-related institutions from the five boroughs to identify public health priorities and develop a multi-year plan to address those priorities. The initiative gathers community input on its work by convening locally-sponsored community forums on public health priorities in each borough. Community forums were held in Queens and Manhattan in Fiscal 1999; forums are being planned for the remaining boroughs in Fiscal 2000. Community health profiles presenting selected health and demographic information were completed for Queens and Manhattan in Fiscal 1999 and will be developed for Staten Island, Brooklyn, and the Bronx during Fiscal 2000.

Health and Hospitals Corporation. The Health and Hospitals Corporation (HHC) continues to improve the timeliness with which women's health services are made available; the promptness of appointments for key services now exceeds industry standards. In Fiscal 1999 the average waiting time for an obstetrical appointment was four days, one day less than in Fiscal 1998. The average waiting time for a gynecology appointment decreased to eight days, from ten days in Fiscal 1998. In Fiscal 1999 initial family planning appointment waiting time was five days, two days less than Fiscal 1998. The Corporation served 64 percent of women with prenatal care during the first trimester, an increase of 5 percent from Fiscal 1998.

In Fiscal 1999 the average waiting time for mammography screening was four days, one day less than in Fiscal 1998. The total number of patients who received mammography screening was 70,934 in Fiscal 1999, compared to 71,013 in Fiscal 1998.

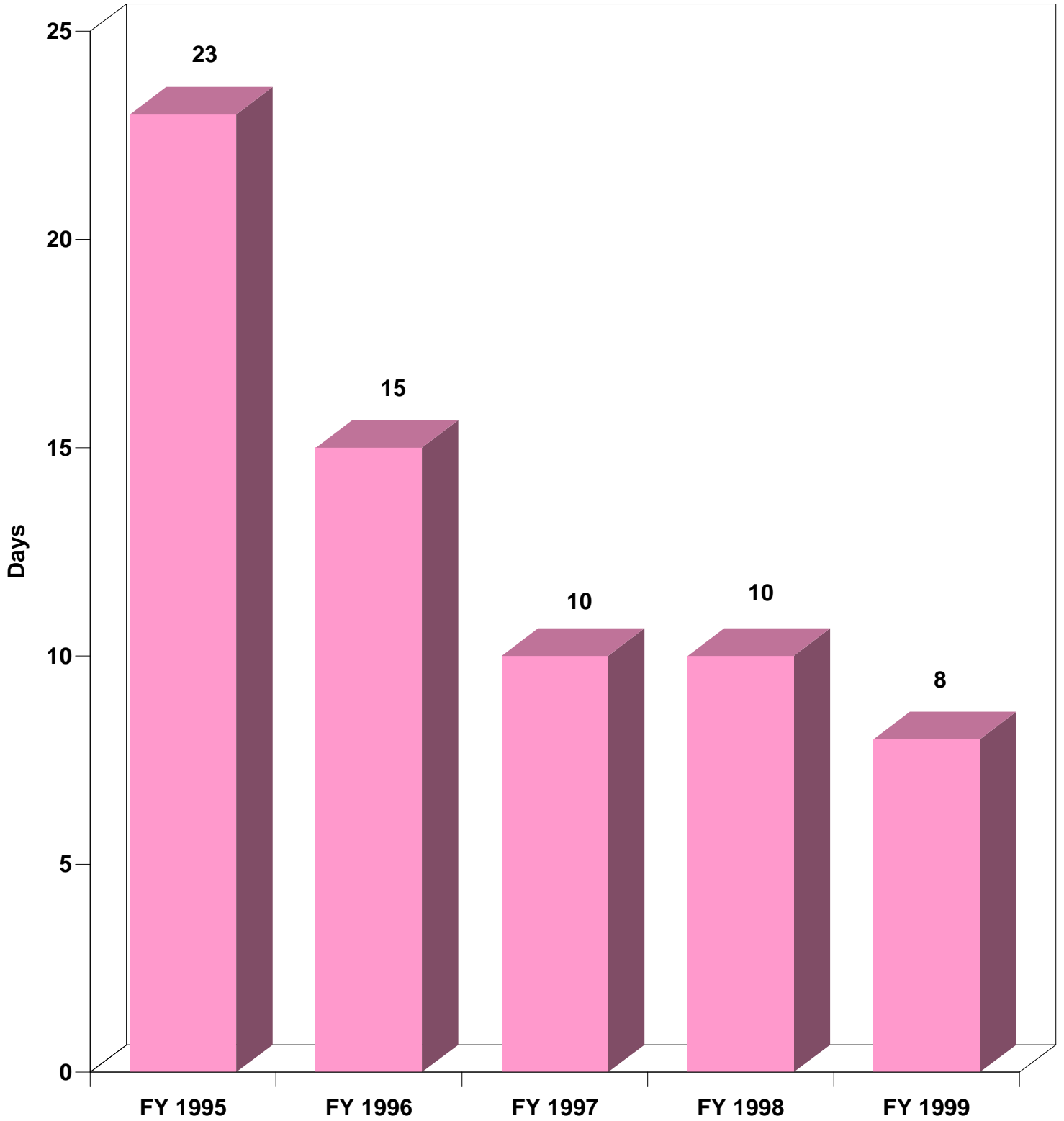
In Fiscal 1999 the Corporation completed an extensive customer satisfaction survey, which included over 16,000 face-to-face interviews conducted in five different languages. HHC is in the final stages of analyzing the data. A final report of survey findings will be published by the end of Calendar 1999 and discussed in the Preliminary Fiscal 2000 Mayor's Management Report.

Human Resources Administration. By the end of November 1998 the Human Resources Administration (HRA) had offered 12 Phase I introductory sessions of the Professionalism, Accountability and Integrity (PAI) Civility Values Program, serving over 14,000 HRA employees. The program works to make civility and professionalism characteristic of each interaction among staff and with the public by rewarding quality and adding civility values to employees' performance evaluations. By the end of Fiscal 1999 the entire HRA workforce received additional PAI training, covering topics that include conflict resolution and safety and security in the workplace. During Fiscal 2000 expanded PAI training will address cultural diversity, communication skills, and employee accountability.

HRA has reduced the average time needed to start home attendant and housekeeper services to 27.1 days in Fiscal 1999, compared with 27.6 days the previous year and 36.9 days in Fiscal 1995.

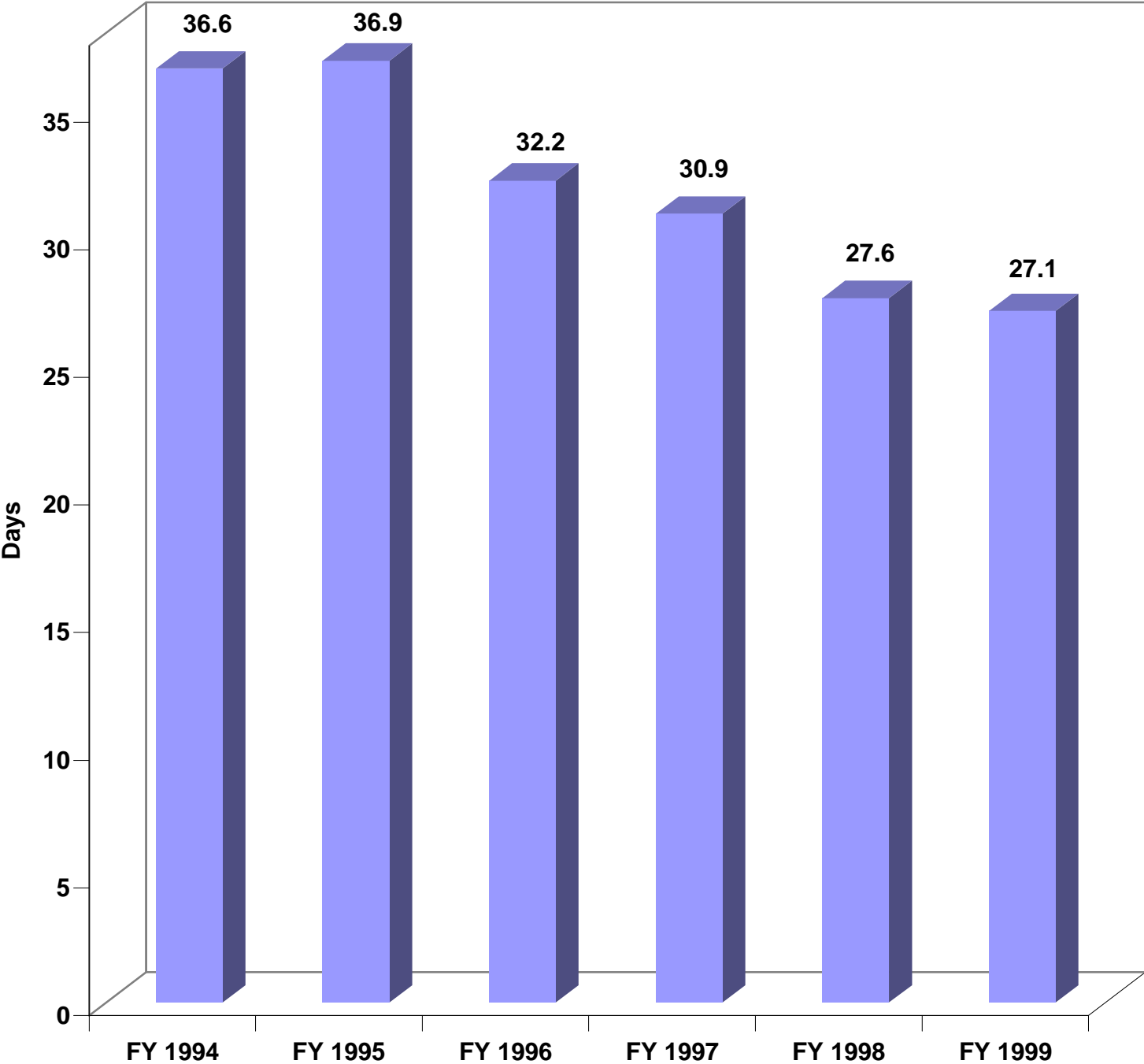
Health and Hospitals Corporation

Initial Gynecology Appointment Waiting Time



Human Resources Administration

Average Number of Days to Initiate Home Attendant and Housekeeper Services Fiscal 1994-1999



CUSTOMER SERVICE

Administration for Children's Services. In Fiscal 1999 the Mayor's Office of Operations assisted the Office of Child Support Enforcement (OCSE) with a survey to review customer service needs at its Manhattan walk-in customer service office, as well as the three Child Support Court Services offices in Brooklyn, Manhattan and the Bronx. In Fiscal 2000 the Office of Operations will continue working with OCSE on developing an initiative that will reduce wait time and provide updated resources and information to customers.

Department of Youth and Community Development. In Fiscal 1999 the Department's NYC YOUTHLINE provided customer service training for the staff of 47 City agencies who answer calls from TeleTypewriter (TTY) devices for the hearing impaired. Over 100 employees were trained on the correct operation of the devices, as well as on appropriate protocols for addressing issues raised by callers. In Fiscal 2000 NYC YOUTHLINE has scheduled TTY training for the Police and Fire Departments.

School Construction Authority. For the second consecutive year, in Fiscal 1999 the School Construction Authority (SCA) mailed a customer satisfaction survey to all principals of schools in which it completed projects during the previous fiscal year. A total of 563 surveys were distributed; 195 surveys were returned. A total of 46 survey responses required corrective action. All such issues have now been resolved. In August 1999, 925 surveys were sent out for projects SCA completed during Fiscal 1999.

The Authority received 174 complaints through its complaint tracking system during Fiscal 1999; all concerns were resolved. The system was implemented to identify and handle community concerns about SCA projects promptly. The complaints, received through letters, phone calls, and meetings with school officials, are referred to SCA's Community Relations Managers if SCA field staff are unable to correct the problem.

REGULATORY AND ADMINISTRATIVE SERVICES

Department of Consumer Affairs. In May 1999 the Department installed new informational signs in its Citywide Licensing Center with funding from the Mayor's Office of Operations Customer Service Fund. The signs tell license applicants where to find applications, what methods of payments are accepted, and how to proceed through license processing. The signs have been extremely successful; among other effects, they have reduced the need for licensees to wait on line to ask staff basic questions.

The Department continues to improve the timeliness of its services to customers. Average complaint processing time in the major categories of electronics stores and home improvement contractors was reduced to 26.7 days in Fiscal 1999, compared with 42.7 days two years previous. Processing time for complaints that require the most processing time – those concerning licensed home improvement contractors – fell by over 50 percent during this period. At the Department's Citywide Licensing Center, the average waiting time for walk-in applicants for business licenses fell to 9.2 minutes in Fiscal 1999, nearly 40 percent quicker than in Fiscal 1997.

Department of Buildings. In an effort to enhance its ability to respond to emergency situations and accidents, the Department of Buildings (DOB) initiated a pilot project to distribute cellular phones to selected inspectors in its Electrical and Elevator Divisions. This pilot has helped decrease the time it takes to respond to "A" complaints by 12 percent. In addition, the distribution of cellular phones allows inspectors to report dangerous or unsafe circumstances instantly.

The Department is currently implementing a queue system in its borough offices. Such a system could eliminate long lines, increase efficiency, and provide detailed statistics on waiting times. The system will be piloted in the Manhattan borough office by the end of Calendar 1999. Installation in the other borough offices is scheduled for Calendar 2000.

CUSTOMER SERVICE

DOB's Illegal Conversion Brochure is currently being translated into Spanish and Korean. With the completion of the translated brochure in Fiscal 2000, the Department will be able to better educate both property owners and tenants about illegal conversions. The brochures will also be available on the agency's home page.

The Department is working with the Mayor's Office of Operations on the creation of a centralized customer service unit, including the implementation of an Interactive Voice Response System, to handle buildings-related complaints and inquiries on a citywide basis. An agency task force has been created; the call center is expected to be fully functional by late Fiscal 2000.

During Fiscal 1999, 31.9 percent of all new permit applications were filed using PC Filing, an increase from only 13.7 percent during Fiscal 1998. PC Filing gives applicants the option of submitting their filings on computer diskette instead of paper forms. DOB is also in the process of expanding the PC Filing program to include subsequent filings and cluster filings, and to permit PC Filing applications to be updated. The Department expects the new software to be completed in September 1999. In Fiscal 1999 the Department implemented a pilot project which allows applicants using PC Filing in all borough offices to pay fees using credit cards.

Taxi and Limousine Commission. On December 31, 1998 the Taxi and Limousine Commission (TLC) conducted a special New Year's Eve initiative called Operation Up All Night. The initiative extended the working hours of TLC's Consumer Relations Unit from 7 p.m. to 2 a.m., allowing the public to call with questions and complaints during the taxi and for-hire vehicle industries' busiest evening of the year. The operation also established a command center at the Consumer Relations Unit to direct field enforcement efforts, which included the deployment of additional TLC enforcement officers.

In June 1999 TLC passed comprehensive rules and regulations regarding the previously unregulated taxi meter industry. The new rules, which require TLC licensure for both meter shops and meter manufacturers, mandate criminal background checks, reporting, and strict liability for meter shop owners. The rules also call for meter shop employees to be certified by manufacturers in the repair and installation of taxi meters. In addition, the City is seeking State action to make the possession of a taxi meter-accelerating device a Class A misdemeanor.

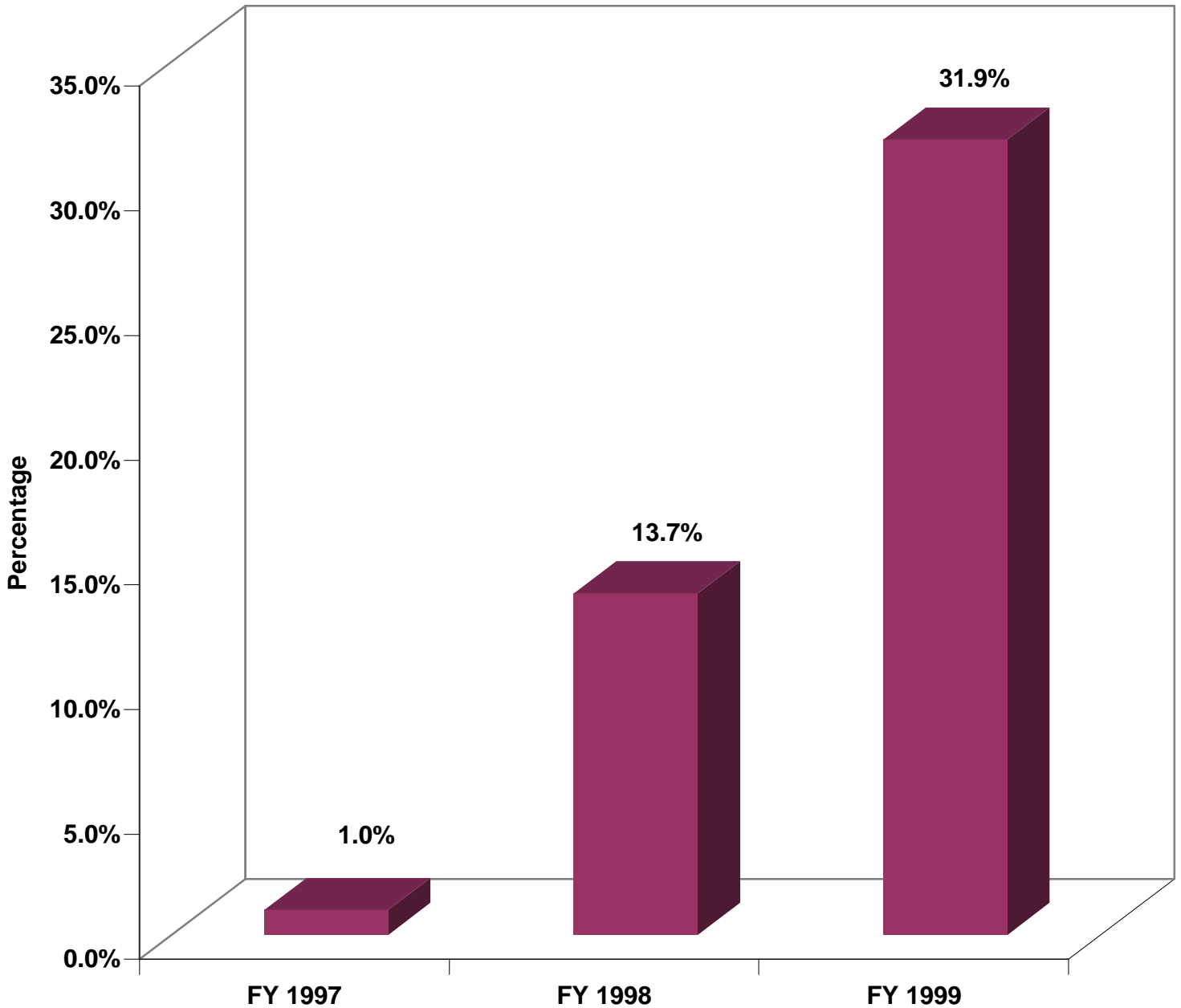
The Commission has reduced to the average time needed to adjudicate consumer complaints from 40 days in Fiscal 1997 to 25 days in Fiscal 1999. Complaints for overcharging have decreased by 42 percent over this period, in the wake of TLC's introduction of a flat fare for rides from JFK Airport.

Department of Finance. In July 1998 the Department of Finance (DOF) began accepting credit card payments for parking fines and related tow fees at both its Parking Violations Help Centers and its Borough Business Centers. Through June 1999 the Department's eight payment centers completed approximately 35,000 credit card transactions, representing a total of \$8.1 million in revenue. Payment by phone for parking fines began in February 1999. Through June 30, 1999, over 28,000 phone payments were made, totaling \$1.76 million.

In Fiscal 1999 the Department opened 114 Neighborhood Payment Centers (NPCs), bringing the total number of NPCs to 205 by the end of the fiscal year. The NPCs allow taxpayers and motorists to pay parking summonses and real estate taxes in person at a wide variety of locations other than City payment offices. A total of 300 NPCs are currently in operation throughout the City and the outlying suburbs. The Department intends to add 100 NPC sites in and around the City throughout the year, reaching its new goal of 400 facilities during Fiscal 2000. In Fiscal 1999 DOF, through the NPCs, collected over \$8.5 million for over 163,000 parking summons payments, and over \$16 million in 630 real estate tax payment transactions.

Department of Buildings

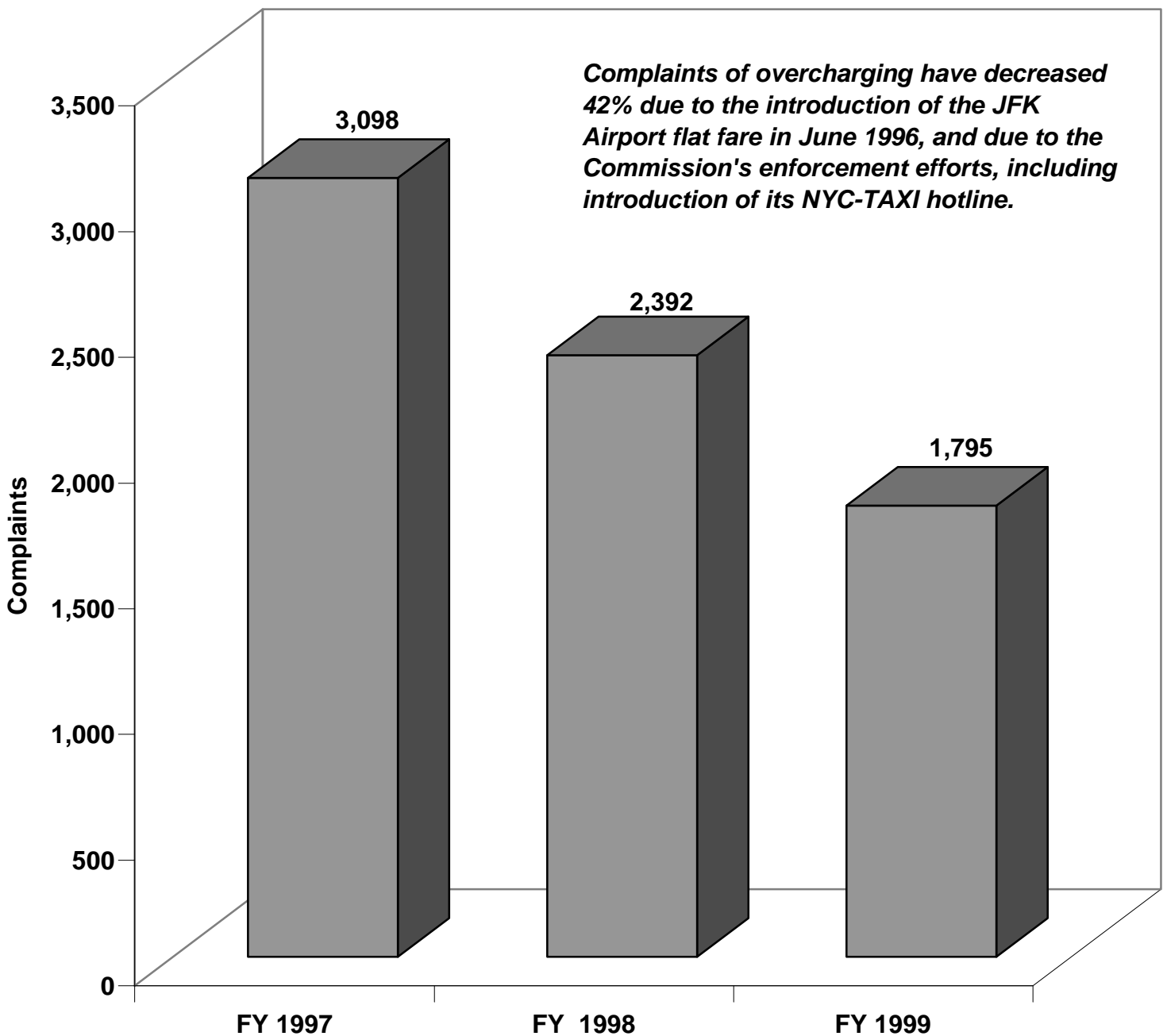
Percent of New Permit Applications Using Computer Disk Filing Fiscal 1997 - 1999



Computer Disk Filing (PC Filing) was implemented citywide in October 1997.

Taxi and Limousine Commission

Complaints for Overcharging Fiscal 1997-1999



MANAGING MANDATED SERVICES

The efficient management of mandated services is critical to the City's fiscal stability and to the welfare of all its citizens. The Administration and its senior managers have brought innovative approaches and solutions to areas including welfare and services to the homeless, public health care, Special Education, and the environment.

HEALTH AND HUMAN SERVICES

WELFARE REFORM

Public Assistance

The Human Resources Administration (HRA), by emphasizing job placements and work activities with concurrent training, education, and substance abuse services where appropriate, has been able to maintain and extend the historic reduction in the City's public assistance rolls. The number of public assistance recipients was 655,633 at the end of August 1999, a reduction of more than 500,000, or 43.5 percent, since the implementation of the City's welfare reform initiative in March 1995, and the lowest level since July 1967. A total of 48,830 public assistance recipients reported that they found employment in Fiscal 1999, a 5.2 percent increase from Fiscal 1998. These placements represented a total of 16.4 percent of adult recipients, compared with 13.7 percent in Fiscal 1998.

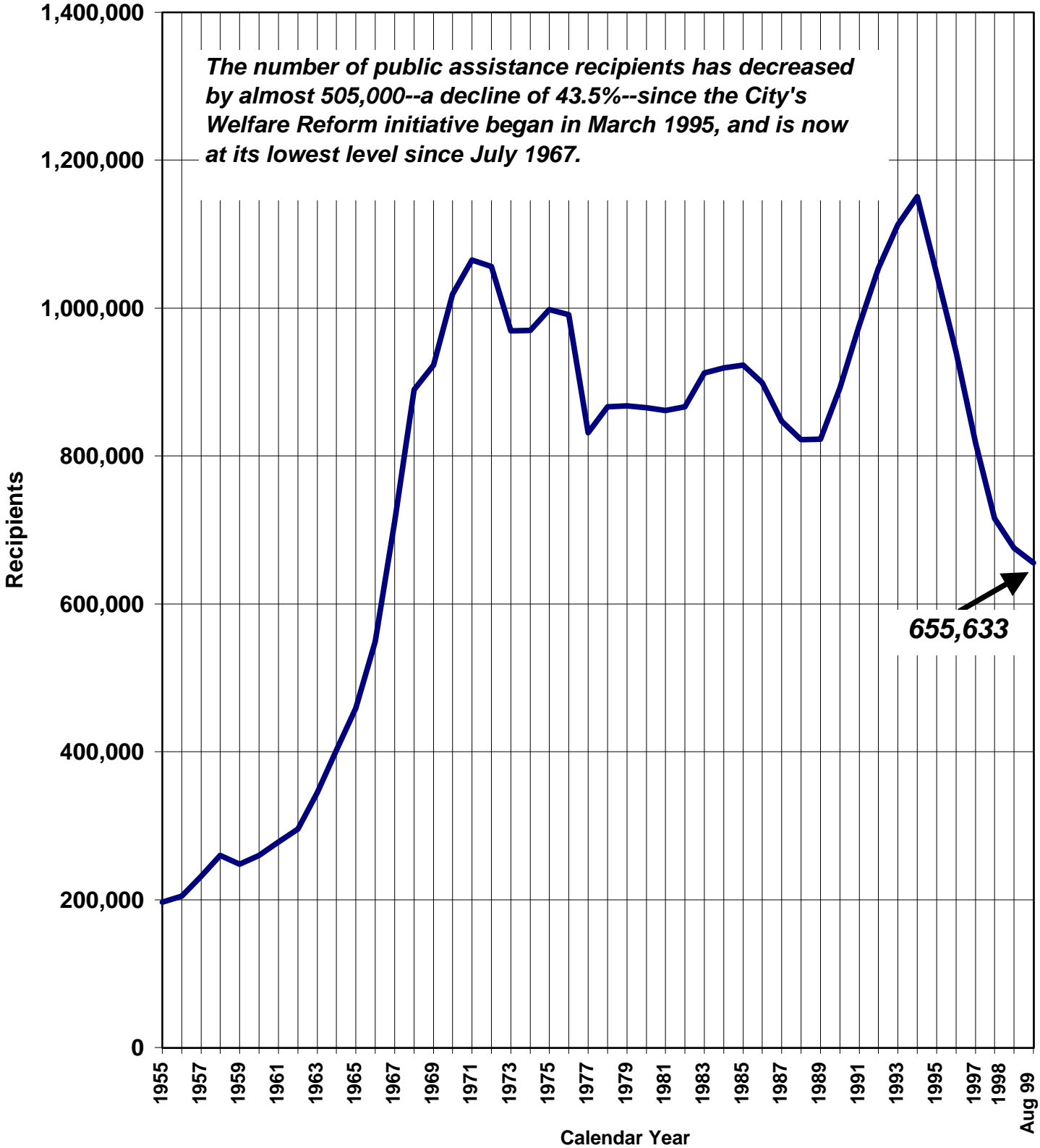
Early in Fiscal 1999 HRA released a study of former public assistance (PA) recipients showing that most people who left public assistance are finding jobs, staying employed, and using those jobs to achieve self-sufficiency. In particular, 54 percent of the respondents reported leaving welfare because they obtained full or part-time employment, while 67 percent of the respondents worked at some point during a six-to-nine month period after leaving welfare. Seventy percent of the working respondents reported having more income than their welfare grant level.

Between May 1998 and July 1999 the Human Resources Administration (HRA) converted 19 Income Support Centers into 16 Job Centers. The Centers offer an integrated array of services for helping clients become self-sufficient, and are key to fulfilling Mayor Giuliani's pledge to end welfare by the year 2000. By August 1999 ten Job Centers included Learning Labs, provided in conjunction with the State Department of Labor (SDOL) and through contracts administered by the State Department of Education (SED). Contractor staff first assess participant skills, then engage participants in 14 hours a week of job search, education, or training activities and 21 hours a week of Work Experience Program (WEP) activities, resulting in a 35-hour work week. Job search activities include one-on-one appointments with SDOL staff, who utilize their on-line job bank, as well as other Internet and HRA resources, to provide employment referrals and placements. The Agency plans to include Learning Labs in the remaining six Job Centers by the end of Fiscal 2000. All 16 Job Centers now include Resource Rooms that provide applicants with assistance in arranging child care, referrals for assistance with home and family problems, and employment-related activities such as help with job search, resume preparation, and interviewing techniques.

In Fiscal 2000 HRA continues to develop new initiatives to meet the City's welfare reform goals. In July 1999 the Agency began the Personal Roads to Individual Development and Employment (PRIDE) 2000 program, which will assess public assistance recipients with physical and mental disabilities. Contractor services will move these clients toward greater independence and, in as many cases as possible, employment. HRA will provide PRIDE 2000 participants with intensive case management, including one-on-one interaction, home visits, and site visits to the service providers, from the assessment phase through 180 days of their employment. PRIDE 2000 is a collaborative effort of HRA, SDOL, SED, and the State Office of Vocational and Educational Services for Individuals with Disabilities.

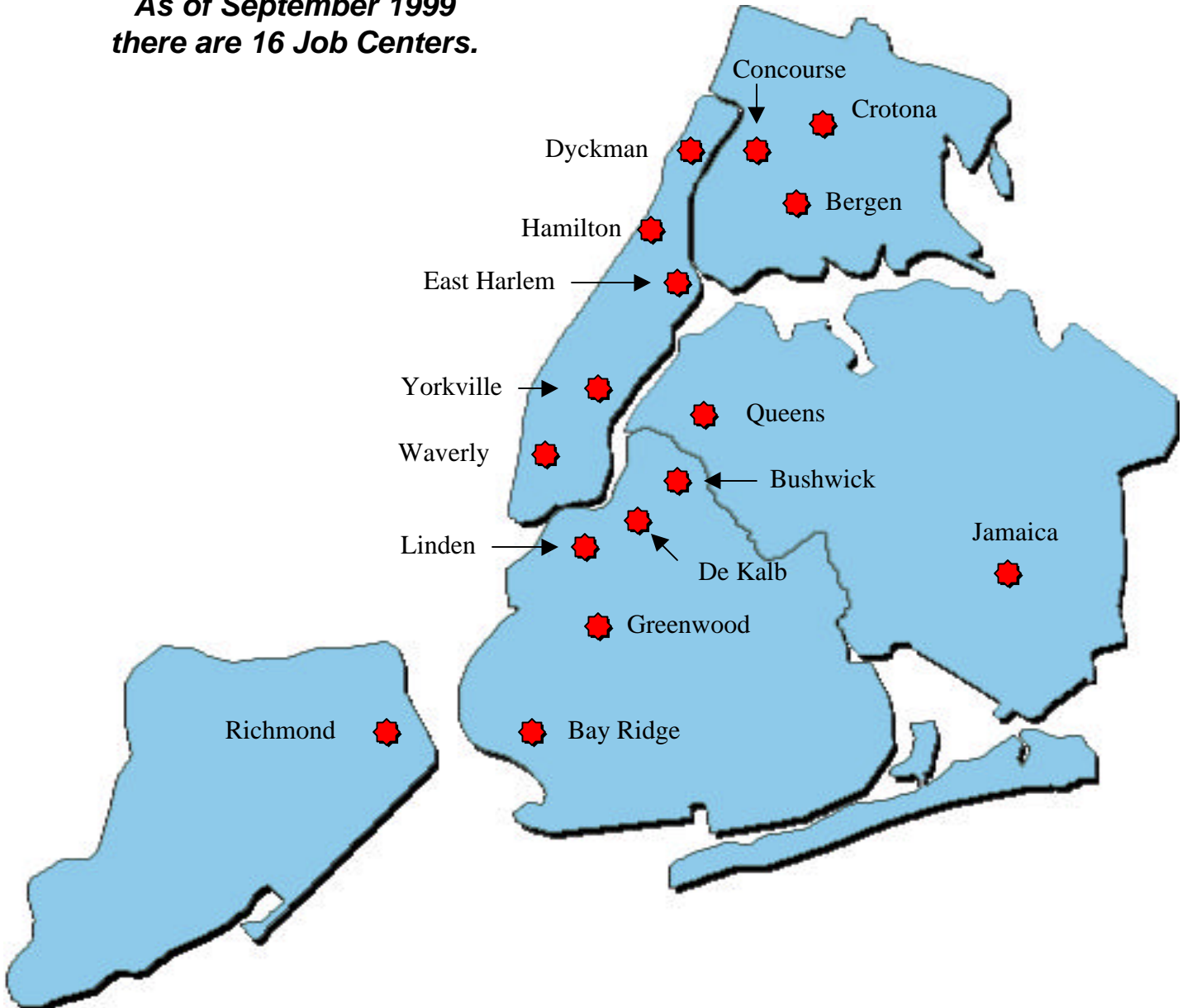
Human Resources Administration

Number of Public Assistance Recipients December 1955 - August 1999



Human Resources Administration Job Centers

*As of September 1999
there are 16 Job Centers.*



MANAGING MANDATED SERVICES

During Fall 1999 HRA will solicit qualified organizations to provide clinical case management services for approximately 1,000 public assistance recipients with substance abuse disorders and other barriers to self-sufficiency. The providers will help individuals who have significant medical, psychiatric, legal, domestic violence, and housing problems by linking clients to necessary services; providing financial management and crisis intervention services; monitoring client progress; and assessing work readiness. HRA expects providers to begin delivering services in November 1999.

Food Assistance

The number of persons receiving food stamps declined by 7.6 percent in Fiscal 1999, from 1,073,096 in Fiscal 1998 to 991,363. This change is consistent with the decline in the overall public assistance caseload. At the same time, the number of food stamp recipients not on public assistance increased by 3.9 percent, from 330,377 in Fiscal 1998 to 343,132 in Fiscal 1999. Beginning in March 1999, able-bodied adults who are without dependents and receive food stamps became subject to the 1996 federally mandated work requirements outlined in the amendments to the Food Stamp Act of 1977. As of March 1999, 5,828 City residents were subject to these requirements. In order to help these individuals maintain their food stamp eligibility under the new requirements, HRA and SDOL now offer them job search assistance and, when necessary, work assignments.

HRA's Office of Food Programs seeks to improve the nutritional status of low-income New Yorkers by providing education about nutrition, as well as administering and coordinating food distribution to approximately 680 soup kitchens and food pantries. The Office distributed over 11.9 million pounds of food in Fiscal 1999, a 15.5 percent increase from 10.3 million pounds in Fiscal 1998. This increase was primarily due to the additional \$900,000 allocation of City funding to the Office. HRA expects to distribute 12.2 million pounds of food in Fiscal 2000.

Work Experience Program

The Work Experience Program (WEP) refers able-bodied public assistance recipients to structured work assignments within City, State, federal, or not-for-profit agencies. Participants are expected to adhere to work schedules of approximately 20 hours a week as a condition of receiving benefits. Over 200,000 welfare recipients have participated in the program over the past three years. Although it is only one component of the City's approach to welfare reform, which emphasizes steering applicants toward independent employment immediately whenever possible, the WEP program has nevertheless been a crucial part of reform efforts to date.

WEP participants may be assigned to a range of duties in individual City agencies, including office and clerical tasks as well as the field assignments discussed in this section. Examples of how WEP participants help City agencies serve the public are given below.

- WEP participants help the Department of Sanitation clean the City's streets. Approximately 400 participants take part in street cleaning each working day; WEP teams led by uniformed Sanitation supervisors are assigned to manual sweeping and bagging of street litter, with a concentration on areas receiving low cleanliness ratings. Since WEP participation in street cleaning was expanded to every Sanitation District in Fiscal 1996, citywide street cleanliness ratings have jumped from under 75 percent to over 87 percent acceptably clean.

MANAGING MANDATED SERVICES

- In Fiscal 1999 the Department of Parks and Recreation (DPR) assigned a biweekly average of 5,200 WEP participants to locations citywide, where they assisted in the maintenance and upkeep of parks. In Fiscal 1999 a biweekly average of 465 of the Department's most motivated WEP participants were enrolled in the Department's Parks Career Training (PACT) program, compared to an average of 474 participants during Fiscal 1998. PACT provided intensive on-the-job skills training and job placement assistance, successfully placing 300 participants in the workforce for longer than 30 days. Of those 300 participants, 279 were placed in private sector jobs. In comparison, DPR found employment for 344 participants in Fiscal 1998, placing 269 of them in the private sector.
- DPR's Job Assistant Centers (JAC) facilitate the movement of WEP participants into unsubsidized entry-level employment in the private sector through an aggressive job development strategy and a core curriculum of classes designed to equip participants with marketable skills. JAC currently operates in five recreation centers, three of which opened in Fiscal 1999. A class of 10 to 20 participants begin classes in each center every two weeks.
- During Fiscal 1999 the Department of Transportation (DOT) removed stickers from 5,047 signs and poles as part of the efforts of the Mayor's Anti-Graffiti Task Force; the work is performed by Community Service workers and WEP participants. WEP participants also perform litter and weed removal on the service roads of the City's arterial highways. An average of 100 WEP participants continue to perform this work daily. As a result, all service roads can be cleaned on a regular basis. In Fiscal 1999 WEP participants removed 60,250 cubic yards of debris from the highways, compared to 31,668 cubic yards in Fiscal 1998.
- Beginning in September 1998, the Human Resources Administration (HRA) has mounted its own Graffiti Removal and Clean Buildings/Clean Streets program in four neighborhoods in Brooklyn, northern Manhattan, and the South Bronx. HRA arranged for a not-for-profit group to supervise Work Experience Program (WEP) participants assigned to clean these areas. In April 1999 HRA completed a five-week graffiti removal effort in the Lower East Side area. At the end of Fiscal 1999 HRA's Graffiti Removal and Clean Building/Clean Streets Program expanded to include parts of Tribeca, Chinatown, Bushwick, and several Queens neighborhoods.
- In May 1999 the City and the Metropolitan Transportation Authority (MTA) agreed to permit WEP participants to work 20 hours a week cleaning litter in subway stations.

The core purpose of the Work Experience Program is to help provide work experience to public assistance recipients, as part of an integrated strategy designed to move participants toward self-sufficiency. HRA continues to refine its overall welfare-to-work strategy, including WEP, to serve this purpose.

- In Fiscal 1999 HRA utilized \$750,000 of a New York State allocation to fund community-based organizations that operate and monitor WEP work sites, four at City University of New York (CUNY) campuses and 13 in areas near the remaining CUNY campuses.
- In Spring 1998 HRA integrated its substance abuse treatment services with welfare-to-work activities. Public assistance recipients who may be substance abusers according to State criteria are referred for a drug treatment assessment and subsequently assigned to concurrent WEP activities and outpatient drug treatment as appropriate. If a serious substance abuse disorder is determined, HRA may grant up to a 90-day work exemption and mandate that individuals receive intensive treatment for a minimum of 15 hours a week as a condition of public assistance eligibility.

MANAGING MANDATED SERVICES

- In Fiscal 1999 the Health and Hospitals Corporation (HHC) and HRA established a joint effort to improve coordination of substance abuse treatment and to place clients served by both agencies in the Work Experience Program. Beginning in January 1999, seven HRA staff liaisons have been placed at methadone clinics in HHC facilities.
- HRA increased the capacity of English as a Second Language, Adult Basic Education, and General Equivalency Diploma programs for concurrent WEP activities by 53.7 percent, from 9,060 program slots to 13,925.
- In Fiscal 1999 HRA instituted a mailroom training and work experience program, which will provide career development and job placements for up to 50 participants in Fiscal 2000. Currently HRA recruits candidates from its WEP sites for the program's 16-week curriculum.

CITIZENSHIP NEW YORK CITY

Citizenship NYC (CNYC), operated by the Department of Youth and Community Development (DYCD), was created in July 1997 to help legal immigrants obtain benefits and apply for naturalization. During Fiscal 1999 CNYC continued to reach out to approximately 80,000 immigrants through telephone, mail, and group presentations. Since its inception, CNYC has scheduled 25,152 appointments for naturalization assistance, including 825 homebound visits, and filed 13,342 completed naturalization applications with the federal Immigration and Naturalization Service. During Fiscal 1999 CNYC made 1,993 legal service referrals and 4,977 educational referrals to community-based organizations under contract with DYCD. In Fiscal 1999 DYCD established two field sites in Staten Island and Far Rockaway to better serve immigrants in these neighborhoods, in addition to providing services for immigrants in lower Manhattan through its central administrative office.

Beginning in January 1999 CNYC intensified its outreach efforts, expanding its advertising with public service announcements on community and public-access television and radio stations. In May, CNYC initiated a pilot project that reached out to leaders of Korean religious, civic and business associations to provide naturalization application assistance to their members. In Fiscal 2000 it plans to expand this direct-access campaign to additional organizations and immigrant communities.

In Fiscal 2000 CNYC expects to assist 23,000 immigrant families currently receiving Food Stamps to obtain citizenship for their children, thereby retaining their Food Stamp benefits. In July 1999, 14,000 letters were sent to these families, encouraging them to contact CNYC for an appointment. To date CNYC has helped file 239 forms for young people seeking to document their citizenship status.

HEALTH AND HOSPITALS CORPORATION

Utilization and Management. Managed care, trends in utilization patterns, and changes in State and federal health care reimbursement policies have required HHC to take a new approach to management and utilization issues, and to reduce staffing levels in order to streamline health care delivery. From Fiscal 1995 to Fiscal 1999, HHC reduced its central office staff by approximately 32 percent and its total workforce by 23 percent through voluntary programs such as early retirement incentives and severance packages.

From Fiscal 1995 to Fiscal 1999, HHC has reduced its general care inpatient average length of stay, excluding psychiatry and rehabilitation services, from 7.2 days to 5.5 days. During the same period, the average daily census for general care beds fell from 4,236 to 2,704, and the occupancy rate increased from 73.3 percent to 84.3 percent. HHC increased primary care visits from 1,750,675 in Fiscal 1995 to 2,023,176 in Fiscal 1999. Emergency room visits for the same period, including those resulting from admissions, decreased from 1,008,500 to 965,575.

MANAGING MANDATED SERVICES

Community Health Partnership Program. HHC will receive approximately \$100 million in federal funds for each of the next five years to prepare for the transition to mandatory Medicaid managed care. Through the Community Health Partnership (CHP), the funds will be used to expand primary care services, develop programs for the uninsured, retrain workers, make technology improvements, and carry out other local and systemwide initiatives.

HHC received the first \$15 million in federal funds early in Fiscal 1999. Examples of the use of these funds include network-based services involving community organizations with HHC's South Manhattan Network; expanded primary care services through renovations of multiple primary care sites at the Northern Manhattan Network; and a mobile health program to bring primary care services to the Chinese community at the Queens Network.

In August 1999 the federal Health Care Financing Administration and the State Department of Health and Human Services gave final approval to New York State to begin implementing mandatory managed care in the City, allowing the Corporation to receive an additional \$15 million. The remaining funds will be available after program enrollment begins and HHC demonstrates satisfactory compliance with managed care contract objectives.

Accreditation. In Fiscal 1999 six of HHC's facilities and four Certified Home Health Agencies (CHHAs) participated in the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) survey of HHC. JCAHO awarded Elmhurst Hospital Center, Gouverneur Skilled Nursing Facility, Jacobi Medical Center, Metropolitan Hospital Center, Queens Hospital Center, the Dr. Susan B. Smith McKinney Nursing and Rehabilitation Center, and all four CHHAs full three-year accreditation. In addition, Elmhurst Hospital Center and Gouverneur Skilled Nursing Facility received accreditation with commendation; this is the highest accreditation level awarded by JCAHO, and recognizes organizations that demonstrate exemplary performance.

Renovations. HHC's capital plan to modernize the Kings County Hospital Center and Queens Hospital Center is currently ahead of schedule. Construction for both projects will be completed in Fiscal 2002. In addition, HHC will complete a strategic master plan for renovations of the Harlem Hospital during Fiscal 2000. By the third quarter of this fiscal year, the Corporation will begin the design work necessary to consolidate the hospital's outpatient asthma services into renovated space in the hospital's Martin Luther King Pavilion.

NEW YORK/NEW YORK II

In April 1999 Mayor Giuliani and Governor Pataki announced agreement on the New York/New York II initiative. Under the agreement, the State and City will provide housing and community-based services to more than 2,300 homeless mentally ill persons. These services will be provided over a five-year period by opening 1,500 new residential beds, and by managing natural turnover in these special housing units as individuals recover from their illnesses and are able to live independently without residential support.

The original New York/New York program, completed in 1998, helped to decrease the number of mentally ill persons in the City's shelter system and on the streets of New York by providing safe housing together with health and social services. In 1990, at the start of the New York/New York program, there were more than 9,000 single adults in the city shelters; after the majority of New York/New York units opened in 1995, the number of single adults in shelters fell to just over 6,000. More than 9,000 individuals have been placed in program units, which are single room occupancy units in buildings that offer on-site mental health services.

MANAGING MANDATED SERVICES

The New York/New York II initiative targets mentally ill persons using emergency shelters; those discharged from hospitals with a history of homelessness; and those who are living in streets, parks, subways, and other public spaces. The State and City will provide more than \$100 million in funding over a five-year period. The State will finance the construction, as well as related mental health service costs, for 500 supervised single room occupancy beds, as well as 190 new apartments with associated support services for mentally ill individuals who do not require a supervised setting. The City will finance the construction of an additional 500 supervised single room occupancy beds, with the State financing related support services. The City has also agreed to dedicate other State aid, largely through the Community Mental Health Reinvestment program, to open an additional 310 beds and services for this population. It is anticipated that approximately 475 apartments will be operational by July 2000.

PERFORMANCE-BASED CONTRACTS IN THE SOCIAL SERVICES

One of the Giuliani Administration's most important reengineering initiatives is the introduction of outcome indicators in the language of contracts for vendors that provide City services – especially for contracted social services – to provide specific criteria for evaluating contract performance and incentives for performance. Performance-based criteria were first introduced broadly in contracted programs administered by the Department of Homeless Services, and this innovation has contributed substantially to the widely recognized improvement in the environment and services offered to homeless families in City shelters. The City's social service agencies are completing the implementation of outcome-oriented language in all new contracts, and summary information based on these measures will be introduced in the Fiscal 2000 Mayor's Management Report.

- By the end of Fiscal 1999 the Human Resources Administration (HRA) had included performance measures -- such as placing and ensuring retention of public assistance recipients in jobs, requiring that home care contractors achieve customer-reported satisfaction levels, and implementing quality standards -- in 100 percent of its human service contracts. HRA continues to review its contract portfolio, as well as to collaborate with other states and localities, to refine its performance payment requirements.
- In Fiscal 1999 the Department of Homeless Services (DHS) continued an incentive payment program that financially rewards providers for both exceeding overall performance standards and achieving specific outcome goals such as making long-term placements and deterring client recidivism. It expects to pay approximately \$1 million to providers of family shelters and \$1.7 million to providers of single adult shelters through such incentives. In Fiscal 2000 the Department's performance-criteria work group will enhance the incentive payment program by refining employment and other indicators as necessary.
- The City has also introduced performance standards into affiliation agreements for the public hospital system. In Fiscal 1999 the Health and Hospitals Corporation negotiated three new three-year performance- and productivity-based agreements with private medical institutions for the provision of health care in affiliation with HHC facilities. During Fiscal 2000 renegotiated affiliation agreements will include 14 new Corporatewide performance indicators, for a total of 38 performance indicators; these will allow the Corporation to monitor and assess a wide range of activities and perform in-depth analysis of affiliate performance. The new indicators measure radiological exams, eye exams for diabetics, attending physician supervisory sessions, and asthma care visits.

MANAGING MANDATED SERVICES

SPECIAL EDUCATION

The number of students in special education was 166,401 at the close of the 1998-99 school year, accounting for approximately 15 percent of total public school enrollment. This represents a growth of 1.3 percent from the prior year, compared with growth of nearly two percent in 1997-98 and of just under six percent in 1996-97. These trends indicate that the Administration's policies for Special Education have begun to take effect.

In June 1998 the Mayor's Task Force on Special Education released a report entitled "Reforming Special Education in New York City: An Action Plan," which recommended substantial changes in the delivery of special education services in pursuit of one paramount goal: to ensure effective instruction in the least restrictive environment for all students.

The Task Force's most important recommendations are as follows:

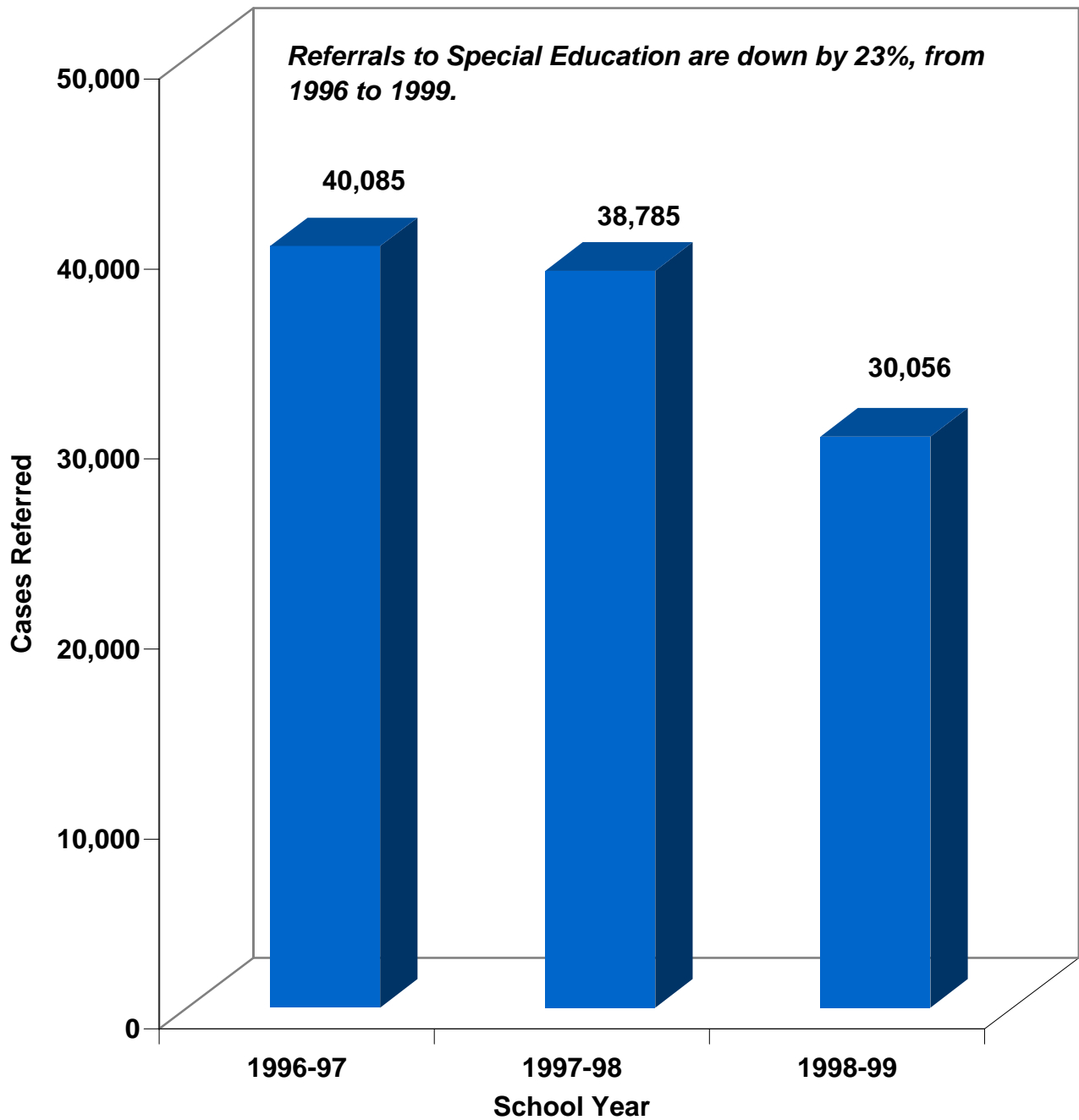
- Return non-disabled students to general education through the review and evaluation process, and ensure that all evaluations are done in conformance with State regulations.
- Decentralize clinical services to strengthen the accountability of staff, and align both clinical and instructional services under the Principals and Superintendents.
- Develop targeted education programs for students at risk for referral to Special Education.
- Provide support to students decertified from Special Education, to ensure an effective transition back to the regular classroom.
- Develop more flexible placement options for disabled students.
- Provide professional development for Special Education teachers in content-area teaching strategies, and for general education teachers on the skills necessary to adapt instruction to at-risk children.
- Redefine Special Education monitoring to go beyond narrow issues of legal compliance, focusing on instruction and curriculum, student achievement, and fiscal monitoring.
- Obtain City/State agreement that funds saved through the reduction of non-disabled student placements into Special Education will be transferred to general education, in order to provide services for at-risk and decertified students.

In accordance with the recommendations of the Task Force, in Fiscal 1999 the Board of Education intensified its efforts to implement intervention and prevention programs and reduce inappropriate referrals to Special Education. The Board's intervention and prevention programs include the provision of consultant teacher services, tutorial services, and speech and counseling services; the creation of instructional support centers; and the introduction of social skills development programs.

The number of students initially referred to Special Education declined by 22 percent, from 38,785 students in the 1997-98 school year to 30,056 students in the 1998-99 school year. During the 1998-99 school year 10,067 students were placed in a less restrictive educational setting, compared to 8,668 students during the 1997-98 school year. The number of students decertified from Special Education increased 10 percent, from 4,667 during the 1997-98 school year to 5,204 during the 1998-99 school year.

Board of Education

Initial Cases Referred for Special Education Assessment



MANAGING MANDATED SERVICES

In January 1999 Mayor Giuliani announced the Mayor's Task Force on Bilingual Education, which will make recommendations to the Mayor and the Board of Education regarding the reform of bilingual education with an emphasis on intense English instruction for students who are not fluent in English.

THE ENVIRONMENT

WATERSHED PROTECTION

Under its Memorandum of Agreement (MOA) with the State, the City is acquiring, through outright purchase or conservation easements, interests in undeveloped land near reservoirs, wetlands and watercourses, or land with other natural features that are water-quality sensitive. The City is committed to soliciting the purchase of 350,000 acres within a ten year period. To date, the City's Department of Environmental Protection (DEP) has solicited the purchase of more than 100,000 acres, of which 53,900 acres were solicited in Fiscal 1999 under the Land Acquisition and Stewardship Program. The Department also met its second-year MOA solicitation goal of 51,266 acres. DEP entered into 101 contracts to purchase a total of 4,238 acres of watershed land, and the City acquired title to 83 parcels, totaling 6,780 acres of land. The City is committed to spending \$250 million on acquisitions in the Catskill/Delaware watersheds and \$10 million in the Croton watershed.

SOLID WASTE DISPOSAL

Mayor Giuliani has consistently affirmed the City's commitment to close the Fresh Kills landfill in Staten Island by December 31, 2001. This goal is nearing completion, with three of the landfill's four sections now closed to further refuse. In June 1999 Fresh Kills Section 6/7, near the Staten Island Mall, was closed to landfilling. Landfilling is now limited to the 150-acre Section 1/9, which will remain open until Fresh Kills closes at the end of Calendar 2001.

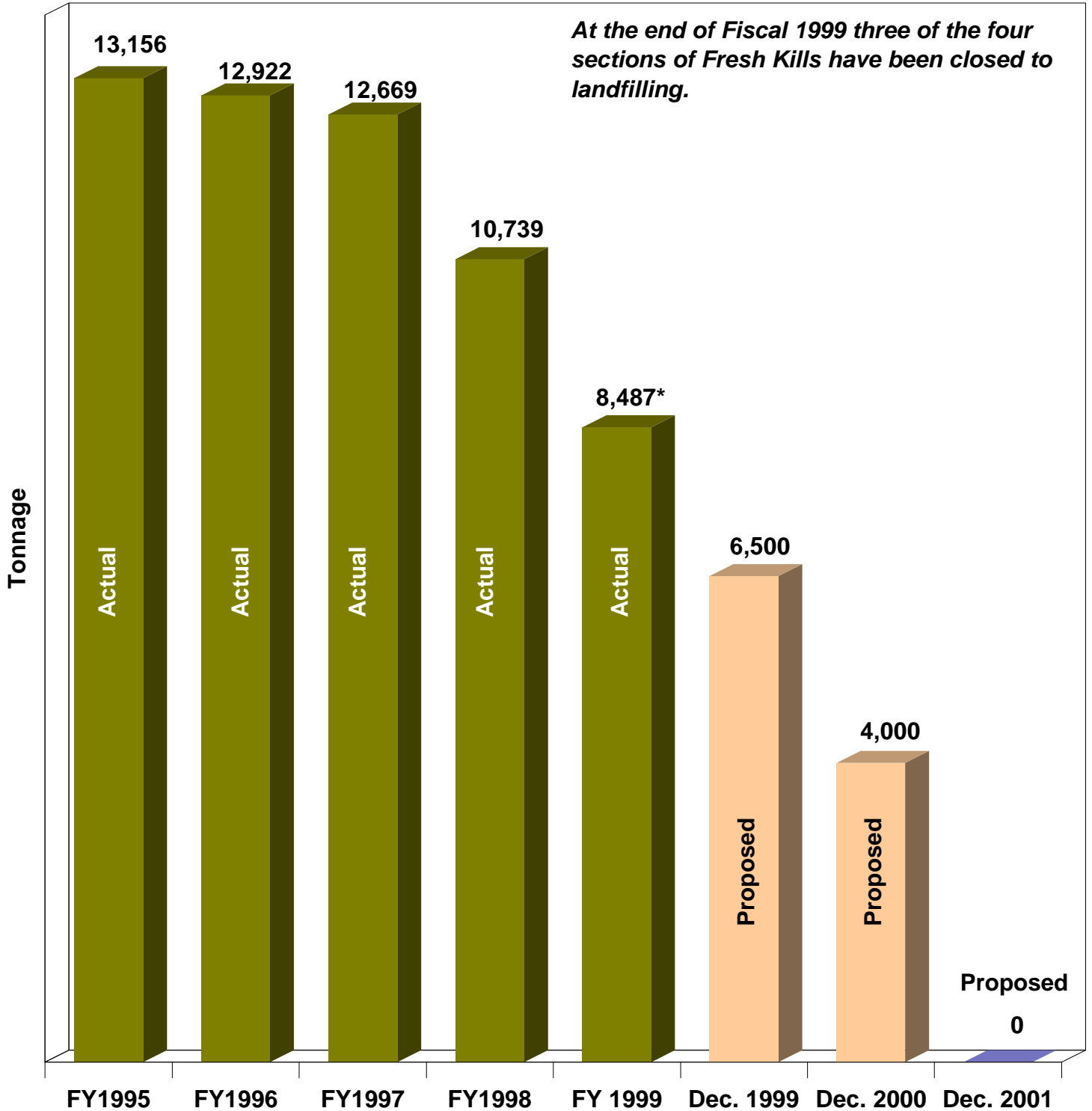
For the month of June 1999 an average of 4,271 tons per day of Bronx and Brooklyn-generated refuse was diverted from disposal at the Fresh Kills Landfill through private waste-handling contracts. In March 1999 bids were received for the handling of refuse generated in Manhattan, Queens, and Staten Island. These bids will make it possible for the Department of Sanitation (DOS) to achieve its year-end goal of reducing the tonnage of refuse disposed of at the Fresh Kills Landfill.

On May 10, 1999 the Department issued a Request for Expressions of Interest (RFEI) to solicit ideas on retrofitting or converting any or all of the Department's eight Marine Transfer Stations (MTS). Ten responses were received in July 1999. The Department is currently evaluating the RFEI responses.

In October 1998 DOS and a private energy company entered into a twenty-year concession agreement for the collection, processing, and sale of Fresh Kills landfill gas. In January 1999 the company assumed complete control of the existing landfill gas collection and flaring system. The concessionaire paid an initial fee of \$875,000 and will pay the City an additional concession fee of approximately \$1 million annually. As part of the agreement, the concessionaire will continue to control, recover, and process landfill gas emissions for beneficial reuse, and will eventually expand its facilities to control emissions from all four sections of the landfill. These efforts will help reduce the emission of odors and hazardous gases, as well as ensure compliance with future federal and State clean air standards.

Department of Sanitation

Daily Tonnage Disposed at Fresh Kills



*Monthly average for June Fiscal 1999.

MANAGING MANDATED SERVICES

The Department is currently preparing a Draft Environmental Impact Statement (DEIS) for the City's Comprehensive Solid Waste Management Plan Draft Modification. The DEIS will provide a broad-based evaluation of feasible long-term export alternatives, assess and disclose the potential environmental impact of both specific and generic types of facilities, and identify suitable mitigation strategies. The Impact Statement will be available for public comment in Fall 1999.

TECHNOLOGY INITIATIVES

Technology is being used to improve services throughout City government, particularly by enhancing the sharing of information between government entities and with the public. The City's technology strategy is designed to maximize the efficiency of information systems and provide data useful for the management of critical service operations. 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.

The City's computer preparations for the Year 2000 date conversion are now described in a separate section of the Summary Volume.

CITYWIDE INITIATIVES

Technology Fund. In Fiscal 1996 the City established the Technology Fund with an allocation of \$30 million to be equally distributed over a three year period ending in Fiscal 1999. The Technology Fund, administered by the Mayor's Office of Operations, provides agencies with the necessary capital resources to implement information technology projects directly aimed at improving service delivery to the public. Projects that have been successfully implemented include interactive voice response systems (IVR) at the Department for the Aging, the Human Resources Administration, and the Departments of Buildings, Law, and Sanitation. The IVR provides a menu of options and detailed information on various services and programs, thereby making it easier for the public to access City information over the telephone. The Department of Building's PC filing project enables the public to download and submit permit applications via a computer disk. The Departments of Consumer Affairs and Finance installed queuing systems for walk-in sites, which direct customers to the appropriate service areas and provide estimated wait time information.

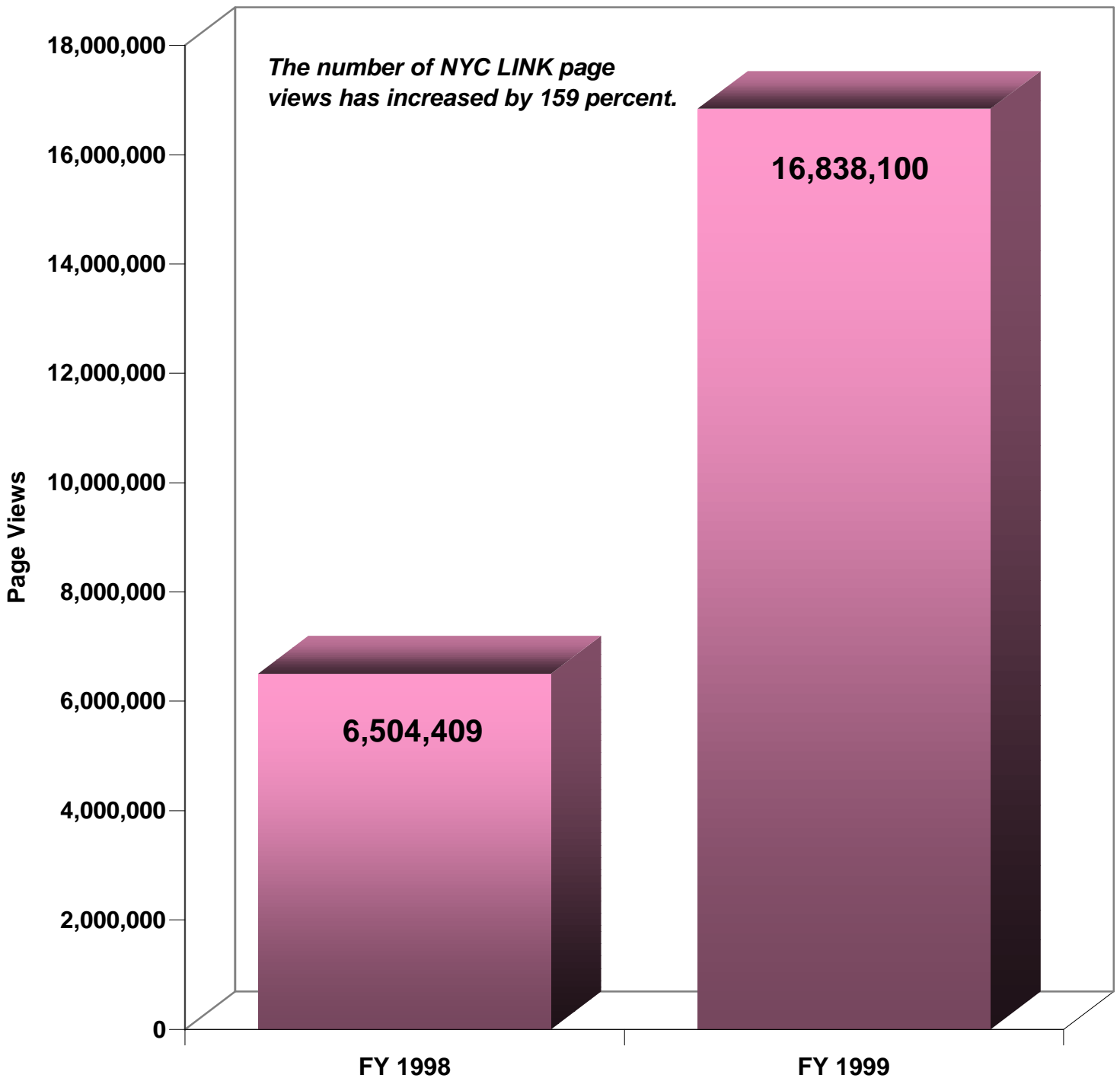
A total of 25 Technology Fund projects are currently underway, including the Department of Building's Centralized Call Center and Borough Enhancement project. The Department's call center will be equipped with an Automated Call Distribution System (ACD), a communications routing system that evenly distributes callers to available call center representatives while providing the caller with recorded announcements. The project also includes installation of a queuing system and kiosk terminals in the Department's borough offices. The Department of Information Technology and Telecommunications is also creating an ACD system, which will be used by twelve City agencies located in the lower Manhattan area. The Department of Health will automate its death certificate registration system via the Internet. The Department will also provide 100 inspectors and supervisors with handheld computers for conducting health inspections, which is expected to increase inspector productivity.

In Fiscal 2000 the City allocated another \$30 million for the Technology Fund, equally distributed over a three year period through Fiscal 2002. Other current Technology Fund projects are mentioned below under individual agency initiatives.

NYC Office of New Media. In Fiscal 1998 the New York City Office of New Media (ONM), working with communications liaisons in over 75 City agencies and organizations, continued to strengthen the City's presence on the Internet and further enhance NYC LINK, the official New York City web site (www.ci.nyc.ny.us) by making significant advancements to its infrastructure and service offerings. Under ONM's management, the City is moving aggressively toward making the Internet an access point for services for a substantial portion of its customers. The number of page views by visitors to NYC LINK rose to 16.8 million in Fiscal 1999, 159 percent more than in Fiscal 1998. An important feature of NYC LINK is the ability to submit messages directly to City Commissioners and other agency heads. The number of messages sent to agency heads increased by 49 percent in the first four months of Fiscal 1999, to over 21,000. In addition, one of the most forward-looking features of NYC LINK – the use of truly interactive service forms, allowing citizens to submit applications, requests or complaints directly over the Internet – is being rapidly expanded. Agencies now provide a total of 48 interactive service forms on NYC LINK, not counting the message forms used to communicate with agency heads; nine of these interactive forms have been posted during Fiscal 2000 to date.

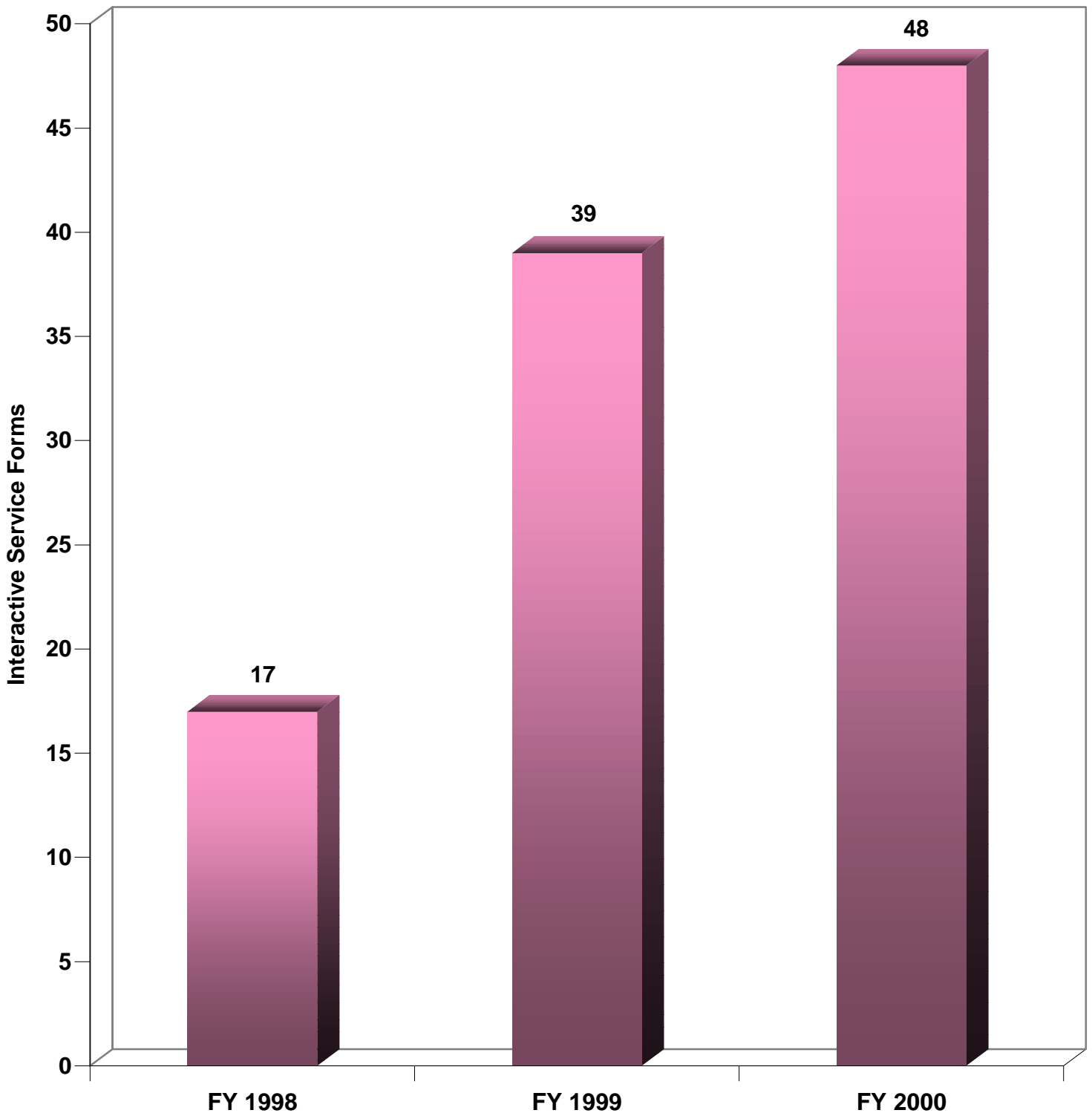
New York City Office of New Media

Total NYC LINK Page Views



Mayor's Office of New Media

Interactive Service Forms on NYC Link Fiscal 1998-2000



TECHNOLOGY INITIATIVES

NYC LINK has won several awards for web site design and the innovative use of information technology in government. The latest such recognition is the first annual Cisco Public Sector Innovation Council award, bestowed in September 1999 by a major private-sector information technology firm, based on the City's achievements in using technology to enhance customer service and satisfaction.

Over 300 new features were added to NYC LINK in Fiscal 1999. A few of these are listed below:

- New home pages cover the NYC Sports Commission, the Loft Board, the Civilian Complaint Review Board, the Conflicts of Interest Board, the Mayor's Volunteer Action Center, the Mayor's Commission to Combat Family Violence, the New York City Employee Retirement System, and the City's Year 2000 activities.
- The City's use of NYC LINK as a recruitment tool continues to grow, with approximately 100 Information Technology jobs posted on the City's recruitment facility at www.ci.nyc.ny.us/itjobs. In Fiscal 1999, the first year of tracking statistics, this facility generated 130,404 hits, with 2,216 resumes referred for agency technology positions. NYC LINK also introduced www.ci.nyc.ny.us/jobs, which includes City employment opportunities for hard-to-recruit jobs, such as uniformed and civilian posts in the Police Department, architects, engineers, construction managers, child care specialists, and lifeguards. Agencies contributing to this listing include the Department of Design and Construction, the Department of Employment, the Department of Citywide Administrative Services, the Administration for Children's Services, the Department of Parks and Recreation, and the New York City Police Department.
- The Mayor's Office of Film, Theatre and Broadcasting's home page was redesigned in Fiscal 1999. The site now includes 360-degree panoramic scenes of potential film locations for film industry use, as well as updated City production statistics.
- The Department of Finance added several new features to its site in Fiscal 1999, including nearly 100 new 1998 tax forms, a search engine to afford faster access to these and other tax forms, and a section on determinations and decisions of the City's Tax Appeals Tribunal. The Department will soon implement a new feature whereby property taxpayers can view their property tax records and instantly update their billing addresses.
- In February 1999 the Department of Transportation added a weekly calendar of resurfacing activity to help provide residents and motorists with updated information on conditions affecting traffic and travel, as well as current parking rules and restrictions.
- In June 1999 the Department of City Planning added maps showing the locations of over 2,400 off-street parking facilities in New York City. The maps include sites of interest such as cultural centers, hospitals and colleges, as well as subway and train stations, bus stops, and airports. When users select a point of interest, a map depicting that site and nearby parking facilities is displayed.
- In September 1998 the Department of Housing Preservation and Development (HPD) launched its redesigned home page, which contains more current and complete information about the Department's programs and services. Residents, owners, developers, and other users can now access information tailored to their specific needs; the Frequently Asked Questions section provides quick answers to common inquiries. Homeowners, developers, and contractors may also download guidebooks and on-line applications for tax abatements and exemptions, as well as on-line course applications for HPD's Housing Education Program.
- The Department of Sanitation added a new interactive recycling game for kids called "Sort It!" The home page now includes extensive information on operation and services, and publications on waste management and recycling. At the end of Fiscal 1999 the Department prepared its home page to accept direct orders for recycling stickers and informational literature.

TECHNOLOGY INITIATIVES

- In Fiscal 1999 the Department of Parks and Recreation added detailed maps of Central and Prospect Parks.

While the information and services made available to date through NYC LINK by individual agencies are a significant enhancement of citizen access to government, they represent only the beginning of the fundamental change in service delivery being brought about through web technology. Within approximately the next five years, New York City will see the substantial implementation of an “e-government” service environment that will allow New Yorkers to perform on-line any task that now requires standing on line at a government office. Web access will eventually be used to pay parking fines and taxes, obtain copies of licenses and birth certificates, bid on municipal contracts, submit construction plans, apply for permits, and handle a host of other functions. The groundwork for this innovation was laid during Summer 1999 with the installation of a vast new high-speed telecommunications and computing network designed to support the City’s new Financial Management System (FMS). The plan will be brought to completion through the integration of this and other new systems – including NYCSESV, which will be the City’s on-line one-stop payment center – with each other and with the City’s web site. (FMS and NYCSESV are described later in this section.) The new service environment will provide both better citizen access to government and opportunities for increased productivity within government.

Technology Steering Committee. The Technology Steering Committee, comprised of the Department of Information Technology and Telecommunications, the Mayor’s Office of Operations, and the Office of Management and Budget, published the City’s first citywide Information Technology Strategy on March 1, 1999, as required under Mayoral Executive Order No. 43. The strategy emphasizes the importance of technology to the future success of key City initiatives and provides a multi-year framework for the use of information technology. The text of the Information Technology Strategy can be found on NYC LINK at www.ci.nyc.ny.us/itstrategy. The strategy defines six goals:

- Develop and expand the electronic delivery of government services over the Internet and/or through other electronic media.
- Achieve a comprehensive, inter-operable technology infrastructure, ensuring that the City’s computers can share information.
- Develop the means to effectively recruit and train the City’s information technology staff.
- Establish a process to invest in the best and highest-priority technology projects.
- Ensure that the City’s computers are protected and secure.
- Ensure that the City’s computer network will effectively communicate with the federal and State governments, and with community organizations and other stakeholders.

As required under Executive Order No. 43, in January 1999 agencies submitted draft annual technology plans to the Technology Steering Committee for review and approval. The committee then met with each agency to finalize Fiscal 2000 proposals, using factors such as cost, compatibility with the City’s overall strategic plan, and most appropriate choice of technologies.

Key functions and activities of the committee are described below:

- The committee reviews and approves all senior-level technology candidates proposed for appointment at Mayoral agencies. In Fiscal 1999 it approved 17 candidates for senior-level technology appointments.

TECHNOLOGY INITIATIVES

- The Procurement Subcommittee was formed to explore and coordinate procurement reform utilizing information technologies. The subcommittee's members include representatives from the Mayor's Office of Contracts, the Office of Management and Budget, the Department of Citywide and Administrative Services, DoITT, and the Law Department.
- The Security Subcommittee was formed to develop and deploy a citywide information security program that provides security policies, standards, procedures, and services that support the City's business strategy. The Department of Investigation leads the subcommittee.
- The Geographic Information Systems (GIS) Subcommittee will coordinate the City's diverse GIS systems and activities to maximize the use of technology. The subcommittee is led by members of DoITT, the Office of Emergency Management, and the Mayor's Office of Operations.
- The New York City Automated Personnel System Subcommittee was created to plan and implement a new citywide human resource management system for the City. The subcommittee is led by DCAS with representatives from the Office of Labor Relations, the Mayor's Office of Contracts, DoITT, the Office of Management and Budget and the Mayor's Office of Operations.
- The Standards Subcommittee will recommend information technology standards to ensure that shared data and resources are compatible and can be integrated throughout the City.

The Technology Steering Committee has begun to work with the Center for Technology in Government at the State University of New York at Albany to enhance the City's planning and budgeting process for information technology. The project will use technology to improve the way that City agencies collect, categorize, analyze, coordinate and disseminate information technology-related information so that technological innovations can be successfully planned and implemented to better serve the City's citizens. The Center for Technology in Government's efforts are funded by the National Science Foundation, and are part of a multi-year program to improve the use of information by State and local government entities.

Automated Kiosks. CityAccess is the City's automated kiosk demonstration project. The multimedia interactive kiosks provide the public with easy local access to information on City agencies and to services such as debt payment. During Fiscal 1999 CityAccess was selected as a finalist in the Global Bangemann Challenge, an international competition recognizing new and innovative uses of technology throughout the world. CityAccess was chosen as one of nine finalists in the Equal Access category of the award.

During Fiscal 1999 DoITT restructured and reissued its Request for Proposals (RFP) to identify kiosk vendors, license the applications developed, and grant related access to City data. Contingent upon contract award, DoITT expects to meet its objective to deploy at least one kiosk in each of the City's 59 Community Boards in Fiscal 2000.

Financial Management System. Creation of the City's new Financial Management System (FMS) was originally prompted by the need to make payroll, contracting, accounting, and related systems Year 2000-compliant, and to relocate these systems – mainly designed and established in the 1970s – from antiquated mainframe computers to a client server environment, allowing effective integration of these and other data processing functions. The implementation of FMS at the end of Fiscal 1999 fulfilled these objectives, and also constitutes the first step toward a comprehensive "electronic government" approach to service provision. The budgeting and basic accounting components of FMS are now operational; procurement and contract administration components will be phased in during the remainder of Calendar 1999.

TECHNOLOGY INITIATIVES

PUBLIC SAFETY

Criminal Justice Information System. In Fiscal 1999 DoITT worked with the Criminal Justice Coordinator's Office, the Department of Juvenile Justice (DJJ), the Department of Probation (DOP), and the Law Department to provide overall management and technical expertise in the customization and implementation of the Criminal Justice Information System (CJIS). CJIS, an enhanced case management system, will support the juvenile justice activities of the City, and permit enhanced data sharing among the criminal justice agencies. The system is consolidated into DoITT's computer facility and is available 24 hours a day, seven days a week to provide data sharing and reporting capabilities.

CJIS allows DJJ to automate and track custody, case management, and medical services data; the Department expects to phase in the system's remaining components and train staff during the summer and early fall of 1999. CJIS will also assist the City's Law Department in tracking juvenile cases in Family Court, and provides the Department of Probation with critical information about arrested youth, including biographical data, booking information, criminal offense information, warrant information, medical profiles, and family data.

New York City Police Department. The New York City Police Department (NYPD) completed the installation of the new Transit Division Local Area Network at all 12 transit districts in Fiscal 1999. It also finished installing the Housing Bureau's Local Area Network at all nine housing service areas. Both networks provide links to the On Line Complaint System, improving the accuracy of crime tracking and reporting.

In June 1999 NYPD established a paperless criminal intelligence reporting system and an automated intelligence database that provides more timely police intelligence information to investigators, including information about narcotics, gangs, and organized crime activities.

The Department's radio communication system was expanded in Fiscal 1999, increasing the number of patrol zones of communication from 24 to 35. With fewer patrol units assigned to each zone, radio traffic congestion will be decreased and radio patrol runs will be dispatched more efficiently.

Fire Department. With support from the Technology Fund, in Fiscal 1998 the Department fully implemented the Computer Based Testing and Photo Identification Badging program for new Certificate of Fitness applicants. A total of 14 arrests for impersonation have occurred since the photo badging program began in August 1998. In addition, the Department is currently exploring how to capture the photos of present certificate holders.

The Technology Fund supports two additional Fire Department projects: development of a new fire reporting system, and the automation of ambulance call reports (ACRs) through a Pen-Based Patient Care system. The Department is currently evaluating bids for the fire reporting system, and expects to award a contract for implementation within the next few months. Pen-Based Patient Care System software is in the final stages of development; the system will be piloted in early Spring 2000.

Department of Correction. In September 1998 the Department of Correction (DOC) began a pilot of the State DNA Identification Index Program for City-sentenced inmates. Through this program, the Department will assist law enforcement agencies by sharing inmate identifications.

Since its inception in October 1997, approximately 3,909 victims have registered with the Victim Notification System (VINE). In October 1998 a new videotape curriculum was developed to train citizens on the use of VINE, which automatically notifies registered crime victims when an inmate is released from DOC custody and provides verification about persons still in the DOC system. As of January 1999 callers may also use the VINE system to check the status of inmates in the custody of the State Department of Correctional Services. A total of 43,033 calls were placed to VINE in Fiscal 1999.

TECHNOLOGY INITIATIVES

Department of Probation. In Fiscal 1999 the Department continued work on the Adult Restructuring Tracking System (ARTS) project. ARTS was fully implemented in Queens, Brooklyn and the Bronx during the fiscal year; it is now on line in all five boroughs. Also during Fiscal 1999 the Department completed the citywide installation of the ARTS computer-based training software, Probation Training Video.

In Fiscal 1999 the Department of Correction (DOC) continued to cooperate with DOP by allowing it access to the criminal history information contained in DOC's Inmate Information System. The system will allow Probation officers access to criminal history information about inmates held in DOC custody, thus helping them prepare Pre-Sentence Investigation reports. DOC terminals were installed in Probation field offices and training is expected to start in Fall 1999.

Civilian Complaint Review Board. In Fiscal 1999 the Board selected two vendors to develop and implement its case tracking and electronic document management systems. The systems are expected to be operational in early Calendar 2000.

INFRASTRUCTURE AND COMMUNITY SERVICES

Department of Transportation. In August 1998 the Department received funding from the Mayor's Office of Operations Customer Service Fund to enhance its home page on NYC LINK by including interactive maps that show commercial truck routes, bicycle and ferry routes, parking facilities, bridges, points of interest, and neighborhoods in the five boroughs. The maps have become the most popular section of the DOT home page. Since they were introduced, the number of views of the site increased from 28,435 in August 1998 to 128,127 in June 1999. Over 55 percent of total page views during this period focused on the transportation maps.

Department of Environmental Protection. The Department of Environmental Protection (DEP) is developing a citywide computerized basemap that will serve as the foundation for an integrated Geographic Information System (GIS). DEP has now converted aerial photographs to a digital basemap of Manhattan and Staten Island. The Department expects to have a map of the entire City completed by the end of Calendar 1999 and to complete quality assurance work by the end of Fiscal 2000. Mapping of the water system has now been substantially completed. DEP will release a Request for Qualifications before the end of Calendar 1999 for the mapping of the sewer system. These maps, and data for other underground infrastructures, will be incorporated into the new basemap.

At the end of April 1999 the Department expanded its new automated complaint response system citywide. The system, designed to improve DEP's responsiveness to emergencies and customer service requests, and to enhance reporting by storing complaint information in a relational database, has been used to monitor Staten Island complaints since September 1998. The Department will add details of water and sewer infrastructure assets to the complaint system beginning in September 1999. Once completed, the complaint and asset data will be linked to the GIS system, allowing the Department to review complaint information when planning major infrastructure repairs. DEP plans to provide all of the City's Community Boards with viewing access to the system by the end of the Calendar 1999.

Department of Housing Preservation and Development. In the first part of Fiscal 1999 the Department's Housing Education Program (HEP) initiated the use of interactive television and video technology to increase the number of owners who are able to participate in its training programs. Through this technology, HEP is linking classrooms throughout the city and enabling a single teacher at one location to teach students at remote sites. Students in various locations are able to engage in discussion with the teacher as well as students in other classrooms. HEP has used the system for one course and intends to expand the initiative to other courses in the future.

TECHNOLOGY INITIATIVES

Department of Design and Construction. In Fiscal 1999 the Department of Design and Construction (DDC) began development of its Contract Data System (CDS), a customized computer application that will centrally maintain information about all DDC contracts. CDS will link to project and payment data in DDC's existing systems, and will improve management of the City's capital commitment plan, project schedules, and budgets. Implementation of this system is scheduled for Fall 1999.

Department of Parks and Recreation. During Fiscal 1999 SPORTSLOG, the Department's state-of-the-art membership, registration, and tracking system, was installed at three additional recreation centers, bringing the total number of installations to 12 citywide. The Department has achieved its goal of installing the system in its most heavily-used recreation centers. In Fiscal 2000, DPR plans to install SPORTSLOG in four additional centers, including Al Smith, West 59 Street, and Hamilton Fish in Manhattan, and St. James in the Bronx.

The Department is seeking to implement an advanced Geographic Information Systems (GIS) initiative to improve its efficiency and productivity. The Department's Central Forestry, Natural Resources, and Parklands divisions currently use GIS technology.

Landmarks Preservation Commission. The Landmarks Preservation Commission (LPC) has upgraded its Violation Information Program (VIP) to support the Commission's increased enforcement role under the new Landmarks Protection Bill more effectively. Supported by the Technology Fund, the improved VIP will produce specialized reports, link with LPC's Permit Application Tracking System, and track information regarding docket schedules, fine schedules, and violation resolutions. The upgrade, completed in October 1999, allows LPC to process permits effectively and helps ensure that violations are corrected.

Permit Coordination. In Fiscal 1999 the Mayor's Office of Operations worked with the Mayor's Office of Film, Theatre and Broadcasting (MOFTB); the Department of Transportation (DOT); NYPD; the Fire Department; the Mayor's Community Assistance Unit Street Activity Permit Office; and the Departments of Environmental Protection, Parks and Recreation, Information Technology and Telecommunications, and Design and Construction in a new Permit Coordination initiative. This initiative will establish a uniform citywide procedure for issuing all permits with an impact on traffic and street conditions. DOT adapted its Management Oriented Street Attribute Information Control System (MOSAICS) street permitting system to accommodate use by the other agencies. Each permit-issuing agency is now entering its data and accessing other agency data through the modified MOSAICS system in order to identify and resolve conflicts, improve traffic mobility, and avoid unnecessary street closures.

BUSINESS SERVICES

Department of Business Services. Supplementing its Y2K remediation efforts, the Department of Business Services (DBS) has upgraded and expanded the capabilities of the software and databases supporting the agency's programs. For example, the new Bid-Match system will send coded bid information via e-mail using two servers directly from City agencies and independent of NYC LINK. Better coding capabilities will also enable Bid-Match registered vendors to receive only those bids relevant to their business. Eventually, Bid-Match data will be incorporated into the City's FMS system, enabling DBS to generate more useful query reports.

Department of Cultural Affairs. The Department is developing NYC Arts Online, a comprehensive three-part database on the City's arts community. The first part of the database will be NYC KidsArts. Accessible through the Internet to parents and teachers, NYC KidsArts will provide information on cultural programming for families and school groups. The other two components of NYC Arts Online will be a searchable database of information on City cultural programs and a statistical compendium demonstrating the arts community's economic impact on the City.

TECHNOLOGY INITIATIVES

HEALTH AND HUMAN SERVICES

Department of Health. In conjunction with the Office of Chief Medical Examiner (OCME), the Department of Health (DOH) is developing the Electronic Death Registration System (EDRS), which will enable electronic filing of death certificates by physicians, hospitals, OCME, and funeral directors through a secure computer network. EDRS, which is supported by the Technology Fund, provides faster and more efficient service to its users by eliminating the need for funeral directors to travel to DOH headquarters to file death certificates and obtain burial permits.

The Department is also developing a software application for use in handheld computers, which will improve restaurant inspection productivity by streamlining job flow. At the end of Calendar 1999 DOH plans to equip all inspectors performing food service inspections with handheld computers.

Office of the Chief Medical Examiner. In Fiscal 1999 the Forensic DNA Testing laboratory received 2,553 cases, which resulted in 196,350 tests. Over the first six months of Calendar 1999 OCME received 1,502 cases, compared to 466 during the same period last year, a 222 percent increase. If this trend continues, the laboratory will receive an estimated 4,000 cases for Calendar 1999, a 147 percent increase over the 1,617 cases received in Calendar 1998. OCME now leads the nation in the volume of DNA cases completed, which exceeds that of the Federal Bureau of Investigation by more than 80 percent.

The Office's Forensic Biology unit has completed training for staff on the use of the federal Combined DNA Index System (CODIS) which became fully operational in July 1999. OCME has installed high-security communication links with the State Police and the State Division of Criminal Justice Services. This system will aid law enforcement officials on the local, State, and national level in tracking alleged perpetrators of crimes committed in more than one locality or under more than one jurisdiction.

In Fiscal 2000 OCME will replace the dictation system currently used for the preparation of autopsy reports, which was damaged in a fire in May 1999. The new system will allow OCME the flexibility of using its existing computer network for integrated dictation and transcription. The new system will also accept handheld dictation units, which download dictation files. Beginning November 1999 OCME plans to conduct a pilot project of direct voice-to-text transcriptions to reduce the time required for the completion of autopsy reports.

Human Resources Administration. The Human Resources Administration (HRA) expanded its Wide Area Network (WAN) by adding its headquarter offices and 25 Job Centers and Income Support Centers in Fiscal 1999. The WAN allows workers to access many systems and tools such as the State Welfare Management System, the Automated Child Care Information System, and the Paperless Office System. As part of the plan to install networked personal computers for every worker's desk, the Agency expects to add 5,000 computers to WAN by the end of Fiscal 2000, for a total of 11,000.

In Fiscal 1999 HRA continued the development of the Paperless Office System (POS). In August 1999 HRA automated the public assistance application process at one Job Center and the recertification process at one Income Support Center, eliminating the use of paper for these transactions. New York State has authorized a new link to its Welfare Management System (WMS), which will improve POS reliability and speed. The Agency expects to pilot the new link by the end of Calendar 1999, and will begin POS installation at other Job Centers after testing the WMS link at the pilot location for six months.

TECHNOLOGY INITIATIVES

In Fiscal 2000 HRA began an Imaging Project to improve its case record retention and retrieval. By the end of Fiscal 2000 the Agency plans to complete case record imaging of nine million documents for its WEP rosters, food stamp claims, medical records, and eight BEGIN program sites. The Fair Hearing Imaging System (FHIS) will enable HRA to make available all documents required to support its legal position at fair hearings, thereby increasing preparation efficiency and allowing the Agency to win more cases. HRA will implement a six-month FHIS pilot at three sites by December 1999. Imaged documents will be shared as needed across these and other imaging systems that are under development.

In Fiscal 1999 HRA began working on several intranet applications, which are part of the Agency's protected internal communications network. In January 1999 it implemented an intranet application to record WEP participant timekeeping at several work sites. These electronic reports replaced time sheets and clocks. In July 1999 HRA introduced a system to exchange information with substance abuse treatment programs, enabling HRA to monitor the progress of patients and their compliance with treatment and rehabilitation plans more efficiently. HRA will implement the system with six service providers by the end of September 1999, and with 200 additional providers when Internet access becomes available to them at the end of Calendar 2000.

Administration for Children's Services. CONNECTIONS is a statewide computer system being developed to coordinate and monitor child protection services in all jurisdictions. The CONNECTIONS system underwent a comprehensive review by a consultant hired by the Governor's Office of Technology during Fiscal 1999. As a result of this review, all activities associated with CONNECTIONS will be coordinated directly by the Governor's office. In June 1999 the Administration for Children's Services (ACS) began receiving a weekly data extract from the State utilizing CONNECTIONS information. This data is now under analysis, and management reports such as foster home resource directories and rates of recidivism are being developed.

In collaboration with HRA, in Fiscal 1999 ACS's Agency for Child Development designed the Automated Child Care Information System (ACCIS) to eliminate redundant data entry and improve record keeping and reporting. The new system is expected to be fully operational by January 2000.

In Fiscal 1999 ACS began developing the Medical Information Tracking System (MITS), establishing a centralized medical data bank for children in foster care. To date, ACS has completed design of the MITS program and piloted a health summary form. The form captures both required medical care information and clinical profiles of children. In July 1999 ACS also established a community-planning group, comprised of MIS representatives from contract agencies, to assist in MITS implementation.

Department of Homeless Services. In December 1998 the Department of Homeless Services (DHS) began utilizing the Automated Finger Imaging System (AFIS) to enroll men entering the shelter system at the 30th Street Men's Intake Center. DHS enrolled nearly 5,000 clients during Fiscal 1999 and plans to enroll approximately 4,000 clients already residing in DHS shelters using portable laptop computers by September 1999. The AFIS project was supported by the Technology Fund.

Department of Youth and Community Development. In Fiscal 1999 the Department of Youth and Community Development (DYCD) implemented the first phase of its Comprehensive Contractor Management System (CCMS), which enables the Department to track contracts from the RFP stage to contract termination and final assessment. In Fiscal 2000 DYCD intends to expand CCMS to implement electronic transmission and receipt of data, and will use the system to monitor provider performance on contract outcome measures.

In Fiscal 1999 the Department developed and implemented new NYC YOUTHLINE software. This software improves DYCD's ability to manage its extensive database of information about providers, to correspond with providers, to produce computer-generated maps of service areas with public transportation routes superimposed, and to generate statistical reports on the types of calls received. In Fiscal 2000 the Department plans to make this application available over the Internet.

TECHNOLOGY INITIATIVES

Department for the Aging. By the end of Fiscal 1999 the Department's Provider Data System (PDS) reached a total 320 contracted service programs, meeting its plan for the fiscal year. During Fiscal 1999 the Department released a new version of the PDS software that incorporates enhancements requested by the user community, such as an improved client assessment care plan. The Department plans to expand PDS to an additional 70 sites during Fiscal 2000.

The Department installed Uni-Form at 42 community-based contracted services programs in Fiscal 1999. It plans to expand the system to a total of 92 sites by the end of Fiscal 2000. The most current version of Uni-Form allows users in contracted programs to screen seniors for eligibility for eight benefit programs, and to print completed applications for various benefits.

Board of Education. Project Connect aims to create a wide area network linking classrooms, the library, and the administrative system in all 1,200 City schools and offices to each other, the Internet, and the Board's Metrotech data center. In Fiscal 2000 Project Connect, through the Board's Division of Management Information Systems (DMIS), will begin to provide networks to all middle schools and high schools that received lab upgrades in either Fiscal 1998 or Fiscal 1999. DMIS will provide networks to 700 schools by December 1999.

The Board of Education fully implemented its data warehouse during Fiscal 1999. The warehouse's information includes data on student attendance, citywide exam performance, special education referrals, and monthly headcount figures. Reports generated using the data warehouse will improve the Board's ability to analyze student and school performance.

School Construction Authority. During Fiscal 1998 the Authority introduced software that allows it to manage its projects more effectively using a central database. By September 1999 all design and construction staff were trained in the new software. In addition, in early Fiscal 1999 the Authority hired a consultant to identify a financial reporting system to be integrated into this new software; the system will enable the Board and the School Construction Authority to track the progress of work under the new Five-Year Capital Plan for schools.

REGULATORY AND ADMINISTRATIVE SERVICES

NYCSERV. The Department of Finance continues to work toward a one-stop approach for all City payments. Phase I of the citywide consolidation technology project – NYCSERV – was completed in the third quarter of Fiscal 1999. The second phase of the project began in June 1999. Phase II will focus on the design, development, and integration of technology enhancements in order to consolidate city payments, licensing, collection, and adjudication processes, improve productivity and customer service, and increase revenues. The project includes advanced technology that will interface with six different City payment and adjudication systems. It will include a paperless hearing-management system, a redesigned towing information database, and Internet and phone-based payment systems. It will also provide customers with a consolidated bill upon request. The system will also enable the Department to improve audit selection, collections, and case tracking. System design will be completed by November 1999.

Department of Finance. To date, the Department of Finance (DOF) has deployed six kiosks through its Access Finance kiosk network. Each Access Finance kiosk enables customers to obtain DOF forms and instructions about receiving DOF services. The Department is reviewing potential sites for the location of a seventh kiosk. The kiosks are currently servicing an average of 1,800 customers each month in total. A mobile unit is also available for meetings, presentations, and government technology trade shows.

TECHNOLOGY INITIATIVES

In the third quarter of Fiscal 1999 the Department advanced its alternative tax form filing project by awarding a new lockbox contract for the collection of business taxes. The contractor will begin processing electronic hotel tax forms, such as PC-based filings and tele-filings, under the new contract in September 1999. A review of the success of the lockbox contract will be conducted after three quarters of hotel tax returns are filed. DOF will then determine whether to expand alternative tax form options to filings for other business taxes.

DOF is working with the Department of Information Technology and Telecommunications to install a pilot application that will allow users to access real estate tax account information on the Internet. The application is expected to be available by the end of Calendar 1999. In addition, by the end of September 1999 DOF expects to complete a project allowing real property taxpayers to instantly update their billing addresses through the Department's web site.

Department of Consumer Affairs. In order to increase the operational efficiency of its licensing process, the Department has upgraded its fingerprint imaging system. This upgrade enables the Department and the State Division of Criminal Justice Services to transmit fingerprints and rap sheet data electronically. Implementation of this system will allow the Department to reduce the waiting time for some applications from several weeks to less than two days.

Department of Buildings. In Fiscal 1999 the Department received a grant from the Technology Fund to place customer service kiosks in all of its borough offices. Customers will be able to access DOB's web site and print out various information and forms at the kiosks. The Technology Fund also enabled the Department to purchase handheld computers for elevator inspectors; DOB expects to increase productivity by reducing the amount of time inspectors spend in the office doing paperwork. Since data may now be entered instantly into the agency's Buildings Information System from the field, the handheld computers will allow the Department to reassign clerical staff to more critical needs. The Department is also working with the Mayor's Office of Operations on the creation of a centralized customer service unit, including the implementation of an Interactive Voice Response System, to handle buildings-related complaints and inquiries on a citywide basis. The call center is expected to be fully functional by late Fiscal 2000.

During Fiscal 1999, 31.9 percent of all new permit applications were filed using PC Filing, an increase from only 13.7 percent during Fiscal 1998. PC Filing gives applicants the option of submitting their filings on computer diskette instead of paper forms. The Department is also in the process of expanding the PC Filing program to include subsequent filings and cluster filings. The new software will also permit PC Filing applications to be updated. The Department expects the new software to be completed by August 1999.

Taxi and Limousine Commission. During Fiscal 1999 TLC successfully field tested a new taxi fare meter which is capable of detecting illegal fare-accelerating devices, commonly known as meter zappers. The new meter utilizes security software which can detect and report instances of zapper use, meter tampering, and other meter malfunctions. The Commission is currently working with the New York State Department of Agriculture and Markets Bureau of Weights and Measures to obtain approval of this new fare meter.

In March 1999 the Commission completed Phase I of the implementation of the Citywide Agency Management Information System (CAMIS), a major database tracking system that replaces TLC's current system for maintaining agencywide data. The system is part of a cooperative effort with the Department of Finance that will enhance reporting capabilities through the broader use of data entry and queries. It also enables TLC to better maintain and access information on summonses, drivers, owners, and other taxicab medallion and for-hire vehicle operations. Phase I brought TLC's licensing and adjudications data functions on line. The remainder of its divisions are expected to be using CAMIS by September 1999.

TECHNOLOGY INITIATIVES

Department of Citywide Administrative Services. Installation of the Maintenance Control Management System (MCMS) was completed at the Police Department, Fire Department, and Departments of Correction and Environmental Protection during Fiscal 1999. In early Fiscal 2000 installation was also completed at the New York City Housing Authority and the Departments of Health and Environmental Protection. Implementation at the Department of Parks and Recreation will occur by October 1999, and the Department of Sanitation is scheduled for completion in January 2000. MCMS has improved citywide vehicle maintenance and management by enabling agencies to schedule preventive maintenance, manage parts and track information on parts vendors, and input repair information directly via handheld computers.

Department of Records and Information Services. The City's Technology Fund supports two Department initiatives. As part of its effort to improve public access to research and reference sources, the Department is undertaking a three-year project to convert the Center's manual card catalog to an electronic system. After an extensive review of proposals, the Department chose a vendor for the technical equipment in September 1998. System installation and staff training are scheduled to begin by December 1999, with completion by the end of Fiscal 2001. In August 1999, to initiate the second phase of the project, the Department will release a Request for Proposals for the conversion of the cards to an electronic format.

During Fiscal 1999 the Department began to develop a project work plan for the Vital Record Index Automation project. The project will automate the indexes of the birth, death, and marriage records transferred to the Department's Municipal Archives from the Department of Health and the Office of the City Clerk.

Commission on Human Rights. The Law Enforcement Bureau's Case Tracking System and the Community Relations Bureau's Bias Case Tracking System are currently being enhanced. The improved computer systems will be more reliable, more productive, and will have improved data-gathering and analysis capacity for the information collected by Human Rights Specialists in seven field offices.

Department of Investigation. The Department of Investigation (DOI) has been charged with the responsibility for the design and implementation of an Information Security and Risk Management program for the City and its constituent agencies. DOI has created a Citywide Information Security Architecture, Formulation and Enforcement Unit (CISAFE) which will be responsible for the creation and development of consistent and effective security procedures and protections to ensure the confidentiality, integrity and controlled accessibility of all electronic information processed through the City.

SPECIAL FOCUS – PREPARING FOR THE YEAR 2000

New York City's preparations for the Year 2000 fall into three areas: City government's coordinated computer preparation program, designed to forestall failures in critical systems due to potential problems in date-specific data; contingency plans developed by the Mayor's Office of Emergency management for action to be taken in case of unforeseen system failures, on the part of government agencies or public utilities; and celebrations and commemorative events being planned and coordinated by NYC 2000, the official New York City Millennium committee.

COMPUTER PREPARATION

The City is continuing with the steps it is taking to address the potential impact of the Year 2000 on priority computer systems. The Year 2000 problem arose due to the method used to store and process dates in computers and data files. Computer applications and technologies designed prior to the early 1990s needed to address the high cost of data storage and slow processing speed. As a result, systems were designed to store the year as a two-digit number with no reference to its corresponding century; 1998 was stored as "98" with no means of distinguishing 1898 from 1998 or 2098. This method of storage primarily creates problems in calculating and sorting date-specific data.

In December 1996 the City's Year 2000 (Y2K) Project Office was established to develop a project methodology and coordinate the efforts of the 43 City agencies. The Y2K inventory and strategic planning steps conducted have identified 657 priority systems in the City. As of August 31, 1999, nearly 97 percent of the City's priority applications are compliant or retired.

- Of the total of 657 priority applications, 563 have been reported certified as Y2K compliant. Eight other applications are in the final steps of certification.
- Sixty-three applications have been retired from production, and nine additional applications will be retired from production before the end of the calendar year.
- Fourteen priority applications are in the final phases of remediation or development. These applications will be completed by October 1999. The remaining applications are systems that have been developed to assist agencies in their day-to-day management and do not have any direct impact on service delivery to the public.

Highlights of selected agencies' Y2K projects appear below:

- All of the Department of Finance's (DOF) systems have been certified as Y2K compliant. DOF has been a leader in its Y2K efforts, and on many occasions the Year 2000 Project Office consulted with the Department to identify best practices and benchmark other City efforts.
- The Department of Information Technology and Telecommunications (DoITT) has completed all of the necessary upgrades to make the data center at 11 Metrotech Y2K compliant, and all of DoITT's internal applications are 100 percent compliant. DoITT has also completed all upgrades to make the data and voice communication networks Y2K compliant. As part of its Y2K activities, DoITT completed two planned mainframe upgrades providing 25 percent more processing power and the capacity necessary for client agencies to remediate and test their applications for Y2K compliance.
- The Department of Sanitation has reviewed all of its equipment and has determined that the Y2K date change will not impact its ability to continue refuse collection and snow removal operations. All priority applications that Sanitation operates have been certified as Y2K compliant.

SPECIAL FOCUS – PREPARING FOR THE YEAR 2000

- The Department of Transportation (DOT) has successfully completed the necessary work to make all of its priority applications Y2K compliant. An outside consultant has also assessed DOT's automated traffic management system, which has been tested on three separate weekends over the past year. These tests included rolling the clock forward and allowing the system to continue to operate for a 72-hour period, and restarting the system after the dates have been set to January 1, 2000. Based on these successful tests, DOT has certified the traffic signal system as Y2K compliant.
- The Department of Environmental Protection is nearly 96 percent complete with all of its priority systems. The Department has completed an extensive review of its water supply and waste water systems and is in the process of replacing or upgrading process controllers or devices that may be impacted by the Y2K date change. All the necessary work will be completed well before the end of the calendar year. According to the Department, New York City's water and sewer distribution systems are not heavily automated and Y2K issues have minimal impact regarding the provision of services after December 31, 1999.
- Work on the Fire Department's two most critical systems, the Fire and EMS dispatch systems, has been completed; all of the Department's priority systems have been certified Y2K compliant. The Department has also assessed its medical and fire fighting equipment for potential Y2K impact and has determined that they will be able to continue to operate this equipment without interruption.
- Nearly 94 percent of the Police Department's priority applications have been certified as Y2K compliant. Two systems are in the process of completing remediation, development or testing. These systems are the On-line Transit Police System and the Automated Roll Call System. The Department expects this work to be completed in September 1999. The Department has been working closely with staff from Bell Atlantic to test the City's 911 system and has reported that the system is Y2K compliant. The Department's most critical system, the Special Police Radio Inquiry Network Terminal (SPRINT), the dispatch system for E-911, has been upgraded and returned to production as Y2K compliant.

In final phase of the City's Year 2000 efforts, the Year 2000 Project Office is overseeing the implementation of, tracking of, and reporting on, the status of approved Year 2000 projects and strategic plans; developing a citywide public awareness campaign; and working with agencies to complete assessment and strategic planning for hardware/software, facility, and telephone systems. Highlights of some of these efforts include:

- The City has contracted with two prominent firms to conduct independent assessments on agency Y2K activities. One firm is conducting independent assessments of mayoral agencies' Y2K remediation projects. This is an assessment of processes and products as measured against a uniform set of Y2K remediation standards, criteria, and processes as set forth by City of New York, federal, and industry best practices. This effort will provide the City with information on projects that adhere to established remediation and testing procedures, methods, and standards and help it to identify risk mitigation measures. The other firm is conducting similar reviews for the New York City Housing Authority, the Health and Hospitals Corporation, the Board of Education and the Board of Elections.
- In the area of public awareness, the Year 2000 Project Office launched its Y2K home page on NYC LINK, the City's official web site (www.ci.nyc.ny.us/html/y2k). Visitors to the Y2K home page can learn more about the City's Y2K efforts and read frequently asked questions about the City's Y2K efforts and the continuation of City services.
- The Project Office and the Mayor's Office of Emergency Management have developed a brochure, "Prepared to Meet the Challenges of Y2K," which provides the public with information on how to personally prepare for the Y2K date change.

SPECIAL FOCUS – PREPARING FOR THE YEAR 2000

- The Year 2000 Project Office has also developed “Getting the Facts about NYC Y2K,” a palm card that provides information on the City’s Y2K project and key services.
- The City, in cooperation with the President’s Council on Year 2000 Conversion and a local not-for-profit organization, hosted a Y2K Community Conversation on September 8th at John Jay College. The event provided local residents with the opportunity to communicate their concerns or questions to City officials and representatives from the federal and State governments, local utilities, the New York and New Jersey Port Authority, and the banking and financial industries. Other events are planned for Brooklyn, Bronx, Queens, and Staten Island.

CONTINGENCY PLANNING

The Mayor’s Office of Emergency Management (OEM) has been directed to ensure that City government and its essential services will continue to operate in the face of nearly any Y2K-related problem. For more than a year, OEM has been developing contingency plans to meet this need. OEM surveyed all City agencies to identify 900 separate day-to-day business functions; each agency was then asked to identify which of these constitute mission-critical activities, and to submit to OEM by June 30, 1999 a detailed accounting of how these services would be provided in the event of a Y2K-related interruption. This analysis enabled OEM to begin locating assets and developing plans to ensure the continuation of services that must be maintained under any circumstance. Working with agency staff, OEM is now producing a comprehensive list of logistical and personnel needs to ensure each agency’s preparedness for the Year 2000.

It is important to realize that the agencies which provide critical services to the City have made ample provision to prevent Y2K interruption, and that OEM’s contingency plans reflect the wisdom of preparing for worst-case scenarios rather than the probability of services being disrupted. Some examples of the directions taken by OEM’s analysis and planning appear below:

- In the event that telephones do not operate, or that the 911 system is disabled in any way, the uniformed services including the Police Department, Fire Department, and Emergency Medical Service will take to the streets to maximize their visibility. Uniformed crews will be placed throughout the City and will be prepared to respond to emergencies.
- The Department of Transportation has prepared a comprehensive contingency plan to ensure that traffic lights and street lights will continue to operate. If an unforeseen interruption occurs, OEM and the Department are prepared to ensure the safe flow of traffic for as long as the problem may last.
- The Department of Sanitation will be prepared for contingencies including snow removal. Most of the Department’s equipment is free from possible Y2K problems, and refuse collection will not be affected.

OEM is also working with the major utilities to ensure that contingency plans are in place. Consolidated Edison will operate as usual through the advent of the Year 2000. The security of the City’s electrical power supply is not heavily dependent on computers, and winter represents the period of lowest demand. Bell Atlantic is also prepared to ensure the City that there will be no interruption in service; in addition, the communication needs of critical City agencies will be backed up by a radio network that will operate independent of any utility failure.

OEM has designated sites around the City as possible Y2K shelters should it be necessary to relocate significant numbers of residents due to an isolated power failure; the shelters will be provided with stand-alone power and other supplies. As a precautionary measure, OEM’s Emergency Operations Center will be in operation for several days before and after the year’s end.

SPECIAL FOCUS – PREPARING FOR THE YEAR 2000

Given the low probability of grave interruptions of service, perhaps the most important element in the City's contingency planning will be the establishment of a Y2K hotline to answer the public's questions regarding the readiness of City services. The hotline will be operational before the end of September 1999. In addition, the Board of Education has agreed to distribute more than one million informational brochures about Y2K preparedness to the parents of children attending the public schools.

NYC 2000

NYC 2000, the official New York City Millennium Committee, was established by Mayor Giuliani to ensure that the City's millennium celebrations befit the City's status as the world's financial and cultural center. Comprised of business and community leaders, NYC 2000 will showcase the best New York City has to offer before an international audience on New Year's Eve 2000 and beyond. Serving as the umbrella organization for all the City's millennium-related events, the committee will work in cooperation with government agencies, not-for-profit organizations, and businesses to raise funds for the purpose of planning and promoting a wide range of events. NYC 2000 will:

- promote historical, cultural, educational and civic initiatives throughout 1999 and 2000 that celebrate life in New York City from diverse perspectives.
- serve as the primary fundraising organization for New York City millennium-related projects.
- work in conjunction with private and public organizations in developing millennium-related events and linking organizations with similar interests.
- maintain a master itinerary of all New York City millennium-related events and publicize these events through media outlets and the Internet, including NYC 2000's official web site, nycmillennium.org.
- coordinate the planning of all New Year's Eve celebrations, including the traditional event in Times Square.

NYC 2000's events began in September 1999 with a free, unique fashion show featuring original millennial designs from 90 of the world's most renowned designers, debuting on an outdoor runway in Times Square. The designs will be worn by top models and celebrities, and will be the only showing of these one-of-a-kind creations. All designs will be auctioned off at a later date, with proceeds going towards New York City Public Schools through the Center for Arts Education/The Annenberg Challenge for Arts Education.

Other NYC 2000 events in 1999 include a 100 Days Out to New Years Eve free concert in Central Park with the New York Pops and a grand opening ceremony for City Hall Park. The final NYC 2000 event of 1999 is a special "First Night" celebration for all five boroughs featuring inexpensive, family-oriented fun and activities all day on December 31, 1999. Throughout the Year 2000, NYC 2000 will showcase many of New York's industries through various initiatives and celebrations throughout the city. NYC 2000 events are open to the public and celebrate New York City as the millennium capital of the world.

AGENCY ACHIEVEMENTS BY BOROUGH

This section reviews City agencies' achievements in each of the five boroughs during the period from July 1998 through June 1999. While not all agency achievements can be included, the items listed below represent important indicators that are generally requested at the borough level, as well as the status of agency projects of importance to residents.

THE BRONX

Public Safety

- Major felony crimes declined by 53.8 percent from January-June 1993 to January-June 1999, and by 8.9 percent from January-June 1998 to January-June 1999. Over the past six years, felonies have declined in every Bronx police precinct.
- At the end of June 1999 the New York City Police Department (NYPD) had established narcotics initiatives in eight Bronx precincts. The Department's narcotics initiative in the Central Bronx began in Fiscal 1999. As part of the South Bronx narcotics initiative, police made 9,281 drug arrests in Fiscal 1999, 31 percent more than the previous year.
- The Police Department installed 71 closed circuit television (CCTV) cameras in the Bronx River Houses. The introduction of CCTV in public housing developments has produced crime reductions greater than the citywide average.
- Model Domestic Violence Teams were established in the 43rd and 44th Precincts to improve domestic violence-related investigations, increase arrests, and enhance support services for victims. Each team consists of one sergeant, eight police officers, and two civilians. In Fiscal 1999 domestic violence police teams in these precincts made 344 domestic violence arrests, an annual increase of 287 percent, while domestic violence felony assaults fell by six percent.
- Fire unit response time to all emergencies in the Bronx averaged 5 minutes in Fiscal 1999, 5 seconds faster than in Fiscal 1998. Response time to structural fires was 4 minutes 21 seconds, the same as the previous year; fire unit response time to medical emergencies was 4 minutes 46 seconds, a reduction of 19 seconds; and response time to nonfire emergencies was 5 minutes 32 seconds, a reduction of 2 seconds.
- EMS ambulance response time to life-threatening medical emergencies was 7 minutes 53 seconds, 21 seconds lower than the previous year; the combined average response time of fire and ambulance units to these emergencies was 6 minutes 54 seconds, a reduction of 19 seconds.
- Construction has begun on a new firehouse for Engine Company 75 in the Bronx, with completion expected during the fall of 2000. The City will also renovate firehouses for Engine Companies 73 and 93, with construction scheduled to begin during Calendar 2000. The Department of Design and Construction (DDC) completed work for the Highbridge EMS station in November 1998. Construction of the ambulance support station in Melrose has also been completed; the station will open during Fall 1999.
- The Department of Juvenile Justice expanded the Reduce Children's Violence program to the 43rd Precinct in Soundview. The program targets youth in public housing who have had contact, not resulting in arrest, with the police.

AGENCY ACHIEVEMENTS BY BOROUGH

Infrastructure and Community Services

- In Fiscal 1999 the Department of Transportation (DOT) maintained 89.8 percent of Bronx streets with a good pavement rating, compared with 83.6 percent in Fiscal 1998.
- DOT continues engineering and design improvements at high pedestrian accident locations around the City. Major safety improvements are being installed on a section of the Grand Concourse in the Bronx.
- Ferry service to Yankee Stadium expanded during the 1999 baseball season. Service is now offered from the South Street Seaport, East 34th Street, East 90th Street, and St. George Terminal in Staten Island, as well as Weehawken, Bayonne, and Highlands in New Jersey. In Fiscal 1999 DOT began operating a pedestrian rail crossing at the Oak Point Link of the Yankee Stadium ferry landing. With assistance from Department of Business Services personnel, DOT now patrols the freight rail crossing at Oak Point to ensure the safety of ferry passengers.
- The Department of Environmental Protection (DEP) is remediating the former Sanitation landfill at Pelham Bay. Soil replacement and reseeding of the area will begin in Fall 1999.
- The Department of Design and Construction (DDC) constructed storm and sanitary sewers on Sutherland and Kilroe Streets during Fiscal 1999.
- The Department of Housing Preservation and Development (HPD) and the Police Department are implementing the Safe at Home program on designated blocks surrounding the Boston Road corridor in the South Bronx. The program helps fight crime by developing new housing opportunities and addressing the many environmental factors that encourage crime.
- As part of HPD's ANCHOR/Partnership Plaza Retail Demonstration Project, construction began in June 1999 on a new 10,000 square foot commercial development at Southern Boulevard and 176th Street in the South Bronx. The project will bring a new Social Security Administration office to the neighborhood to serve over 50,000 clients each year. Completion is scheduled for early Calendar 2000.
- In Fiscal 1999 the New York City Housing Authority (NYCHA) began to serve third grade children at the Melrose Houses in the South Bronx through the I Have a Dream program. A collaboration between NYCHA and private and not-for-profit organizations, the program provides educational, social, and cultural opportunities.
- Neighborhoods targeted for intensive graffiti cleanup by the Mayor's Anti-Graffiti Task Force during 1999 included Soundview and Hunts Point. Participants in the Human Resources Administration's Work Experience Program also performed graffiti cleanup work in the Hub/Third Avenue section of the South Bronx.
- The percent of acceptably clean Bronx streets increased to 84.2 percent in Fiscal 1999, compared with 80.9 percent the previous year and 77.9 percent in Fiscal 1997. This is the highest borough rating since surveys began in 1974. None of the Bronx's Sanitation sections were rated less than 67 percent acceptably clean.
- The Department of Sanitation continues the implementation of weekly recycling pickups citywide. One Bronx Sanitation District began weekly recycling in Fiscal 1999, and ten additional Districts will begin by October 1999.
- In Fiscal 1999 DPR expanded Bronx parkland by 43.7 acres, including a 31.1 acre addition to Soundview Park. Since Fiscal 1994 Bronx parkland has expanded by 91.5 acres.

AGENCY ACHIEVEMENTS BY BOROUGH

- Partnerships for Parks, begun in 1995, is a joint initiative of the City Parks Foundation and DPR to foster community stewardship of and involvement in City parks through volunteer efforts and special events. In Fiscal 1999 Partnerships for Parks continued to coordinate the Bronx River Corridor Project, which began in Fall 1997 with a \$182,000 grant from the federal Urban Resources Partnership. The grant, which expires in Fall 2000, has been used to educate riverside communities about the Bronx River and to fund community-led clean-up efforts such as the Spring 1999 River Blockage Removal Project. In coordinating the overall Bronx River Corridor Project, Partnerships has worked with many community groups and over ten agencies at the City, State and federal levels.
- DPR will open a new computer resource center in the Bronx in Fiscal 2000. Activities will include classes and workshops for both adults and children.
- The New York Public Library's Adopt-a-Branch program combines private donations with City funds to support urgently needed branch renovations. Construction at the Mott Haven branch will be complete by Spring 2000. Renovation and refurbishment is also taking place at the High Bridge branch library. The Francis Martin and Wakefield Centers for Reading and Writing were renovated during Fiscal 1999; these centers are part of the Library's adult literacy program.
- The Department of Cultural Affairs (DCLA) funds capital work for the City's cultural institutions. Fiscal 1999 saw completion of the Congo Gorilla Forest, a major new attraction of the International Wildlife Conservation Park/Bronx Zoo. Projects now being planned or under way include construction of a new Visitors Center at Wave Hill in the Riverdale section, and museum building restoration at the New York Botanical Garden Museum.

Economic Development Services

- In Fiscal 1999 the City renewed its contract with the White Plains Road Business Improvement District (BID). A constituent survey completed in March 1999 showed a high level of awareness and satisfaction with BID services on the part of owners and merchants.
- The Department of Business Services (DBS) works with City agencies including the Economic Development Corporation and the Department of Investigation to keep the City's wholesale markets free of organized crime. After an extensive review and investigation process, DBS has re-registered 51 wholesalers at the Hunts Point Market. As a result of these efforts, during Fiscal 1999 rent revenues from the Hunts Point Market increased by over 3 percent to \$3.32 million, compared to \$3.20 million during Fiscal 1998. The Economic Development Corporation (EDC) finalized design and engineering work for the Hunts Point Meat Market expansion in May 1999, and received construction bids in August 1999. In addition, EDC and a private produce cooperative signed a funding agreement in July 1999 to make comprehensive improvements to the Hunts Point Produce Market.
- In August 1997 EDC designated two local developers for national and neighborhood retail establishments at three sites in the Morrisania section of the Bronx. It expects to close these property sales by the second quarter of Fiscal 2000. These projects will include approximately 98,000 square feet of retail and residential space and generate approximately 50 construction jobs and 200 permanent jobs.

AGENCY ACHIEVEMENTS BY BOROUGH

Health and Human Services

- The infant mortality rate in the Bronx fell to 6.3 deaths per 1,000 live births in Calendar 1998, compared with 7.9 the previous year and 10.2 in 1993.
- The number of new AIDS cases reported in the Bronx in Calendar 1998 fell to 1,931, compared with 2,137 in 1997 and 2,934 in 1993.
- Inspections and exterminations have been completed in 16 of the 15-block Bronx target areas for the City's Comprehensive Pest Control Initiative. Inspections and extermination work are ongoing in three additional areas in the Bronx and will be completed by the end of December 1999.
- The City continues its Childhood Asthma Initiative, a major effort to reduce childhood sickness and death from asthma. As part of the Hunts Point Childhood Health Promotion Initiative, during Fiscal 1999 the Department of Health (DOH) formed asthma committees at three public elementary schools. Outreach and education activities undertaken by the committees reached approximately 2,500 children, 300 teachers and school personnel, and 500 parents.
- In Spring 1999 the Health and Hospitals Corporation's (HHC) North Central Bronx Hospital and Jacobi Medical Center opened the Growth and Recovery project, which offers integrated psychiatric services and primary care for patients with alcohol and drug use problems. The availability of psychiatric services within the primary care clinic helps bridge the gap for patients requiring follow-up treatment for alcohol and drug addiction. The program offers coordination of care, psychiatric assessment, counseling, peer support, detoxification, acupuncture, and vocational training.
- In February 1999 HHC and an insurance provider launched the Small Business Health Insurance (SBHI) Demonstration Project, which makes available a low cost, comprehensive health insurance product to small businesses located in parts of Manhattan, the South Bronx, and North Brooklyn.
- Renovation of North Central Bronx Hospital's birthing center and maternity ward began in March 1999, with completion expected by February 2000. Renovation work at the Morrisania Tuberculosis Clinic was completed in Fiscal 1999. Construction began on the second phase of the Communi-Care Renovation project at the Tremont Health Center.
- Three Human Resources Administration (HRA) income support centers – the Concourse, Crotona, and Bergen Centers – have been converted to Job Centers, providing an array of coordinated services to help public assistance applicants and recipients move toward self-sufficiency. The number of public assistance recipients in the Bronx declined from approximately 237,000 in Fiscal 1998 to 216,100 at the end of Fiscal 1999. The number of food stamp recipients (including non-public assistance recipients) declined slightly, reaching 263,400 at the end of Fiscal 1999.
- The Administration for Children's Services (ACS) selected the Bronx as the first borough for introduction of a neighborhood-based services approach affecting all aspects of child protective and preventive care. In February 1999 ACS announced selection of 35 providers in the Bronx; the selected agencies began providing general preventive services, family rehabilitative programs, foster boarding home services, homemaking, and respite care in July 1999.
- Construction of a new playground for the Iola S. Jordan Daycare Center in the Bronx was completed in October 1998.

AGENCY ACHIEVEMENTS BY BOROUGH

- The Department of Employment (DOE) manages the Opportunity Areas for Out-of-School Youth project with federal funding. Since its inception in January 1998 the program has enrolled 344 and placed 99 out-of-school unemployed youth from the South Bronx in job readiness training. Based on an excellent performance rating from the federal government, the program grant has been extended through June 2000.
- From October 1998 through September 1999 the School Construction Authority (SCA) created 5,801 new student seats, five new schools, and one modular annex in the Bronx.

Regulatory and Administrative Services

- The Department of Finance (DOF) is proceeding with plans for the establishment of a Bronx business center, allowing consolidation of payment and applications at one location. Adjudication of red light traffic summonses will begin in the Bronx Parking Violations Help Center in September 1999.
- In August 1999, after completion of an environmental review, the City Planning Commission certified a rezoning proposal for Bruckner Boulevard, changing an automotive zone to a residential district, allowing existing residential development to expand, and permitting new residential and commercial development on underused and vacant land.

BROOKLYN

Public Safety

- Major felony crimes declined by 52.7 percent from January-June 1993 to January-June 1999, and by 6.5 percent from January-June 1998 to January-June 1999. Over the past six years, felonies have declined in every Brooklyn police precinct.
- At the end of June 1999 the New York City Police Department (NYPD) had established narcotics initiatives in 15 Brooklyn precincts. The Department's narcotics initiative in Brooklyn South began in Fiscal 1999. As part of the Brooklyn North initiative, police made 12,463 drug arrests in Fiscal 1999.
- With the installation of 100 closed-circuit television cameras, the CCTV system at the Albany Houses in Brooklyn is now fully operational. The introduction of CCTV in public housing developments has produced crime reductions greater than the citywide average; major felonies in the Albany Houses declined by 15 percent from the first six months of Calendar 1998 to the same months of 1999, compared with a 10 percent reduction citywide and a 14 percent reduction for all public housing developments.
- In cooperation with the Kings County District Attorney's Office, NYPD conducted a gun amnesty buy-back pilot in Brooklyn from June 10 through July 11, 1999. A total of 659 firearms were surrendered for cash reward during the 32-day pilot. The Department expanded the pilot citywide from July 15 through August 15, 1999. A total of 1,797 firearms were surrendered during the expanded pilot.
- The NYPD Child Abuse Squad, located at the Brooklyn Child Advocacy Center, investigated 1,786 cases in Fiscal 1999, compared to 2,006 investigations the previous year. The investigations resulted in 318 arrests in Fiscal 1999, an increase of four percent.

AGENCY ACHIEVEMENTS BY BOROUGH

- In Fiscal 1999 NYPD developed special response protocols for the Juris Monitor program in Brooklyn, which was established by the Department of Probation and the Kings County District Attorney's Office to protect domestic violence victims and deter further violence. Each domestic violence offender in the program will be fitted with an electronic-monitoring ankle bracelet. A monitor linked to the ankle bracelet will be placed in the home of the victim. If the offender comes within a pre-determined distance of the victim's home, an alarm within the home is set off and NYPD is notified.
- Fire unit response time to all emergencies in Brooklyn averaged 4 minutes 22 seconds in Fiscal 1999, 12 seconds faster than in Fiscal 1998. Response time to structural fires was 3 minutes 53 seconds, 4 seconds below the previous year; fire unit response time to medical emergencies was 4 minutes 14 seconds, a reduction of 28 seconds; response time to nonstructural fires averaged 4 minutes 18 seconds, a reduction of 7 seconds; and response time to nonfire emergencies was 4 minutes 48 seconds, a reduction of 7 seconds.
- EMS ambulance response time to life-threatening medical emergencies was 7 minutes 52 seconds, 8 seconds lower than the previous year; the combined average response time of fire and ambulance units to these emergencies was 6 minutes 39 seconds, a reduction of 5 seconds.
- A new ambulance station at Woodhull Hospital in Brooklyn finished construction and was opened in August 1999. The Brownsville EMS station was completed in November 1998. In addition, firehouse renovation is planned for Engine Company 210 in Brooklyn.
- Since September 1998, community service workers supervised by the Department of Probation cleaned and revitalized over 15,000 square feet of land in Brooklyn, creating a community garden, and assisted in community outreach projects as part of the Weed and Seed program. Weed and Seed is a community-based multi-agency effort, led by the Bronx and Kings County District Attorney's Offices, designed to reduce crime and promote community revitalization.
- The Department of Juvenile Justice expanded the Reduce Children's Violence program to the 73rd Precinct in Brownsville. The program targets youth in public housing who have had contact, not resulting in arrest, with the police.

Infrastructure and Community Services

- In Fiscal 1999 the Department of Transportation (DOT) completed 22,339 pothole repairs in Brooklyn, 49 percent more than the previous year, and resurfaced 187.6 lane miles of streets, an increase of 2.5 percent. DOT maintained 83.8 percent of Brooklyn streets with a good pavement rating, compared with 81.3 percent in Fiscal 1998.
- DOT continues engineering and design improvements at high pedestrian accident locations around the City. Major safety improvements are being installed at Eastern Parkway in Brooklyn.
- Work on the Brooklyn and Queens portions of City Tunnel No. 3, a major expansion of the City's water supply system, continued in Fiscal 1999. All contracted services on the Brooklyn portion of Tunnel No. 3 are scheduled for completion at the end of October 1999.
- The Department of Environmental Protection (DEP) is awaiting State approval of environmental remediation plans for the former Pennsylvania Avenue and Fountain Avenue landfills. Once community review is completed, construction work at both sites should begin late in Calendar 2000.

AGENCY ACHIEVEMENTS BY BOROUGH

- In Fiscal 1998 the Department of Design and Construction (DDC) removed unneeded fire hydrants in Brooklyn, making possible the creation of 35 new metered parking spaces in Coney Island and 97 new metered spaces in downtown Brooklyn.
- The Department of Housing Preservation and Development (HPD) and the Police Department are implementing the Safe at Home program on designated blocks surrounding the Fulton Street and Nostrand Avenue intersection in Bedford-Stuyvesant. The program helps fight crime by developing new housing opportunities and addressing the many environmental factors that encourage crime.
- The first retail project as part of HPD's ANCHOR/Partnership Plaza Retail Demonstration Project, at Fulton Street and Ralph Avenue, was completed in Fiscal 1999. Stores in this 19,000 square foot project opened for business in June 1999, bringing new shopping opportunities and more than 50 permanent jobs to the area. The project includes two national retailers and two stores operated by a local entrepreneur. Construction at the first Coney Island ANCHOR site is scheduled to begin in Fiscal 2001; the project will include 16 residential units and 8,000 square feet of retail space.
- Neighborhoods targeted for intensive graffiti cleanup by the Mayor's Anti-Graffiti Task Force during 1999 included the Bushwick and Sunset Park sections of Brooklyn. Participants in the Human Resources Administration's Work Experience Program also performed graffiti cleanup work near Pitkin Avenue, Church Avenue in Flatbush, and Bushwick.
- The percent of acceptably clean Brooklyn streets increased to 82.2 percent in Fiscal 1999, compared with 80.1 percent the previous year and 77.1 percent in Fiscal 1997. This is the highest borough rating since surveys began in 1974. None of Brooklyn's Sanitation sections were rated less than 67 percent acceptably clean.
- The Department of Sanitation (DOS) continues the implementation of weekly recycling pickups citywide. As of the end of Fiscal 1999 all Brooklyn Sanitation Districts received weekly recycling pickups. The Department also plans to deploy 100 additional dual-bin recycling collection trucks in Staten Island and Brooklyn; these vehicles increase collection efficiency by 20 percent.
- In May 1999 DOS's program to remove chloro-fluoro carbons (CFC) from air conditioners and appliances before disposal was expanded to Brooklyn. Residents in all five boroughs must now schedule an appointment for CFC removal through the Sanitation Action Center before disposal, or take any appliances containing CFC to one of the four DOS self-help centers.
- Department of Parks and Recreation (DPR) ratings of the cleanliness of small parks and playgrounds in Brooklyn remained at 95 percent acceptably clean in Fiscal 1998 and 1999. This is the highest level since ratings began in Spring 1992.
- In Fiscal 1999 DPR expanded Brooklyn parkland by 4.9 acres. Since Fiscal 1994 Brooklyn Parkland has grown by 250.5 acres.
- In Fiscal 1999 DPR completed renovation of the Sunset Park Pool, including parapet and roof improvements. In addition, the Department's Urban Park Rangers will open a new nature center in Brooklyn in Fiscal 2000.
- The Brooklyn Public Library (BPL) increased its hours of service during Fiscal 1999. Each branch is now open for a full day of service on Saturday and an average of 41.8 hours per week. The Central Library is now open at 9:00 a.m. every day except Sunday.

AGENCY ACHIEVEMENTS BY BOROUGH

- In April 1999, BPL opened a Family Reading Center for visiting children in the Brooklyn House of Detention. The room, staffed with BPL personnel, is brightly painted and equipped with child-size furniture, toys, books, and computers with educational software. Patrons may browse 800 print and non-print materials and obtain information about how to get a library card; they are encouraged to visit their local branch library.
- The 1999 Summer Reading program "Celebrate! Read!," part of a statewide effort to encourage youngsters to read throughout the year, was offered in all three library systems. In Brooklyn, the program served over 10,000 children. This summer's program provided increased literacy-based programming throughout the branches.
- In Fall 1998 BPL began a major capital project that will renovate and expand the Children's and Young Adult's Services area at its Central Library. As of the end of Fiscal 1999, BPL had raised \$1.7 million for the renovation, surpassing its original goal of \$1 million. The new Youth Wing will encompass approximately 10,500 square feet and will include preschooler and storytelling areas, a children's reference and reading room, a young adult reference and reading room, and a technology loft with over 30 computer workstations. The new Youth Wing is expected to open in early Calendar 2000.
- In September 1999 the Department of Design and Construction (DDC) completed the renovation of the Kings Bay Library in Brooklyn. Plans are underway for construction of the new \$3.4 million Kensington Branch Library, which will be the second New York City library branch featuring high-performance design.
- Among cultural institutions, construction work was completed in Fiscal 1999 for an addition to the Brooklyn Botanic Garden's Children's House. Renovation and reconstruction are underway for the Lepercq Space at the Brooklyn Academy of Music, and for the Discovery Cove addition at the New York Aquarium in Coney Island. Reconstruction work is being planned for the Brooklyn Children's Museum.

Economic Development Services

- In Fiscal 1999 the city renewed its contract with the Kings Highway Business Improvement District (BID). A constituent survey completed in March 1999 showed a high level of awareness and satisfaction with BID services on the part of owners and merchants.
- Since its designation in June 1998 as the City's ninth Economic Development Zone (EDZ), 29 companies in the North Brooklyn/Brooklyn Navy Yard EDZ have been certified by the State, with another 15 firms under review. As of June 30, 1999, 569 companies were eligible for EDZ benefits. The EDZ program provides tax incentives for employers who provide jobs in EDZ areas.
- The Economic Development Corporation (EDC) works with the Department of Business Services and the Department of Investigation to reform and improve the City's wholesale food markets. Installation of the Brooklyn Wholesale Meat Market's new refrigeration system was completed in June 1999.
- The proposed Mets minor league stadium, located at Steeplechase Park in Brooklyn, is scheduled to open in June 2001. The Corporation anticipates receiving certification for the Draft Environmental Impact Statement (DEIS) in Fall 1999. It will then begin the public approval process for DEIS, the required Uniform Land Use Review Procedure, and the stadium concession agreement.

AGENCY ACHIEVEMENTS BY BOROUGH

- In connection with its Strategic Plan For The Redevelopment Of The Port Of New York study, in February 1999 EDC identified an auto marine terminal and regional distribution center for the first stage of maritime development in Sunset Park, Brooklyn. The Corporation is also applying for State Environmental Protection Fund monies to plan and design a waterfront recreation area in Sunset Park.
- EDC is currently improving the Red Hook Container Terminal in Brooklyn. Enhancements include the purchase of new crane equipment to assist containerized operations; the negotiations for the construction of a cocoa plant; and the planning of a new rail float bridge, which will reestablish rail service to Red Hook and the surrounding businesses.
- In June 1999 the City reached agreement with a short-line railway company that will reactivate the 65th Street Rail Yard in Bay Ridge, Brooklyn. The rail yard will be operated as an intermodal truck-to-rail transfer facility to serve shippers of building supplies, construction materials, plastic components, and food products. The Bay Ridge Line links the yard and the Brooklyn waterfront with the national rail network at Fresh Pond Junction in Queens.
- In Fiscal 2000 the City will sign a long-term lease to redevelop the 70-year old Loews King Theater located on Flatbush Avenue between Tilden Avenue and Duryea Place in Brooklyn. In March 1999 EDC announced that a nationally-recognized movie chain will be renovating the theater into a 12-screen multiplex, creating 100 full and part-time jobs and 175 construction jobs.
- EDC released a Request for Proposals (RFP) in October 1998 seeking developers for 10 sites within the 40-block East New York In-Place Industrial Park in Brooklyn. Currently the area is home to over 70 manufacturing companies. Respondents have included textile, construction, and distribution companies, and automotive parts manufacturers. A subsequent RFP was issued in June 1999 for the remaining 17 industrial sites, with proposals due at the end of September 1999.

Health and Human Services

- The infant mortality rate in Brooklyn fell to 7.5 deaths per 1,000 live births in Calendar 1998, compared with 8.6 the previous year and 10.6 in 1993.
- The number of new AIDS cases reported in Brooklyn in Calendar 1998 fell to 1,958, compared with 2,326 in 1997 and 3,970 in 1993.
- Inspections and exterminations have been completed in 15 of the 15-block Brooklyn target areas for the City's Comprehensive Pest Control Initiative. Inspections and extermination work are ongoing in 11 additional areas in Brooklyn and will be completed by the end of December 1999.
- The City continues its Childhood Asthma Initiative, a major effort to reduce childhood sickness and death from asthma. In Fiscal 1999 DOH contracted with several community-based organizations citywide to provide asthma education and case management. In Fiscal 1999 four asthma programs became operational in Brooklyn, and another contract will begin in November 1999. In Fiscal 1999 the Health and Hospitals Corporation's (HHC) North Brooklyn Health Network began a school-based initiative with six schools to provide asthma education to students, parents and teachers; provide primary care medical evaluation of asthmatics; and offer ongoing asthma monitoring. The Network plans to expand the initiative to four more schools in Fiscal 2000.
- In February 1999 HHC and an insurance provider launched the Small Business Health Insurance (SBHI) Demonstration Project, which makes available a low cost, comprehensive health insurance product to small businesses located in parts of Manhattan, the South Bronx, and North Brooklyn.

AGENCY ACHIEVEMENTS BY BOROUGH

- In Fiscal 1999 the North Brooklyn Health Network created a telephone nurse triage service to link patients to primary care and reduce inappropriate emergency room use. Specially trained nurses follow computerized protocols to assess the medical condition of callers and provide medical advice; the service is available 24 hours a day, seven days a week. When necessary, callers are directed to the nearest emergency room or to the Network's automated appointment system, through which they can make a clinic appointment for follow-up care.
- Renovation of the Brownsville Health center began in Fiscal 1999. Renovation and construction of a nursing station and two birthing rooms at Coney Island Hospital will begin in November 1999. In addition, renovation of the Center for Animal Care and Control's Brooklyn shelter was completed in July 1999.
- Five Human Resources Administration (HRA) income support centers have now been converted to Job Centers – the Bushwick, De Kalb, Linden, Greenwood, and Bay Ridge Centers -- providing an array of coordinated services to help public assistance applicants and recipients move toward self-sufficiency. The number of public assistance recipients in Brooklyn declined from approximately 273,800 in Fiscal 1998 to 239,700 at the end of Fiscal 1999. The number of food stamp recipients (including non-public assistance recipients) declined from 408,400 to 387,000 over this period.
- The School Construction Authority created 3,269 new student seats and one new school in Brooklyn during the period October 1998 through September 1999.
- In September 1998 the Department of Design and Construction (DDC) completed the first phase of an \$18 million major modernization at Intermediate School 394 in Brooklyn. The work completed, which allowed for partial re-occupation of the school building, included asbestos abatement, masonry restoration, new roofing, and window replacement. In addition to work typical on a school renovation project, DDC completed upgrades to electrical, plumbing, heating, and ventilating systems; replacement of interior doors and transoms; and installation of new corridor and classroom flooring and finishing. The second phase of this project focused on areas of the school that were unoccupied during the 1998-1999 school year. Work completed in September 1999 consisted of window replacements and interior rehabilitation including new science labs.
- Construction at the Second Street Day Care Center in Brooklyn is scheduled for completion in January 2000.

Regulatory and Administrative Services

- The Department of Finance (DOF) is proceeding with plans to open its Brooklyn business center, which will consolidate payment and application functions within one site. The center, located in the Brooklyn Municipal Building, will undergo renovations before opening.
- The number of illegal conversion violations issued in Brooklyn by Department of Buildings inspectors rose from 526 in Fiscal 1998 to 598 in Fiscal 1999. By the end of Fiscal 1999, DOB had assigned 18 inspectors and 6 support staffers to its Quality of Life Team, which is responsible for inspecting potentially illegal subdivisions of one-, two-, and three-family homes. As a result of an increase in illegal conversion complaints in Brooklyn, the Department has recently broadened the Team's efforts by responding to these types of complaints in that borough, as well as in Queens.
- In February 1999 the City Council approved a rezoning proposal for an underused industrial area along Kent Avenue, expanding opportunities for new residential development in the area.

AGENCY ACHIEVEMENTS BY BOROUGH

MANHATTAN

Public Safety

- Major felony crimes declined by 53.8 percent from January-June 1993 to January-June 1999, and by 9.6 percent from January-June 1998 to January-June 1999. Over the past six years, felonies have declined in every Manhattan police precinct.
- The Northern Manhattan Initiative, launched in Fiscal 1997, pioneered the concept of concentrating anti-drug efforts on precincts with severe narcotics problems. At the end of June 1999 the New York City Police Department (NYPD) had established narcotics initiatives in seven Manhattan precincts. The Department's narcotics initiative in East Harlem began in Fiscal 1999. As part of the Northern Manhattan narcotics initiative, police made 9,134 drug arrests in Fiscal 1999, 15 percent more than the previous year. Officers assigned to the Central Harlem narcotics initiative made 7,053 drug arrests.
- The introduction of closed-circuit television (CCTV) cameras in public housing developments has produced crime reductions greater than the citywide average. In the first half of Fiscal 1999 the Department completed installation of 105 CCTV cameras in the Grant Houses in Manhattan. From January-June 1998 to January-June 1999, major felony crimes at the Grant Houses fell by 26 percent, compared with a 10 percent reduction citywide and a 14 percent reduction for all public housing developments. NYPD has also installed 13 CCTV cameras in Washington Square Park to deter drug activity.
- In Fiscal 1999 NYPD coordinated seven Operation Safe Taxi initiatives in Manhattan, encouraging all police personnel to address unsafe driving offenses by medallion taxi drivers. The initiatives resulted in 8,094 summonses and 40 arrests.
- Fire unit response time to all emergencies in Manhattan averaged 4 minutes 52 seconds in Fiscal 1999, 4 seconds faster than in Fiscal 1998. Response time to structural fires was 4 minutes 14 seconds, 5 seconds below the previous year; fire unit response time to medical emergencies was 4 minutes 31 seconds, a reduction of 13 seconds; and response time to nonfire emergencies was 5 minutes 18 seconds, unchanged from the previous year.
- EMS ambulance response time to life-threatening medical emergencies was 7 minutes 8 seconds, 13 seconds lower than the previous year; the combined average response time of fire and ambulance units to these emergencies was 6 minutes 9 seconds, a reduction of 7 seconds.
- Construction began on a new ambulance support station at Harlem Hospital in Summer 1999, and is scheduled for completion by the end of Fall 2000.
- The Department of Juvenile Justice will utilize federal grant monies to open a new post-detention services office in Manhattan as part of its Aftercare program. Aftercare supports youth and families of youth released from detention.

Infrastructure and Community Services

- In Fiscal 1999 the Department of Transportation (DOT) completed nearly 14,000 pothole repairs in Manhattan, 53 percent more than the previous year. DOT maintained 72.1 percent of Manhattan streets with a good pavement rating.

AGENCY ACHIEVEMENTS BY BOROUGH

- DOT continues engineering and design improvements at high pedestrian accident locations around the City. Major safety improvements are being planned for the intersection of Park Avenue and 33rd Street.
- In Winter 1999 a report by a private consultant documented a successful test of the City's traffic and pedestrian plan for the proposed reconfiguration of Columbus Circle in Manhattan. The Departments of City Planning, Parks and Recreation, Transportation, and Design and Construction will select a consultant team for the permanent redesign of the Circle and the Columbus monument area. A design contract will be awarded by the end of Calendar 1999. The rebuilt Columbus Circle will improve traffic flow, expand public space, enhance pedestrian access, and harmonize with redevelopment planned for the Coliseum site, which will include a new concert hall for Jazz at Lincoln Center.
- DOT is also working to implement an improvement plan for Herald Square, the area surrounding the intersection of 34th Street, Avenue of the Americas, and Broadway in mid-Manhattan – one of the world's busiest shopping districts, and the site of approximately 100 million pedestrian crossings per year. The intersection of these three streets saw 71 traffic accidents during Calendar 1997. Designed to increase pedestrian safety and calm traffic without a significant impact on vehicular flow, the City's proposal would widen mid-avenue triangles (Herald and Greeley squares) to serve as pedestrian islands, extend corners, and widen sidewalks to shorten pedestrian crossing distances.
- The Department continues work to expand ferry service access around the City. Reconstruction of the Wall Street Ferry Pier is scheduled for completion in late Fall 1999. DOT is working with other City agencies to plan further capital improvements for ferry landings at East 34th Street, East 62nd Street, East 75th Street, and East 90th Street.
- In Fiscal 1999 the Department of Design and Construction (DDC) completed the Henry Hudson Parkway rehabilitation project, the reconstruction of Chatham Square, and the replacement of Wall Street area water mains.
- DDC also removed 122 high-pressure water hydrants and valves in Manhattan. The removal either creates new parking spaces or permits installation of a low-pressure hydrant. The Department continues removal of an additional 1,978 high pressure hydrants, and is surveying removal locations to determine if parking spaces can be created.
- As part of the ANCHOR/Partnership Plaza Retail Demonstration Project, in June 1999 the Department of Housing Preservation and Development (HPD) broke ground on The Renaissance, the first mixed-use ANCHOR project in Central Harlem. This development, located at Malcolm X Boulevard and West 116th Street, will include 60,000 square feet of retail space and 241 homeownership units. Tenants include a supermarket, a pharmacy, a pet store, and a women's clothing store. Construction is scheduled for completion in Fiscal 2001. Two additional mixed-use projects are slated for development in Harlem. Construction is scheduled to begin in Fiscal 2000 at Fifth Avenue and West 116th Street, and will include up to 28,000 square feet of retail space and 129 homeownership units. Construction of the other project, located at Frederick Douglass Boulevard and West 135th Street, is scheduled to start in Fiscal 2001 and will include up to 30,000 square feet of retail space and 170 homeownership units. In addition, HPD recently designated a development team for a mixed-use site located on West 145th Street between Frederick Douglass Boulevard and Bradhurst Avenue. The project will include at least 104 homeownership units and 54,000 square feet of retail space. Construction is expected to begin in Fiscal 2001.
- Neighborhoods targeted for intensive graffiti cleanup by the Mayor's Anti-Graffiti Task Force during 1999 included Harlem and the Lower East Side in Manhattan. Participants in the Human Resources Administration's Work Experience Program also performed graffiti cleanup work near Broadway in Washington Heights and in Tribeca and Chinatown.

AGENCY ACHIEVEMENTS BY BOROUGH

- The percent of acceptably clean Manhattan streets increased to 81.3 percent in Fiscal 1999, compared with 77.4 percent the previous year and 76.8 percent in Fiscal 1997. This is the highest borough rating since surveys began in 1974, and the first time the borough has been rated 80 percent acceptably clean or higher. None of Manhattan's Sanitation sections were rated less than 67 percent acceptably clean.
- The Department of Sanitation (DOS) continues the implementation of weekly recycling pickups citywide. By the end of Fiscal 1999 weekly recycling was implemented in all Manhattan Sanitation Districts.
- In Fiscal 1999 the Department of Parks and Recreation (DPR) expanded Manhattan parkland by 2.0 acres, including the 1.6 acre Washington Market Park. Since Fiscal 1994 Manhattan parkland has grown by 16.3 acres.
- In Fiscal 1999, as part of a collaborative effort with the Metropolitan Transit Authority, the Department of Transportation, the Landmarks Preservation Commission, and NYPD, DPR began renovation of City Hall Park. The renovation will include restoration of the fountain as the centerpiece of the south end plaza, installation of a perimeter fence similar to the original early nineteenth-century fence, and the completion of new seating and landscaping. Restoration is scheduled for completion in October 1999, two months ahead of its original timeframe.
- The Foley Square renovation is a reconstruction project to combine the Thomas Paine and Foley Square parks into a single unified five-acre park in the Civic Center area of Manhattan. The project, which will be completed by November 1999, involves the construction of a two-tiered plaza, an amphitheater, and a new fountain, as well as the planting of hundreds of new trees.
- In Fiscal 1999 DPR completed renovation of the J. Hood Wright Recreation Center, giving the center a library/computer room, a fitness room, and a kitchen. DPR also opened a new computer resource center in Manhattan, featuring classes and other activities for adults and children, and will open two additional centers in Fiscal 2000. In addition, the Department's Urban Park Rangers will open a new nature center in Manhattan in Fiscal 2000.
- The New York Public Library's Adopt-a-Branch program combines private donations with City funds to support urgently needed branch renovations. Construction at the Chatham Square, George Bruce, Inwood, Ottendorfer, and Muhlenberg branches in Manhattan will be complete by Spring 2000. Renovation and refurbishment is also taking place at the New Amsterdam, Cathedral, and Bloomingdale branches.
- Among cultural institutions, construction work was begun in Fiscal 1999 for renovation of the Selwyn Theater; construction of the Studio Museum of Harlem; and restoration of the facade of the American Museum of Natural History. Projects in the design phase include reconstruction at the New York Shakespeare Festival, and the new Jazz at Lincoln Center facility proposed for Columbus Circle. The first phase of exterior renovation for the Museum of the City of New York was completed in June 1999.
- As part of a public/private partnership, the City identified \$15 million for the Museum of Modern Art expansion in Fiscal 1999. The new exhibition space will enable the museum to provide all City schools with programs and tours.

AGENCY ACHIEVEMENTS BY BOROUGH

Economic Development Services

- In Fiscal 1999 the city renewed its contract with the 14th Street Business Improvement District (BID). A constituent survey completed in March 1999 showed a high level of awareness and satisfaction with BID services on the part of owners and merchants.
- The Department of Business Services (DBS) works with City agencies including the Economic Development Corporation and the Department of Investigation to keep the City's wholesale markets free of organized crime. After an extensive review and investigation process, DBS has re-registered 35 wholesalers at the Fulton Fish Market. Rent revenues from the Fulton Fish Market increased by approximately 18 percent, or by \$330,000, to \$2.12 million, compared to \$1.79 million during Fiscal 1998. During Fiscal 1999, nearly 221 million pounds of fish were sold at the Fulton Fish Market, compared to 218 million pounds in Fiscal 1998.
- During Fiscal 1999 the DBS Emergency Response Unit (ERU) provided critical assistance during crises, including the Times Square scaffolding collapse and the West 109th Street fire. The unit provides assistance to individuals and businesses affected by such incidents through timely updates on building reopenings and facilitation of the resolution of matters affecting day-to-day business operations. Additionally, after the Times Square accident, ERU helped compile evidence to support the claim that affected businesses suffered economic injury. This allowed the Federal Emergency Management Administration to declare the area a disaster site and provide financial assistance not otherwise available.
- During Fiscal 1999 the owners of seven buildings representing 3.3 million square feet completed the necessary building renovations and metering requirements and were approved to receive Lower Manhattan Energy Program (LMEP) benefits from DBS. The owners of 19 new office towers representing 12.8 million square feet of commercial space applied to receive benefits from LMEP. Since the program's inception in 1995 the owners of 56 office towers have applied to the program, which serves as an incentive to modernize and lower energy costs for tenants. Of those, 11 have completed program requirements and are receiving benefits. The 11 buildings currently receiving benefits house companies employing 17,800 people.
- In July 1999 the Economic Development Corporation (EDC) selected a developer to build a four-story, 55,000-square-foot, mixed-use retail and office building. This facility will be located on City-owned land in East Harlem between East 125th and East 126th Streets. The project is expected to generate 91 permanent jobs and approximately 40 construction jobs.
- EDC is working to develop a supermarket, restaurant, kitchen design store, and public space under the Queensboro Bridge in Manhattan. This project, known as Bridgemarket, is on schedule for completion in Fall 1999.
- Businesses and residents in upper Manhattan suffered an extended interruption in electrical power during the heat wave of early July 1999. On July 31, 1999 the City announced that loans would be offered to businesses affected by interruptions in electric power service from July 6 to July 7, 1999. EDC will lend up to \$50,000 per business at a below-market interest rate. In August 1999 the loans were marketed to businesses through local development corporations, advertisements in local newspapers, visits to businesses from EDC staff, and telephone calls. EDC established a satellite office in Upper Manhattan to provide assistance to prospective loan applicants. Approximately 200 applications, available in both English and Spanish, were distributed.

AGENCY ACHIEVEMENTS BY BOROUGH

Health and Human Services

- The number of new AIDS cases reported in Manhattan in Calendar 1998 fell to 2,244, compared with 2,910 in 1997 and 5,370 in 1993.
- Inspections and exterminations have been completed in nine of the 15-block Manhattan target areas for the City's Comprehensive Pest Control Initiative. Inspections and extermination work are ongoing in seven additional areas in Manhattan and will be completed by the end of December 1999.
- The City continues its Childhood Asthma Initiative, a major effort to reduce childhood sickness and death from asthma. In Fiscal 2000 the Department of Health (DOH) was allocated \$1.8 million by the Mayor and City Council to begin a pilot of the Critical Event Response Tracking System in East Harlem. Critical Events include observations of poorly controlled asthma that may occur in a classroom or school nurse's office, at home, at a physician's office, or in a hospital's emergency department.
- In June 1999 the Health and Hospitals Corporation (HHC) created Community Outreach for Asthma Care in Harlem (COACH), a collaborative program of Harlem Hospital Center, the Renaissance Health Care Network, and other local institutions, churches, and health care practitioners. With funding from the State Department of Health, COACH aims to promote better knowledge about asthma, improve self-management of the disease by adults and children with asthma, improve access to asthma health care services, and improve primary care asthma services in the community.
- In February 1999 HHC and an insurance provider launched the Small Business Health Insurance (SBHI) Demonstration Project, which makes available a low cost, comprehensive health insurance product to small businesses located in parts of Manhattan, the South Bronx, and North Brooklyn.
- In Fiscal 1999 the Department of Design and Construction began renovation work at the Chelsea Health Center. The Department also completed facade restoration of the Manhattan Public Health Building.
- Five Human Resources Administration (HRA) income support centers have now been converted to Job Centers – the Waverly, Yorkville, East Harlem, Hamilton, and Dyckman Centers – providing an array of coordinated services to help public assistance applicants and recipients move toward self-sufficiency. The number of public assistance recipients in Manhattan declined from approximately 128,600 in Fiscal 1998 to 111,700 at the end of Fiscal 1999. The number of food stamp recipients (including non-public assistance recipients) declined from 192,800 to 165,000 over this period.
- In May 1999 a new runaway and homeless youth shelter for male and female youth aged 16 to 20 was established by the Department of Youth and Community Development in Manhattan. The shelter's programs remove youth from immediate risk, offer case management and day treatment services, and prepare them for placement in more stable living environments. The shelter contains 18 beds, which can be used for either male or female youth. Six beds were established in Fiscal 1999; the remaining 12 are expected to be certified by the State in November 1999.
- From October 1998 through September 1999 the School Construction Authority added 1,424 new student seats and one new high school in Manhattan.

AGENCY ACHIEVEMENTS BY BOROUGH

Regulatory and Administrative Services

- The Department of Buildings (DOB) is currently implementing a queue system in its borough offices. The system is designed eliminate long lines, increase efficiency, and provide detailed statistics on waiting times. The system will be piloted in the Manhattan borough office by the end of Calendar 1999.
- The Department of Finance is proceeding with plans for its Manhattan business center, which will consolidate payment and application functions in one site.
- The City Planning Commission (CPC) is developing a comprehensive reform of the City's Zoning Resolution, scheduled for public review during Fiscal 2000. As part of the reform, outdated parking regulations will be replaced to permit more parking near new residential buildings in Manhattan.
- In July 1999 CPC approved the Chelsea rezoning, which will foster new development compatible with existing neighborhood character. The rezoning would implement Manhattan Community Board 4's plan, as modified and approved by the Commission and the City Council.
- In October 1998 the City Council adopted the Department's proposed zoning change for the Hudson River Waterfront Park. The zoning text amendment will permit the development of public and private parks within manufacturing districts along the Hudson River waterfront in Manhattan Community Districts 1, 2, and 4.

QUEENS

Public Safety

- Major felony crimes declined by 56.3 percent from January-June 1993 to January-June 1999, and by 13.8 percent from January-June 1998 to January-June 1999. Over the past six years, felonies have declined in every Queens police precinct.
- At the end of June 1999 the New York City Police Department (NYPD) had established narcotics initiatives in six Queens precincts. The Department's narcotics initiative in Northwest Queens began in Fiscal 1999. As part of the Southeast Queens narcotics initiative, police made 5,041 drug arrests in Fiscal 1999, 25 percent more than the previous year.
- The introduction of closed-circuit television (CCTV) cameras in public housing developments has produced crime reductions greater than the citywide average. In Fiscal 1999 the Department installed 155 out of a planned total of 260 CCTV cameras in the South Jamaica Houses.
- In conjunction with the Mayor's Child Abuse Task Force, Victim Services, and the District Attorneys, NYPD plans to establish a Queens Child Advocacy Center during Fiscal 2000.
- Fire unit response time to all emergencies in Queens averaged 5 minutes 5 seconds in Fiscal 1999, 12 seconds faster than in Fiscal 1998. Response time to structural fires was 4 minutes 46 seconds, 7 seconds below the previous year; fire unit response time to medical emergencies was 4 minutes 53 seconds, a reduction of 22 seconds; response time to nonstructural fires averaged 5 minutes 13 seconds, 9 seconds below the previous year; and response time to nonfire emergencies was 5 minutes 45 seconds, a reduction 11 seconds.
- EMS ambulance response time to life-threatening medical emergencies was 7 minutes 21 seconds, 47 seconds lower than the previous year; the combined average response time of fire and ambulance units to these emergencies was 6 minutes 23 seconds, a reduction of 26 seconds.

AGENCY ACHIEVEMENTS BY BOROUGH

- Firehouse renovation for Engine Company 258 in Queens will commence at the end of Calendar 1999. Construction was completed on the Elmhurst EMS station in August 1998.
- In March 1999 the Department of Probation began a pilot program in Queens offering short-term specialized counseling to domestic violence offenders during the period before they are placed in a treatment program. The program also prepares victim impact statements for pre-sentence investigations for cases identified as domestic violence felons. Since its inception the program has prepared victim impact statements for 19 pre-sentence investigations, as well as for 11 violations of probation that involved domestic violence.
- The Department of Juvenile Justice will utilize federal grant monies to open a new post-detention services office in Queens as part of its Aftercare program. Aftercare supports youth and families of youth released from detention.

Infrastructure and Community Services

- In Fiscal 1999 the Department of Transportation (DOT) resurfaced 239.5 lane miles of streets in Queens, 3.6 percent more than the previous year. DOT maintained 90.1 percent of Queens streets with a good pavement rating, compared with 88.8 percent the previous year.
- DOT continues engineering and design improvements at high pedestrian accident locations around the City. Major safety improvements are being installed on sections of Queens Boulevard.
- Ferry service to Shea Stadium expanded during the 1999 baseball season. Service is now offered from the South Street Seaport, East 34th Street, East 90th Street, and the St. George Terminal in Staten Island, as well as Weehawken, Bayonne, and Highlands in New Jersey.
- Work on the Brooklyn and Queens portions of City Tunnel No. 3, a major expansion of the City's water supply system, continued in Fiscal 1999. Excavation of the Queens portion of the Tunnel will be completed by the end of October 1999.
- To address chronic flood problems in Southeast Queens, since Fiscal 1996 the Department of Environmental Protection (DEP) has allocated \$90 million for the construction of new sewer trunk mains in the area. All major construction will be completed by the end of Calendar 1999. DEP will also install lateral sewer connections throughout the area, connecting neighborhoods to the new, substantially expanded stormwater removal system in order to further relieve flooding conditions in these neighborhoods.
- Fiscal 1999 saw completion of storm and sanitary sewers on South Road in Queens. The Department of Design and Construction (DDC) also began construction of combined sewers on Surrey Place, and reconstruction of 45th Drive and area streets. Work on the third and fourth phases of the Springfield Boulevard trunk sewer system is on schedule for completion in December 1999. Two additional sewer installation projects are planned to the north and south of Conduit Avenue; these will connect to the new trunk sewer and relieve flooding conditions in the Springfield Gardens area.
- As part of the ANCHOR/Partnership Plaza Retail Demonstration Program, the Department of Housing Preservation and Development (HPD) will help create a mixed-use project at Guy Brewer Boulevard on the York College campus in Queens. The project will create 89,000 square feet of retail space and approximately 68,000 square feet of student space for the college.

AGENCY ACHIEVEMENTS BY BOROUGH

- Areas targeted by the Mayor's Anti-Graffiti Task Force for intensive cleanup during 1999 included the Elmhurst and Bayside sections of Queens. In addition, participants in the Human Resources Administration's Work Experience Program have begun graffiti cleanup work in the Woodside/Sunnyside area.
- The percent of acceptably clean Queens streets increased to 89.4 percent in Fiscal 1999, compared with 87.5 percent the previous year and 86.6 percent in Fiscal 1997. This is the highest borough rating since surveys began in 1974. No Queens Sanitation sections were rated less than 67 percent acceptably clean.
- The Department of Sanitation (DOS) continues the implementation of weekly recycling pickups citywide. All Queens Sanitation Districts will begin weekly recycling by April 2000.
- In May 1999 DOS's program to remove chloro-fluoro carbons (CFC) from air conditioners and appliances before disposal was expanded to Queens. Residents in all five boroughs must now schedule an appointment for CFC removal through the Sanitation Action Center before disposal, or take any appliances containing CFC to one of the four DOS self-help centers.
- During Fiscal 1999 condition ratings of the cleanliness levels at small parks and playgrounds in Queens were maintained 95 percent acceptable, the same rating as in Fiscal 1998. This is the highest level since ratings began in Spring 1992.
- In Fiscal 1999 the Department of Parks and Recreation (DPR) expanded Queens parkland by 27.0 acres. Since Fiscal 1994 Queens parkland has grown by 127.4 acres.
- In Fiscal 1999 DPR opened two new computer resource centers in Queens, featuring classes and other activities for adults and children, and will open an additional center in Fiscal 2000.
- Seven-day-a-week service was provided at 13 Queens Borough Public Library (QBPL) branch locations and at the Central Library during the 1998-1999 school year. This level of service will resume at these locations in September 1999. In January 1999 the one-millionth patron entered the new Central Library in Flushing; this milestone was reached five months earlier than projected.
- The Queens Borough Public Library recorded the highest circulation figures among large public library systems (those with service area populations over 1.5 million) in the nation during Calendar 1998. Circulation per capita reached 8.5 items per person, more than twice as large as any public library system of similar size outside New York City.
- QBPL's Adult Learning Centers (ALCs) help individuals aged 16 and over who either read below a fifth-grade level or who want to improve their English skills. ALCs offer small-group instruction in six locations throughout the borough. During Fiscal 1999, 346 participants received basic literacy instruction and 992 participants took part in English for Speakers of Other Languages (ESOL) conversation groups.
- Construction projects for the new 15,000-square-foot Langston Hughes Community Library and Cultural Center in Corona, and for the new 7,500-square-foot South Jamaica branch, are nearing completion. These branches are scheduled to open in Fall 1999. Design of the new 9,000-square-foot Long Island City branch, to be located adjacent to P.S. 111, is currently in progress. This new facility will include public access computers, a meeting room, lower level expansion space, and an Adult Learning Center.

AGENCY ACHIEVEMENTS BY BOROUGH

- Among cultural institutions supported by the City, renovations at the Flushing Town Hall Auditorium were completed in Fiscal 1999. Ongoing projects include reconstruction and renovation at the American Museum of the Moving Image, the Jamaica Center for Arts and Learning, and the New York Hall of Science.
- The Board of Directors of the P.S. 1 Contemporary Art Center in Queens approved a memorandum of understanding concerning the proposed affiliation between P.S. 1 and the Museum of Modern Art (MoMA). Closing on the affiliation between the two institutions is anticipated by Fall 1999. The agreement will broaden both institutions' audiences and give P.S. 1 access to MoMA's collections and long term financial stability. MoMA's contemporary initiatives will be enhanced through engagement with P.S.1's innovative programming.

Economic Development Services

- In Fiscal 1999 the city renewed its contract with the Jamaica Center and 82nd Street/Jackson Heights Business Improvement Districts (BIDs). A constituent survey completed in March 1999 showed a high level of awareness and satisfaction with BID services on the part of owners and merchants.
- A historic film and television studio in Astoria, Queens announced in August 1999 that it will expand its production complex by adding an 18,000-square-foot sound stage and a 25,000-square-foot support space. This expansion will help to relieve the City's shortage of sound stages, which has intensified as a result of record production levels in the past five years. In addition, a studio in Long Island City, Queens has constructed five new sound stages.
- In February 1999 the City issued a Request for Expressions of Interest (RFEI) seeking a private entity to manage, operate, and further develop John F. Kennedy International (JFK) and La Guardia (LGA) Airports. The two City-owned airports are currently managed by the Port Authority of New York and New Jersey under a lease that will expire in 2015. The RFEI sought proposals from qualified airport management firms on how to structure the most effective long-term operating arrangement to improve the quality and competitiveness of JFK and LGA, both during the remaining term of the lease and after the lease expires. Based on the significant interest in, and favorable response to, the RFEI from qualified companies, the City expects to proceed during Fiscal 2000 with a Request for Proposals (RFP) for the actual selection of an airport manager.
- The Federal Aviation Administration (FAA) will locate its national headquarters in Springfield Gardens, Queens, just north of John F. Kennedy International Airport. The 200,000-square-foot, five-story office building will be located at 159th Street and Rockaway Boulevard and is expected to house approximately 800 employees. Construction of the facility began in June 1998 and is scheduled for completion by December 1999.
- Triangle Plaza, a family entertainment and retail center, opened in May 1999 at the College Point Corporate Park in Queens. The Plaza includes a multiplex movie theater and a major national toy and clothing store. This facility covers approximately 160,000 square feet and employs approximately 300 people.

Health and Human Services

- The number of new AIDS cases reported in Queens in Calendar 1998 fell to 1,147, compared with 1,183 in 1997 and 1,876 in 1993.

AGENCY ACHIEVEMENTS BY BOROUGH

- Inspections and exterminations have been completed in four of the 15-block Queens target areas for the City's Comprehensive Pest Control Initiative. Inspections and extermination work are ongoing in three additional areas in Queens and will be completed by the end of December 1999.
- The City continues its Childhood Asthma Initiative, a major effort to reduce childhood sickness and death from asthma. In Fiscal 1999 the Department of Health (DOH) released a Request for Proposals (RFP) to community-based organizations in Queens, Staten Island, and the Bronx for provision of asthma education and case management services; selections will be finalized and contracts negotiated in Fall 1999.
- In Fiscal 1999 the Queens Health Care Network Community Follow-up (CFU) Program, a Medicaid-reimbursable intensive case management service for patients with HIV/AIDS and their families, enrolled 106 clients through aggressive recruitment efforts. The Health and Hospitals Corporation is working to standardize HIV services within its networks to ensure uniform clinical policies and support the transition to managed care.
- Renovation of the Corona Health Center began in Fiscal 1999.
- Two Human Resources Administration (HRA) Job Centers are now established in Queens – the Queens and Jamaica Centers – providing an array of coordinated services to help public assistance applicants and recipients move toward self-sufficiency. The number of public assistance recipients in Queens declined from approximately 106,600 in Fiscal 1998 to 89,300 at the end of Fiscal 1999. The number of food stamp recipients (including non-public assistance recipients) declined from 169,900 to 152,600 over this period.
- In Fiscal 1999 the Department of Youth and Community Development's Citizenship NYC program, created to assist immigrants in accessing services to which they are entitled and becoming naturalized citizens, opened a new field site in Far Rockaway.
- From October 1998 through September 1999 the School Construction Authority created 5,023 new student seats in Queens.
- Construction of the new Hollis Avenue Day Care Center was completed in November 1998.

Regulatory and Administrative Services

- By the end of Fiscal 1999 the Department of Buildings (DOB) had assigned 18 inspectors and 6 support staffers to its Quality of Life Team, which is responsible for inspecting potentially illegal subdivisions of one-, two-, and three-family homes. DOB issued 6,370 illegal conversion violations in Queens in fiscal 1999, compared with 5,707 in Fiscal 1998 and 886 in Fiscal 1994. After increasing by over 260 percent from Fiscal 1994 to Fiscal 1998, the number of illegal conversion complaints received in Queens declined by eight percent in Fiscal 1999, from 7,439 to 6,825.
- In September 1998 the City Council adopted the Department's proposed zoning actions for Downtown Flushing in Queens Community District 7. These zoning map amendments encourage new residential and commercial development of underused industrial land; a companion zoning text change establishes a Waterfront Access Plan to guide the development of public open spaces along the Flushing River.

AGENCY ACHIEVEMENTS BY BOROUGH

STATEN ISLAND

Public Safety

- Major felony crimes declined by 62.7 percent from January-June 1993 to January-June 1999, and by 15.3 percent from January-June 1998 to January-June 1999. Over the past six years, felonies have declined in every Staten Island police precinct.
- In Fiscal 1999 the New York City Police Department (NYPD) continued its narcotics initiative in Staten Island's 120th Precinct. As part of the initiative, police made 3,623 arrests in Fiscal 1999 and executed 138 search warrants.
- The introduction of closed circuit television (CCTV) cameras in public housing developments has produced crime reductions greater than the citywide average. In Fiscal 2000 the Police Department will install 124 CCTV cameras in the Stapleton Houses on Staten Island.
- In conjunction with the Mayor's Child Abuse Task Force, Victim Services, and the District Attorneys, NYPD opened the Staten Island Child Advocacy Center in October 1998.
- Fire unit response time to all emergencies in Staten Island averaged 5 minutes 9 seconds in Fiscal 1999, the same as in Fiscal 1998. Fire unit response time to medical emergencies was 4 minutes 45 seconds, a reduction of 11 seconds.
- The Department of Juvenile Justice expanded the Reduce Children's Violence program to the 120th Precinct in Staten Island. The program targets youth in public housing who have had contact, not resulting in arrest, with the police.

Infrastructure and Community Services

- In Fiscal 1999 the Department of Transportation (DOT) resurfaced 96.8 lane miles of streets in Staten Island, 9 percent more than the previous year, and completed 12,314 pothole repairs, an increase of 70 percent. DOT maintained 86.9 percent of Staten Island streets with a good pavement rating, compared with 86.4 percent the previous year.
- DOT continues engineering and design improvements at high pedestrian accident locations around the City. Major safety improvements are being installed along Hylan Boulevard in Staten Island.
- In June 1999 DOT implemented traffic engineering measures to maximize the vehicular efficiency of the College of Staten Island area in preparation for the Staten Island Yankees' opening game. New signal controllers were installed at five intersections, and signal timing was modified at over 30 locations to accommodate the additional vehicles travelling to and from baseball games. Over 30 directional signs were installed on the Staten Island Expressway and local streets. Parking restrictions were implemented to facilitate the flow of traffic. All pavement markings around the perimeter of the College were refurbished.
- Staten Island Ferry ridership reached 19.85 million in Fiscal 1999, representing an 18 percent increase since elimination of the ferry fare in 1997. In June 1999 DOT began planning for the replacement of three Kennedy Class Staten Island ferry boats, which will require approximately one year to complete. The new ferries will replace the three oldest in the fleet: the *John F. Kennedy*, the *American Legion*, and the *Gov. Herbert H. Lehman*. These vessels started serving Staten Island commuters in 1965. The new ferry boats will be approximately 25 feet longer than the original Kennedy Class vessels and will provide the capacity for 800 to 900 more passengers.

AGENCY ACHIEVEMENTS BY BOROUGH

- In April 1999 the Staten Island Tourism information kiosk opened in the Whitehall Ferry Terminal. The kiosk was installed by DOT to assist the millions of the tourists who enjoy the Staten Island Ferry. It is administered by The Staten Island Tourism Council and The Council on the Arts and Humanities for Staten Island. The kiosk had a total of 6,000 visitors in June 1999.
- As part of its reengineering of water metering and billing operations, the Department of Environmental Protection (DEP) contracted with a private utility for meter reading on Staten Island, saving the agency \$1.17 for each reading.
- DEP is working to complete planning, review and approval steps for environmental remediation of the former Brookfield Avenue landfill.
- The Department of Design and Construction (DDC) completed construction of storm and sanitary sewers on Katan and Linwood Avenues in Staten Island during Fiscal 1999.
- Neighborhoods targeted by the Mayor's Anti-Graffiti Task Force for intensive cleanup in 1999 include the Mariners Harbor section of Staten Island.
- The percent of acceptably clean Staten Island streets increased to 95.6 percent in Fiscal 1999, compared with 94.9 percent the previous year and 92.9 percent in Fiscal 1997. This is the highest borough rating since surveys began in 1974.
- The Department of Sanitation (DOS) continues the implementation of weekly recycling pickups citywide. All Staten Island Sanitation Districts began weekly recycling by the end of Fiscal 1999. The Department also plans to deploy 100 additional dual-bin recycling collection trucks in Staten Island and Brooklyn; these vehicles increase collection efficiency by 20 percent.
- The Fresh Kills landfill is on schedule to close permanently at the end of Calendar 2001. For the month of June 1999 an average of 4,271 tons per day of Bronx and Brooklyn-generated refuse was diverted from disposal at the Fresh Kills Landfill through private waste-handling contracts. In March 1999 bids were received for the handling of refuse generated in Manhattan, Queens, and Staten Island. These bids will make it possible for the Department to achieve its year-end goal of reducing the tonnage of refuse disposed of at the Fresh Kills Landfill.
- Three-quarters of Fresh Kills is now closed to further refuse. In June 1999 Fresh Kills Section 6/7, near the Staten Island Mall, was closed to landfilling. Landfilling is now limited to the 150-acre Section 1/9, which will remain open until Fresh Kills closes on December 31, 2001.
- In June 1999 DOS's program to remove chloro-fluoro carbons (CFC) from air conditioners and appliances before disposal was expanded to Staten Island. Residents in all five boroughs must now schedule an appointment for CFC removal through the Sanitation Action Center before disposal, or take any appliances containing CFC to one of the four DOS self-help centers.
- The Department of Parks and Recreation (DPR) expanded the City's parkland in Staten Island by 101.6 acres in Fiscal 1999, including the 70.3 acre Staten Island Industrial Park addition. Since Fiscal 1994 Staten Island parkland has grown by 1,306.6 acres.
- In Fiscal 1999 DPR's Urban Park Rangers opened a new nature center in Blue Heron Park in Staten Island.
- New York Public Library branch libraries undergoing renovation during Fiscal 1999 included the St. George and Todt Hill branches in Staten Island.

AGENCY ACHIEVEMENTS BY BOROUGH

- Renovation was completed in Fiscal 1999 at the Staten Island Botanical Garden Chinese Scholar's Garden. Reconstruction work began at the Staten Island Children's Museum Barn. Planning is underway for construction of the Tysen Court at the Staten Island Historical Society.

Economic Development Services

- The City is moving forward with both of its proposed minor league baseball stadiums. In September 1999 the Staten Island Yankees completed their first season at an interim facility located at the College of Staten Island. Plans for the construction of the permanent stadium located in St. George, Staten Island, are on schedule for the facility to open in June 2001.
- The Economic Development Corporation (EDC) is proceeding with the St. George Station project, featuring the development of a new state-of-the-art ferry terminal located in St. George, Staten Island. Construction will begin in late Calendar 1999 and include major passenger circulation improvements, an enlarged passenger waiting room, a public rooftop esplanade, and a new 12,000-square-foot retail area. The \$67 million project, to be completed in Fiscal 2002, is being coordinated with the new minor league baseball stadium to the north of the site and the National Lighthouse Center and Museum to the south.

Health and Human Services

- The infant mortality rate in Staten Island fell to 4.7 deaths per 1,000 live births in Calendar 1998, compared with 5.8 the previous year and 6.7 in 1993.
- The number of new AIDS cases reported in Staten Island in Calendar 1998 fell to 148, compared with 174 in 1997 and 304 in 1993.
- Inspections and exterminations have been completed in the four 15-block Staten Island target areas for the City's Comprehensive Pest Control Initiative.
- The City continues its Childhood Asthma Initiative, a major effort to reduce childhood sickness and death from asthma. In Fiscal 1999 the Department of Health (DOH) released a Request for Proposals to community-based organizations in Queens, Staten Island, and the Bronx for provision of asthma education and case management services; selections will be finalized and contracts negotiated in Fall 1999.
- In May 1999 DOH released a Request for Proposals to contract for comprehensive collection of cancer risk factor data on Staten Island. The study will include a baseline survey of risk factors; the development of a health promotion and risk reduction program; ongoing evaluation of the health promotion and risk reduction program; and an analytical study of respiratory cancers. The Department will select a research group by September 1999. The project is scheduled to begin in January 2000 and be completed in January 2003.
- One Human Resources Administration (HRA) income support center – the Richmond Center – has been converted to a Job Center, providing an array of coordinated services to help public assistance applicants and recipients move toward self-sufficiency. The number of public assistance recipients in Staten Island declined from approximately 17,300 in Fiscal 1998 to 15,000 at the end of Fiscal 1999. The number of food stamp recipients (including non-public assistance recipients) declined slightly, reaching 23,300 at the end of Fiscal 1999.

AGENCY ACHIEVEMENTS BY BOROUGH

- In Fiscal 1999 the Department of Youth and Community Development's Citizenship NYC program, created to help immigrants access services to which they are entitled and become naturalized citizens, opened a new field site in Staten Island.
- From October 1998 through September 1999 the School Construction Authority (SCA) created 768 new student seats in Staten Island.

Regulatory and Administrative Services

- In April 1999 the City Planning Commission (CPC) referred a proposed zoning text amendment that would modify the Special South Richmond Development District in Staten Island to ensure that future housing is built in context with its existing residential character. It would also modify the Special District text so that enlargements of residences built prior to the adoption of the Special District must fully comply with its provisions. The Commission approved the zoning text change in August 1999.
- In June 1999 a proposal to modify the Special Hillside Preservation District, covering approximately 1,900 acres in Staten Island Community District 1, entered the public review process. The amendments would enhance the district by changing the definition of a steep slope, requiring a setback at the crest of steep slopes, and establishing stronger provisions for tree preservation.

APPENDIX INDICATORS ADDED AND DELETED

NEW INDICATORS IN THE FISCAL 1999 MAYOR'S MANAGEMENT REPORT

The following table lists new performance measures appearing in the Fiscal 1999 Mayor's Management Report. A total of 59 indicators have been added to the Report.

I. PUBLIC SAFETY

Department of Correction

Department Use of Force:

- Total Number of Incidents of Use of Force
- Total Number of Use of Force Investigations
- Total Number of Open Cases at End of Fiscal Year
- Findings of Justified Use of Force
- (investigations opened in prior years)
- Findings of Unnecessary Use of Force
- (investigations opened in prior years)

Department of Probation

- Probationers Referred and Placed into Nova Ancora Program
- Probationers Enrolled in Group Intervention Program
- Probationers Enrolled in Juvenile Intensive Supervision Program
- Probationers Enrolled in Intensive Supervision Program
- Probationers Enrolled in Short Term Alternative to Remand and Treatment Program
- Probationers Enrolled in Alternative to Detention Program
- Probationers Enrolled in Expanded Alternative to Detention Program
- Expanded Alternative to Detention Program – Retention Rate

II. HEALTH AND HUMAN SERVICES

Department of Health

- Medicaid Managed Care (HMO) Enrollment

Human Resources Administration

Job Center Program and Operations:

- Total Number of Cases (Family Assistance Program and Safety Net Assistance) Engaged In Work Activities

APPENDIX

INDICATORS ADDED AND DELETED

- Employed
- Work Experience
- Education / Training / Job Search
- Teens in High School
- Substance Abuse Treatment
- Called in for Assessment / Assignment
- Other
- Total Number of Cases (FAP and SNA) Not Engaged in Work Activities

Department of Homeless Services

Families Entering Temporary Housing:

- Returning / Lodged Within One Year

Board of Education

Average Scale Score Tests – English Language Arts

- Grade 4 (Average Scale Score)
- Grade 8 (Average Scale Score)

Average Scale Score Tests – Mathematics

- Grade 4 (Average Scale Score)
- Grade 8 (Average Scale Score)

School Safety Incidents

(as reported by Police Department):

- Murder
- Rape
- Sex Offenses
- Robbery
- Assault
- Kidnapping
- Burglary
- Grand Larceny
- Arson
- Menacing
- Reckless Endangerment
- Suicide
- Attempted Suicide
- Criminal Mischief
- Petty Larceny
- Riot
- False Alarm
- Bomb Threats
- Weapons Possession
- Controlled Substance
- Marijuana
- Harassment
- Disorderly Conduct

APPENDIX INDICATORS ADDED AND DELETED

- Trespass
- Loitering
- Grand Total

Reported Incidents by Location:

- High Schools
- Middle Schools
- Elementary Schools
- Special Education

III. CITYWIDE INDICATORS: REGULATORY PERFORMANCE

Department of Health

Lead Poisoning Prevention:

- Number of Completed Initial Assessments

APPENDIX INDICATORS ADDED AND DELETED

INDICATORS DELETED FROM THE FISCAL 1999 MAYOR'S MANAGEMENT REPORT

The following table lists quantitative indicators deleted from the Fiscal 1999 Mayor's Management Report. For each indicator, the table lists the reason for removing the indicator and, where applicable, the name of the new or revised indicator which provides similar information. A total of 14 indicators have been eliminated from the Report, of which 9 have been replaced by new or revised indicators or are duplicated by other existing indicators.

I. HEALTH AND HUMAN SERVICES

Human Resources Administration

Job Center Programs and Operations --

Cases Participating in Work Activities in Accordance with Federal Guidelines:

- Family Assistance Program Job Search
- Safety Net Assistance Job Search

Job search activities are now integrated across all work activities and are no longer counted separately.

Medical Assistance Programs:

- Prepaid Managed Care (HMO) Enrollment

In June 1998 administration and oversight of the Mayor's Office of Medicaid Managed Care was transferred to the Department of Health's new Division of Health Care Access. This indicator has been moved to the Department of Health section.

Department of Homeless Services

Families Entering Temporary Housing:

- Returning After More than 30 Days
- Returning / Lodged Within Past 30 Days

These indicators have been replaced by Returning / Lodged Within One Year, a broader and more meaningful measure of recidivism.

Department of Youth and Community Development

BEGIN Work-Study:

- Number of Programs
- Number of Students Served

APPENDIX INDICATORS ADDED AND DELETED

- Number of Positive Outcomes

These programs are subsumed under new and reorganized indicators of work activities within the Human Resources Administration.

Home Energy Assistance Program (HEAP):

- Households Served
- Funds Allocated (000)

These indicators are duplicated under the Human Resources Administration. DYCD clients are shown separately.

II. CITYWIDE INDICATORS: REGULATORY PERFORMANCE

Department of Health

Lead Poisoning Prevention

- Addresses with Lead Violations Identified
 - Addresses with Violations Complied
 - Addresses Where Abatement is No Longer Needed
 - Addresses with Violations Pending

Because abatements may carry over from one year to the next, these indicators did not reflect a specific fiscal year's workload or the agency's performance within the current reporting period. They are replaced by the indicators Addresses with Violations Closed, introduced in the Preliminary Fiscal 1999 MMR; and Number of Completed Initial Assessments, introduced in the current MMR. These indicators are more directly concerned with the agencies' workload during the reporting period. In addition, the Department of Housing Preservation and Development has enhanced its indicators related to lead abatement.