

The City of New York



Preliminary Fiscal 2001  
Summary Volume

**MAYOR'S  
MANAGEMENT  
REPORT**

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# INTRODUCTION

The Summary Volume of the Preliminary Fiscal 2001 Mayor's Management Report assesses the performance of City agencies during the period July through October 2000, with data presented in key areas through December 2000 where available; and articulates the Administration's plans and priorities. These priorities are:

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

# CONTINUING DEVELOPMENT OF THE MAYOR'S MANAGEMENT REPORT

The Preliminary Fiscal 2001 Mayor's Management Report (MMR), as required by the City Charter, assesses agency performance during the period July through October 2000. Charts present data for a number of indicators through December 2000 where available, and long-term trend data are included for many key indicators. The Report also presents objectives and performance targets for Fiscal 2001 and preliminary targets for Fiscal 2002. Volume I of the MMR presents narratives and key performance indicators for each of 44 City agencies, offices and covered organizations, as well as highlights of the City's January 2001 Financial Plan for each agency. Volume II presents tables of agency-specific indicators, including regulatory performance indicators, and tables of citywide indicators such as budgeted expenditures, headcounts, workforce management statistics and procurements. The Summary Volume of the MMR presents an overview of City government's performance and plans in broad service areas, highlighting key initiatives and indices of the City's well-being drawn from within and outside government agencies.

The Preliminary Fiscal 2001 MMR continues to present Goals and Objectives for each agency, as well as five-year trend tables highlighting key indicators at the end of each agency narrative section. In addition to data for Fiscal 1996 through Fiscal 2000, as presented in the previous Report, data has been added for the first four months of Fiscal 2000 and Fiscal 2001. In addition, this Summary Volume makes increased use of programmatic indicator tables to present quantitative information within broad service areas drawn from different City agencies and other sources. Five-year trends are shown whenever possible. Programmatic indicator tables appear at the end of seven of the Summary's nine chapters.

Regulatory performance indicators, which formerly appeared in the Citywide Indicators section in Volume II of the MMR, now appear in the appropriate agency indicators tables. Each regulatory performance indicator appearing in the Fiscal 2000 MMR now appears among the indicators for the relevant agency.

The City is making increasing use of the Internet to make the Mayor's Management Report publicly available. Selected statistical charts presented by Mayor Giuliani in conjunction with the MMR's release will be posted on NYC.GOV as of the day of release, February 8, 2001.

The following elements of the Preliminary Fiscal 2001 MMR will be made available on the Mayor's Office of Operations page on NYC.GOV as of February 16, 2001:

- All agency indicator tables, citywide indicator tables, and footnotes appearing in Volume II of the Report.
- The Summary Volume of the Report.
- A user survey requesting information on who uses the Report, for what purposes the Report is used, and user satisfaction with various elements of the Report. Space is also provided to comment on desired changes in the MMR.

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

# CONTINUING DEVELOPMENT OF THE MAYOR'S MANAGEMENT REPORT

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

The Appendix to this Summary Volume lists changes to the quantitative indicators that appear in Volume II of the Preliminary Fiscal 2001 Mayor's Management Report.

# PUBLIC SAFETY AND ENFORCEMENT

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

## CRIME REDUCTION

During the first six months of Calendar 2000, the most recent period for which FBI data is available, the City's Total FBI Index Crime rate per 100,000 of population continued its declining trend, 6.6 percent from 1,975.3 crimes per 100,000 during the first half of Calendar 1999 to 1,844.3 per 100,000 during the same period of Calendar 2000. Comparing total FBI index crime rates for each city per 100,000 of population and listed in descending order, New York ranked 160 of the 205 U.S. cities with a population over 100,000 reporting preliminary data to the FBI during the first six months of Calendar 1999. This ranking was an improvement over the first six months of Calendar 1993, when New York ranked 87<sup>th</sup> out of 183 cities. New York is the safest U.S. city with a population over 1 million.

As reported in COMPSTAT preliminary statistics, which reflect State Penal Law Offenses, the total number of crime complaints for the seven major felonies reported in Calendar 2000 to the New York City Police Department (NYPD) declined by 5.6 percent compared to Calendar 1999 and declined 57.3 percent compared to Calendar 1993. Based on preliminary statistics, murder increased by 0.6 percent from Calendar 1999 to Calendar 2000; murder decreased 57.6 percent from Calendar 1994 to Calendar 2000. During the last six months of Calendar 2000 murder decreased 2 percent to 329 from 336 during the same period of Calendar 1999. Crimes against persons fell by 5.7 percent from Calendar 1999 to Calendar 2000 and 48.3 percent from Calendar 1994 to Calendar 2000. Crimes against property declined by 5.6 percent from Calendar 1999 to Calendar 2000 and 52.7 percent from Calendar 1994 to Calendar 2000.

Property crimes remain at nearly 70 percent of all major crimes in the City. At the 2001 State of the City Address, the Mayor announced the creation of a new Property Crime Task Force within NYPD. The Department will target precincts with the highest levels of grand larceny, automobile theft and burglary in order to drive down property crime rates citywide.

The Mayor also announced in the 2001 State of the City Address that the City will implement the following initiatives in order to further reduce crime:

- NYPD's Operation Discover will target career criminals by committing \$4 million to add 600 new police officers during the first six months of Calendar 2001. Three hundred of the new officers will be assigned to the task of targeting individuals with outstanding warrants against them. The Parole Violator Task Force will address parole violations by expanding the Joint Absconder Warrant Squad citywide. This Task Force will also work to improve communications regarding outstanding warrants between City and State law enforcement officials.
- NYPD's ability to use DNA evidence to effectively target those who commit crimes will be greatly improved by the City's plans to construct an 11-story DNA laboratory on the campus of Bellevue Hospital in Manhattan.
- NYPD's Operation Gunstop will offer \$500 rewards for information leading to the seizure of illegal guns and the arrests of persons in possession of these guns. The new hotline for this initiative is (866) GUN-STOP.
- The Mayor also proposed to commit \$50 million over the next five fiscal years to continue Operation Condor, increasing the average of number of NYPD tours from over 800 tours per day to approximately 1,000 tours per day.

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The Department continues to reduce crime in public housing developments. In Calendar 2000 reductions in major felony crime in housing developments outpaced that of the City as a whole. Major felony crime in housing developments decreased 6.6 percent in Calendar 2000; major felony crime citywide decreased 5.6 percent during the same period. In order to continue this downward trend, using NYPD's Model Block Program as a guide, the Department will work to rid housing developments of entrenched drug trafficking. Starting in five housing developments, the initiative will include 24-hour uniformed patrol of housing grounds and increased undercover anti-drug operations.

The Northern Manhattan Initiative (NMI), which began in Fiscal 1997, pioneered the concept of concentrating anti-drug efforts on precincts that have severe narcotics problems. As of October 2000 there were narcotics initiatives in 37 precincts, including eight in the Bronx, 15 in Brooklyn, seven in Manhattan, six in Queens and one in Staten Island. Each initiative targets all available police resources to eliminate the drug problem from its precinct. During the first four months of Fiscal 2001 officers assigned to the Central Bronx Initiative made 2,262 drug arrests and executed 39 search warrants; officers assigned to the East Harlem Initiative made 1,310 drug arrests and executed 29 search warrants; officers assigned to the Northwest Queens Initiative made 1,129 drug arrests and executed 34 search warrants; and officers assigned to the Brooklyn South Initiative made 941 drug arrests and executed 35 search warrants.

During the first four months of Fiscal 2001 officers assigned to the Northern Manhattan Initiative made 2,605 drug arrests, up 10 percent from the 2,375 arrests made during the same period of Fiscal 2000. The Brooklyn North Initiative made 4,522 drug arrests, up 23 percent from the 3,690 arrests made during the first four months of Fiscal 2000. The South Bronx Initiative made 1,724 drug arrests, down 10 percent from the 1,910 arrests made during the first four months of Fiscal 2000. The Southeast Queens Initiative made 1,849 drug arrests, up 18 percent from the 1,571 arrests made during the first four months of Fiscal 2000. The Central Harlem Initiative made 1,407 drug arrests, down 29 percent from the 1,973 arrests made during the first four months of Fiscal 2000. The Staten Island Initiative made 826 arrests during the first four months of Fiscal 2001, down 26 percent compared to 1,120 arrests made during the same period in Fiscal 2000.

DNA testing represents a major advance in our ability to bring criminals to justice. During the first four months of Fiscal 2001 the Office of the Chief Medical Examiner's Forensic DNA Testing Laboratory received 1,139 cases, which resulted in 105,445 tests, compared with 956 cases and 69,385 tests during the same period last year, a 19 percent increase in cases. In Calendar 2000 the Laboratory received 3,334 cases, which resulted in 259,634 tests, compared with 2,865 cases, and 236,199 tests in Calendar 1999, a 16 percent increase in cases. The increase reflects the expansion in use of DNA analysis by the criminal justice system in Calendar 2000.

The DNA annex at Bellevue Hospital in Manhattan became fully operational at the beginning of October 2000, providing the space needed to expand evidence examination. The new annex provides a 300 percent increase in space for evaluation of evidence prior to DNA analysis. This annex will allow the Forensic DNA Testing Laboratory to reduce the turnaround time for cases from an average of 154 days in the last quarter of Fiscal 2000 to an average of 30 days in the beginning of Fiscal 2002. It will also allow priority case analyses, which need to be done within 48 hours, to be completed without disruption to normal casework.

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## POLICE-COMMUNITY RELATIONS

In January 2001 the Mayor and the Police Commissioner announced plans to implement several initiatives to improve police-community relations. NYPD is currently developing a survey for residents that will contain questions about the work of NYPD personnel in their communities. The Department will hire an independent firm to compile and analyze survey results. NYPD will use this information to address neighborhood concerns and make related improvements. Precinct commanders will now be required to attend local police-community meetings. Customer service standards similar to those used by large retail stores will be required of all NYPD personnel. Commanding officers will be required to report and monitor community relations issues; commanders with excellent performance in this area will be rewarded. In addition, the Department will embark on a campaign to modernize the physical condition of all police precinct facilities to make them more user friendly. The improvements will begin at Manhattan's Central Park precinct.

NYPD's recruitment drive for its December 2000 examination produced an applicant pool 36 percent larger than the filing period for the May 2000 exam. The percentage of applicants identifying themselves as City residents who filed to take the exam increased from 56 percent during the previous recruitment drive, to 63 percent during the most recent drive. Applicants identifying themselves as members of a minority group increased to 61 percent of those who filed compared to 52 percent during the May 2000 exam-filing period.

A total of 1,382 recruits graduated from the Police Academy in October 2000 and as a result of the Department's citywide recruitment drive, this class was comprised of 57 percent New York City residents. Approximately 45 percent of the graduates were from minority groups, a greater percentage than in the previous recruitment drives since 1995.

In September 1999 the State Regional Community Policing Institute (RCPI) received approval for grant funding for a third fiscal year until September 30, 2000, due in large part to its successful 1998 and 1999 "Streetwise" training program. The grant was utilized to expand cultural diversity training for recent City Police Academy graduates and field training supervisors. The Institute was granted a 90-day extension for the training until the end of Calendar 2000. In addition to covering Spanish, Haitian, Chinese, African/Caribbean-American, and Russian languages and cultures, this diverse curriculum, "Streetwise" was expanded in Calendar 2000 to include new curriculum on South Asian cultures such as Indian, Bangladeshi, Sikh and Pakistani communities. RCPI has also included an innovative curriculum on the gay, bi-sexual and transgender communities in which, for the first time, community trainers joined with Police Department instructors. To develop this curriculum, 16 focus groups were held; eight in relevant communities and eight in designated precincts. Between October 23 and November 17, 2000, over 2,300 Police Officers from the March and October 2000 Police Academy classes have received "Streetwise" training in one of the seven diversity curricula.

In Summer 2000 NYPD received a Cultural Awareness and Diversity Training Program grant through the Bureau of Justice Assistance (BJA) to expand the Department's cultural awareness training. BJA cited NYPD's already-established "Streetwise" training program as the reason for awarding the grant. The grant will be used primarily to expand "Streetwise" into a comprehensive ongoing in-service training program.

A Police/Youth Team Building Workshop was piloted in Washington Heights in Manhattan between October and December 2000, involving officers from the local precincts and a neighborhood youth group, the Fresh Youth Initiatives. This pilot, which is designed to foster good community relations and dialogue with youth, is expected to be expanded to Crown Heights in February 2001 with the Crown Heights Youth Collective and officers from Brooklyn's 71<sup>st</sup> Precinct.

During the first four months of Fiscal 2001 the Civilian Complaint Review Board (CCRB) received 1,306 complaints falling within its jurisdiction, a 17.6 percent decrease from the 1,586 complaints received during

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the same period of Fiscal 2000. Allegations were lower in each category excluding unnecessary force. In the first four months of Fiscal 2001 CCRB received 663 unnecessary force allegations, an increase of 3 percent from 646 allegations received during the same period of Fiscal 2000; 682 abuse of authority allegations, down 27 percent from a total of 931 allegations received during the same period of Fiscal 2000; 507 discourtesy allegations, a decrease of 34 percent from 769 allegations received during the same period of Fiscal 2000; and 97 offensive language allegations, a decrease of 7 percent from a total of 104 allegations received during the same period of Fiscal 2000.

## DOMESTIC VIOLENCE

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

In the past few years City agencies have developed programs for domestic violence victims and their families, and have expanded and improved upon these successes. NYPD has placed designated domestic violence prevention officers and investigators in every precinct in the City, totaling over 300 officers. NYPD has also expanded its Combating Domestic Violence Teams to 32 precincts citywide.

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

### Mayor's Commission to Combat Family Violence

**The Domestic Violence Hotline.** In February 2000 the Mayor announced an \$860,000 expansion of the City's Domestic Violence Hotline, the first citywide hotline of its kind in the nation. Since the Hotline's creation in 1994, the number of calls received has nearly doubled, including over 99,000 calls in Fiscal 2000. Average waiting time for calls to be answered has decreased to 11.5 seconds during the first four months of Fiscal 2001, compared to 13 seconds during the same period of Fiscal 2000. The City's successful public education campaigns have contributed to increased awareness about domestic violence, and have increased the usage of the hotline.

**Teen Relationship Abuse Campaign.** In 1997 the Commission partnered with public and private organizations to develop a comprehensive public education campaign to stop teen relationship abuse. The Commission continues to increase public awareness and education about this important issue by disseminating information throughout the City, including thousands of brochures to individuals and organizations that work with teenagers. These brochures are available in English, Spanish, Chinese, Russian and Creole. They will soon be available in Korean. The Calendar 2000 campaign was designed specifically to convey the important message that domestic violence occurs at all ages, and happens too frequently in the context of teen dating. The campaign was displayed on subways and buses during October, Domestic Violence Awareness Month. In October 2000 the Hotline received more than 1,000 calls from teenagers; approximately 300 more calls from teenagers than the previous month.

**Adopt-A-School.** The Commission, in collaboration with the Human Resources Administration (HRA) and the Board of Education, piloted an innovative program to address teen relationship abuse. The program is currently operating in 10 high schools, with plans to expand further. The program provides comprehensive relationship abuse services including prevention, counseling, intervention, community outreach and parent education.

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**Art Therapy Program.** This pilot program is offered to the children at one of the City's domestic violence shelters. It provides children with a non-verbal method to express and address their experiences with domestic violence.

**Domestic Violence/Substance Abuse Pilot Program.** This pilot program, which was developed as a result of a collaboration among the Commission, HRA and the Department of Mental Health, Mental Retardation and Alcoholism Services, is currently operating in seven substance abuse programs. Due to the high level of co-occurrence of domestic violence and substance abuse, this program integrates substance abuse treatment and domestic violence services. The program includes domestic violence screening, awareness, assessment, and individual and group counseling.

**Alternative to Shelter Project.** This program provides domestic violence victims who have obtained orders of protection, the option of remaining safely in their homes by providing them with a home alarm system, a cellular telephone pre-programmed to 911, caller identification, an answering machine, and a complement of support services including counseling and referrals. The program is currently operating in 10 police precincts.

**P.H.O.N.E.S.** The Commission sponsored a cellular phone drive for the P.H.O.N.E.S. (People Helping Others Needing Emergency Services) initiative in Spring 2000. Thus far, New Yorkers have donated over 20,000 cellular phones, which are being distributed to domestic violence victims, senior citizens, neighborhood watch groups, taxi drivers and others in need of immediate access to emergency services.

**Shelter Literacy Program.** Through a public/private partnership with private investors, the Commission and HRA have implemented this program in one of the City's domestic violence shelters. The program improves the literacy skills of both parents and children while engaging them in a positive educational experience. Individual and group literacy instruction is offered to both parents and children, in addition to activities such as reading hours, assistance with homework and creative writing workshops. An advisory board has been formed to assist in the expansion of the program to five more shelters.

## Police Department

In Fiscal 1998 a Respondent Information Sheet was developed to help NYPD officers identify and locate subjects of orders of protection. This Information Sheet improves the Department's ability to assist victims by increasing the rate by which orders of protection are served. As a result, during the reporting period 95 percent of the orders of protection received by the Department were served, an increase over the first four months of Fiscal 2000 when 93 percent were served.

In the first four months of Fiscal 2001 Community Police Officers assigned to the Housing Bureau visited 2,488 residences from which reports of domestic violence had been issued, compared to 2,568 residences visited during the same period of Fiscal 2000. Family members were interviewed during 1,455 contacts, and informative literature was given to them; calling cards and informative literature were also distributed at 1,033 additional locations.

In April 2000 NYPD expanded the Combating Domestic Violence Teams project to 15 additional precincts, in each of the five boroughs, to improve domestic violence related investigations, increase arrests and enhance support services for victims. Currently there are 32 precincts citywide participating in the program. In the first four months of Fiscal 2001 the teams made 424 domestic violence arrests, up 12 percent from the 378 arrests made in the previous fiscal year. During the same period the teams also made 2,782 home visits to victims of domestic violence.

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The 15 precincts involved in the expanded Combating Domestic Violence Teams project increased successful home visits to 1,638, during the first four months of Fiscal 2001, compared to 938 for the same period in Fiscal 2000. Domestic violence arrests in the expanded precincts increased by 11 percent to 220 for this period, compared to 199 for the same period in Fiscal 2000.

Project Lifenet, a referral service for persons in need of counseling for mental illness or substance abuse, was instituted as a pilot program in eight precincts citywide during the reporting period. Informative literature and referrals are provided by police officers to individuals or families requesting assistance.

## **Department of Probation**

The Department is in the process of expanding the domestic violence initiative to Manhattan, the Bronx, Queens and Brooklyn, to be completed by the end of Calendar 2001. Currently, domestic violence cases receive intensive supervision with a maximum capacity of 18 cases per officer. During the first four months of Fiscal 2001 the Department prepared 417 Pre-Sentence Investigation reports for domestic violence offenders, compared to 407 reports during the same period in Fiscal 2000. The reports provide recommendations for conditions of probation that address the needs of domestic violence victims, such as requiring the probationer to participate in a domestic violence batterers' program.

## **Administration for Children's Services**

The Family Violence Prevention Project is a domestic violence initiative that provides group interventions to change the behaviors of abusive partners, including teen partners. Participating families are referred from the Administration for Children's Services (ACS) Division of Child Protection and contracted preventive service programs. Through a three-year contract with a nonprofit entity to provide domestic violence capacity building and strategic planning throughout ACS, staff at 50 preventive programs are receiving ongoing training and education on how to assess for domestic violence and provide appropriate services to families.

In December 2000 ACS issued a Request for Proposals to provide clinical consultation services on cases involving mental health, substance abuse and domestic violence issues and training and information regarding community resources. These consultation services will be made available to ACS caseworkers and supervisory staff and contract agency staff. Proposals are due in February 2001 and ACS expects to select providers by July 2001.

## **Human Resources Administration**

Domestic violence shelter capacity increased by 5.2 percent, from 1,298 beds at the end of October 1999 to 1,365 at the end of October 2000. Bed capacity will increase by 98 additional beds in Fiscal 2001 for a total of 1,463 beds, and will expand by 24 beds for a total of 1,487 beds in Fiscal 2002. The Human Resource Administration (HRA) will complete 15 additional units of transitional housing for a total of 155 units by the end of Fiscal 2001. The Agency will add another 40 units for a total of 195 units in Fiscal 2002.

During the first four months of Fiscal 2001 HRA's 11 contracted nonresidential domestic violence programs provided telephone hotlines, counseling, safety planning, information and referrals, and advocacy and community education services to 5,467 victims of domestic violence, 24.2 percent more than the 4,401 persons served during the same period in Fiscal 2000. This increase was enhanced by outreach efforts such as community presentations and participation in community events, which increased community awareness of these programs.

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During the first four months of Fiscal 2001 the Adopt-A-School program served 129 victims of teen relationship abuse at five Bronx high schools. In collaboration with the Mayor's Commission to Combat Family Violence, the Board of Education, and other City and nonprofit agencies, three community-based contractors provided comprehensive teen relationship abuse services including prevention, intervention, professional development, community outreach and parent education. During the reporting period HRA selected a contractor to evaluate the first two years of the program. The Agency expects the evaluation and the expansion of the program to five Brooklyn high schools to be completed by the end of Fiscal 2001.

### **New York City Housing Authority**

The New York City Housing Authority's (NYCHA) Emergency Transfer Program (ETP) gives priority transfers for its residents and their family members who are victims of domestic violence as well as intimidated victims, intimidated witnesses or victims of sexual abuse. During the reporting period the Authority transferred 119 households to new housing through ETP, with a total of 3,145 households transferred since the inception of the program in 1993.

The Domestic Violence Aftercare Program provides free case management services to NYCHA residents who have been approved for an ETP transfer because they are victims of domestic violence. Staff members help participants obtain community services, such as daycare, job training and medical care. During the reporting period the Authority referred 140 cases to the Aftercare Program, with a total of 1,858 residents since the inception of the program in 1997.

In October 2000 NYCHA held its Fourth Annual Domestic Violence Conference entitled, "Domestic Violence: The Next Generation." The theme of the conference centered on the detrimental effect spousal abuse has on children. Approximately 400 participants attended.

### **Department of Health**

In September 2000 the Department of Health released a report on the results of eight years of surveillance data on female homicide in New York City entitled, "Femicide in New York City: 1990-1997." The report found that while the overall rate of female homicide decreased significantly between 1990 and 1997, from 7.2 to 3.88 per 100,000, the rate of intimate partner female homicide did not. The report is available on the Department's home page at NYC.GOV.

## **FIRE DEPARTMENT**

The Fire Department of the City of New York's (FDNY) use of automatic external defibrillators located in the City's ambulances and firehouses has increased its abilities to resuscitate victims of cardiac arrest. At the 2001 State of the City Address the Mayor announced the City's plans to invest \$4 million to purchase an additional 2,000 automatic defibrillators, which will be placed in public places such as City office buildings, courthouses, performing arts centers, train stations, theaters, museums and sports stadiums.

The Department has decreased response times to serious medical emergencies, including cardiac arrest. In the first four months of Fiscal 2001 the Department's average Emergency Medical Service (EMS) response time to Segments 1-3 life threatening incidents was 7:20, compared to 7:58 during the first four months of Fiscal 2000, an 8 percent decrease. During the reporting period the Certified First Responder-Defibrillation (CFR-D) unit average response time to Segments 1-3 incidents was 4:14, an 8 percent decrease compared to 4:36 during the first four months of Fiscal 2000. EMS and CFR-D combined average response time to Segments 1-3 incidents was 6:10 during the first four months of Fiscal 2001. This is a decrease of 36 seconds compared with the first four months of Fiscal 2000, and a decrease of 2 minutes,

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35 seconds compared with the first four months of Fiscal 1996, the year before the merger of EMS and the Department.

The Department is committed to having the best trained firefighters in the world. In December 2000 there was a ground breaking ceremony for FDNY's new state-of-the-art training facility on Randall's Island. The project will include the construction of three new buildings and the renovation of one existing structure. The new facility will include a building for classrooms that will offer the latest in audio-visual technology and a distance learning center that will offer training to firefighters in remote sites. Another building will contain the latest in fire fighting training technology, including a fire fighting simulator.

FDNY average response time to structural fires, expressed in minutes and seconds, was 4:14 during the reporting period, a decrease of 6 seconds, or 2 percent compared with 4:20 during the first four months of Fiscal 2000. Average response time to nonstructural fires was 4:40 during the first four months of Fiscal 2001; a decrease of 17 seconds, or 6 percent compared with 4:57 in the first four months of Fiscal 2000. During the first four months of Fiscal 2001 there were 30 civilian fire fatalities, compared with 34 civilian fire fatalities in the first four months of Fiscal 2000. In Calendar 2000 there were 125 civilian fire fatalities, compared to 112 civilian fire fatalities reported in Calendar 1999.

## TRAFFIC ENFORCEMENT AND SAFETY

An important indicator of traffic safety is the number of traffic fatalities. According to Department of Transportation preliminary figures there were a total of 366 traffic fatalities during Calendar 2000, a 13 percent decrease from Calendar 1999 and a slight decrease from Calendar 1998. There were 176 pedestrian fatalities in Calendar 2000, a 13 percent decrease from Calendar 1999 and a 4 percent decrease from Calendar 1998.

### NYPD Initiatives

In February 1999 NYPD implemented a new Driving While Intoxicated (DWI) initiative authorizing arresting officers to seize vehicles owned and operated by intoxicated drivers at the time of arrest. From the inception of the DWI initiative through reporting period, the Department seized 2,819 vehicles. In the first four months Fiscal 2001 NYPD made 1552 drunk-driving arrests, a decrease of 2 percent compared to 1,580 drunk-driving arrests during the same period of Fiscal 2000.

As part of the Department's effort to ensure the safety of the public on City roadways, in addition to conventional ongoing enforcement tactics, NYPD developed a number of targeted traffic operations to enhance safety and improve traffic flow.

- "Matinee" targets illegally parked vehicles and idling buses in Manhattan's theater district during matinee hours. During the first four months of Fiscal 2001 NYPD issued 3,733 summonses.
- "On Board" targets violators of bus lane regulations. NYPD traffic enforcement agents riding City buses issued 3,449 summonses and arranged for the towing of 28 vehicles during the first four months of Fiscal 2001.
- "Aggressive Driving" targets speeding recidivists and other hazardous drivers for enhanced penalties and, in certain circumstances, vehicle seizure. Since its inception in July 1999 NYPD has issued more than 26,000 summonses.
- "Don't Block the Box" targets vehicle spillback in intersections. There were eight operations from July to October 2000 that resulted in 4,428 summonses issued.

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- “Move Along” targets double parking, unauthorized use of bus lanes and other offenses that cause traffic congestion. There were 11 operations in the reporting period that resulted in 21,704 summonses issued, 212 vehicles booted and 2,853 vehicles towed.
- “Buckle Up” targets drivers who do not use seatbelts. Operations in the first four months of Fiscal 2001 resulted in 10,142 summonses issued.
- “Safe Transportation” addresses moving and parking violations along primary City roadways. There were five operations during the first four months of Fiscal 2001 that resulted in 5,393 summonses issued, 16 arrests, and 337 vehicles seized.

During Calendar 2000 the Department also conducted operation “Drive Safe and Sober,” which targets drunk drivers and other unsafe drivers, such as speed limit violators. In conjunction with the State police, NYPD issued 1,499 summonses and made 14 arrests from July to October 2000.

During the first four months of Fiscal 2001 NYPD’s Surface Transportation Enforcement District coordinated five Operation Safe Taxi initiatives in Manhattan, which encourage all police personnel to address unsafe driving offenses by medallion taxi drivers. The initiatives resulted in 2,705 summonses and 10 arrests.

## DOT Initiatives

By emphasizing timely attention to traffic signs, signals and other issues affecting traffic safety, the Department of Transportation (DOT) works to increase citizen confidence and protect motorists and pedestrians. The Department installed 198 traffic signals during Calendar 2000, compared to 184 signals installed during Calendar 1999. In Fiscal 2001 the Department plans to install a total of 180 signals. The number installed depends on the number of locations approved for new traffic signals by DOT’s Division of Traffic Operations. The Department installed 98.5 percent of new signals within six months of approval during the first four months of Fiscal 2001, surpassing its objective of 95 percent. As of October 2000 the total number of speed humps citywide was 503. Of those, 249 are located near schools.

The Department continues to work with NYPD to improve safety at dangerous locations, each of which typically consists of several blocks and intersections. By the end of October 2000 DOT’s investigations had identified the necessity for installing 149 replacement or new signs, installing two new signals, modifying five existing signals and installing pavement markings at 46 locations.

The Department has made safety improvements on major corridors throughout the City, including the Grand Concourse in the Bronx; Hylan Boulevard in Staten Island; and Queens Boulevard in Queens. In addition to sign changes, signal timing modifications and installation of pavement markings (such as high visibility crosswalks and STOP bars), the following safety improvements were implemented during the reporting period:

- The Department continued to implement measures to improve pedestrian safety on Queens Boulevard. In Fall 2000 DOT installed midblock signalized crosswalks at 68<sup>th</sup> and 70<sup>th</sup> avenues and relocated vehicular slip ramps away from newly installed pedestrian crossings. Additional capital improvements implemented as of December 2000 include median extensions, median widenings, pedestrian ramp modifications and neckdowns at selected intersections on Queens Boulevard between 67<sup>th</sup> and 70<sup>th</sup> roads. The Department is also installing fencing to discourage jaywalking. As of January 2001, 475 linear feet of fencing was installed and a total of approximately 3,500 linear feet of fencing will be installed by Spring 2001.

## PUBLIC SAFETY AND ENFORCEMENT

- In late August 2000 the Department converted 57<sup>th</sup> and 59<sup>th</sup> avenues to one-way operation as recommended in the Environmental Impact Statement for the Queens Center Mall expansion. This conversion will improve traffic circulation in the vicinity of the mall as well as both vehicular and pedestrian safety at the Woodhaven Boulevard intersection, which was cited as one of the top 10 high-vehicle-accident locations in the City in recent years.
- In January 2001 the Department implemented a new off-peak and weekend traffic signal coordination between 50<sup>th</sup> Street and 57<sup>th</sup> Avenue, completing both signal retiming and adjustments from Van Dam Street to Union Turnpike. The new timing is designed to discourage speeding and allow additional pedestrian crossing time.
- Beginning in January 2001 DOT personnel were deployed at five locations to educate the public on how to safely cross Queens Boulevard. In February 2001 the Department will install approximately 400 signs that encourage pedestrians to cross with care and remind the public of locations where fatalities have occurred. Also scheduled by the end of February 2001 is a reduction in the speed limit from 35 to 30 miles per hour between 51<sup>st</sup> Street and 51<sup>st</sup> Avenue. This change will result in a uniform speed limit along the entire eight-mile length of Queens Boulevard.
- By the end of Fall 2001 the Department will begin implementing similar capital improvements along the area of Queens Boulevard between the Long Island Expressway and 67<sup>th</sup> Road and between 70<sup>th</sup> Road and Union Turnpike. Improvements include median extensions, median widenings, neckdowns and crosswalk upgrades. Additionally, in Fall 2001 installation will begin of approximately 10,500 linear feet of fencing from Elliot Avenue to 67<sup>th</sup> Road and from 70<sup>th</sup> Road to Union Turnpike. The Department will also install another red light camera on Queens Boulevard by May 2001.
- By the end of Fiscal 2001 DOT will release a Request for Proposals to study and provide recommendations for improvements to the portion of Queens Boulevard between the Long Island Expressway and Van Dam Street.
- In Fall 2000 DOT installed oversized 12-inch red lenses on traffic signals, improved pavement markings and signs, high visibility crosswalks and international pedestrian crossing signals on the Grand Concourse at East 170<sup>th</sup> and East 183<sup>rd</sup> streets. These measures further enhance the Department's pedestrian safety demonstration project on the Grand Concourse between East 165<sup>th</sup> and East 170<sup>th</sup> streets. This pilot program resulted in the reduction of pedestrian accidents by 45 percent as well as the reduction of vehicular speeds on the northbound service road by 33 percent and on the southbound service road by 12 percent.
- During the first four months of Fiscal 2001 the Department continued to implement measures to improve safety on Hylan Boulevard in Staten Island. In July 2000 DOT installed rush hour regulations creating curbside travel lanes in the morning and evening peak periods on Hylan Boulevard between Steuben Street and Guyon Avenue.
- The Department's improvement plan for Herald Square, the area surrounding the intersection of 34<sup>th</sup> Street, Avenue of the Americas and Broadway in midtown Manhattan, began a one-year trial period in August 2000. The plan widens sidewalks on both the Avenue of the Americas and Broadway, as well as on both the Herald and Greeley squares' mid-avenue triangles; extends corners to increase sidewalk space for pedestrians; and shortens pedestrian crossing distances.
- The block of West 33<sup>rd</sup> Street between Broadway and Fifth Avenue was reversed to one-way westbound traffic to improve traffic circulation in the area and vehicular and pedestrian safety at the intersection of West 33<sup>rd</sup> Street and Fifth Avenue. The intended result, to increase pedestrian safety and manage busy traffic, will be assessed during the trial period.

# PUBLIC SAFETY AND ENFORCEMENT

In October 2000 DOT received the American Automobile Association's (AAA) highest accolade, the Platinum Award, for community traffic safety programs. The award recognizes DOT's outstanding efforts in successfully addressing local traffic safety issues through education, engineering and enforcement. In October 2000 the AAA also presented DOT with the Best Practices Award for its Youth Educating for Safety program and an Outstanding Achievement award for its Traffic Safety program.

## Livery Cabs

Throughout Fiscal 2000 and Fiscal 2001 the Taxi and Limousine Commission (TLC) has worked to prevent violence against for-hire vehicle (FHV) drivers. In April 2000 TLC adopted new rules requiring the installation of a bullet-resistant partition or an in-vehicle digital security camera in all for-hire vehicles and medallion taxicabs. Upon adoption of the rules, in April 2000 the City, with funding provided by the New York City Economic Development Corporation, created a \$5 million grant reimbursement program that reimbursed TLC licensed vehicle owners up to \$325 toward the cost of either a new partition or a new in-vehicle digital security camera system. The program, which is administered by TLC's Safety & Emissions Division, was successfully concluded on October 16, 2000. Reimbursement claims were processed for 10,537 vehicles equipped with partitions, and 5,006 vehicles equipped with digital security cameras, for a total of 15,543 vehicles.

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. The reforms ensure public and consumer safety through mandatory annual drug testing, increased liability insurance coverage, a probationary period for licensees, and stricter guidelines through the Persistent Violator and Critical Driver Programs, allowing TLC to take action against drivers who repeatedly violate TLC Rules and Traffic Regulations. Since the inception of the Persistent Violator Program in July 1998, 410 drivers have had their licenses suspended and 108 drivers have had their licenses revoked. Since the inception of the Critical Driver Program in February 1999, 610 drivers have had their licenses suspended and 60 drivers have had their licenses revoked. Since the inception of the Probationary License Rule in July 1998, 145 drivers have had their licenses revoked. Since the inception of mandatory drug testing in October 1998, 742 licensees have failed, and as a result, have had their licenses revoked.

In the first half of Fiscal 2001 TLC's Uniformed Services Bureau continued its expanded citywide quality-of-life enforcement initiative, including Operation City Sweep. The operation targets for-hire vehicle drivers responding to street hails, which are illegal under TLC rules, as well as traffic and quality-of-life violations committed by for-hire vehicle operators throughout the borough of Manhattan. During the first four months of Fiscal 2001 the Uniformed Service Bureau conducted a total of 14 enforcement operations, issued 572 summonses and seized 103 unlicensed vehicles. Since the inception of this operation in January 2000, the Uniformed Services Bureau has conducted a total of 36 enforcement initiatives, issued 2,934 summonses and seized 347 unlicensed vehicles.

# PUBLIC SAFETY AND ENFORCEMENT

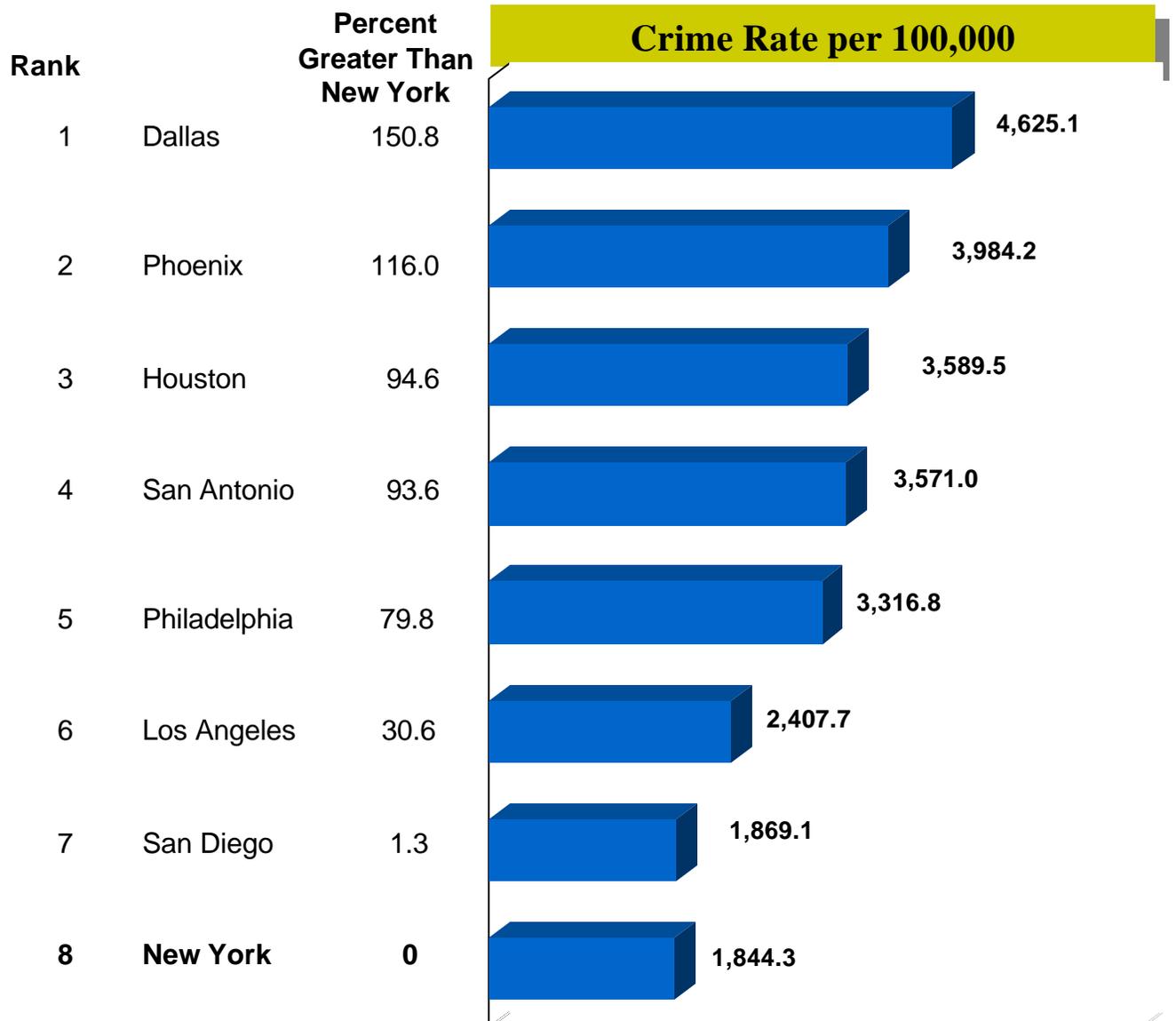
## PUBLIC SAFETY AND ENFORCEMENT – SELECTED INDICATORS

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Police Department	Major Felony Crimes Total	293,874	246,117	227,773	202,106	187,181	68,053	66,865
Police Department	Murder & Non-Negligent Manslaughter	1,105	829	673	661	671	240	230
Police Department	Uniformed Officers Firing Shots <b>(CY 1995-2000)</b>	479	419	334	318	194	174 <b>(CY '00)</b>	
Police Department	Domestic Violence: Family Related Arrests	22,564	24,267	26,557	23,420	23,935	8,102	7,753
Police Department	Domestic Violence: Arrests for Violating Orders of Protection	2,839	3,368	3,735	3,734	4,012	1,360	1,337
Police Department	DWI Arrests	7,395	6,686	6,518	6,018	4,748	1,580	1,552
Police Department	Average Vehicle Speeds on Midtown Avenues (MPH)	8.2	7.6	8.4	8.2	8.1	7.7	7.8
Fire Department	Civilian Fire Fatalities <b>(CY 1995-2000)</b>	173	149	145	107	112	125 <b>(CY '00)</b>	
Department of Correction	Correctional Violence Incidents	407	401	229	102	70	30	21
Civilian Complaint Review Board	Total Allegations	8,600	7,542	8,525	7,338	6,662	2,450	1,949
Department of Transportation	Total Traffic Fatalities <b>(CY 1995-2000)</b>	484	426	493	368	420	366 <b>(CY '00)</b>	
Department of Transportation	Pedestrian Fatalities <b>(CY 1995-2000)</b>	242	236	254	184	202	176 <b>(CY '00)</b>	
Department of Transportation	Street Lights: Percent Responded to Within 10 Days	NI	98.4%	97.5%	98.6%	96.9%	98.1%	96.6%
Department of Transportation	Potholes Repaired Within 30 Days	NI	26%	44%	64%	65%	40%	54%

# Crime in Selected Cities

Total FBI Index Crime Rate per 100,000 Population  
Eight\* Largest Cities  
January – June 2000

*New York is the safest large city in the country.*

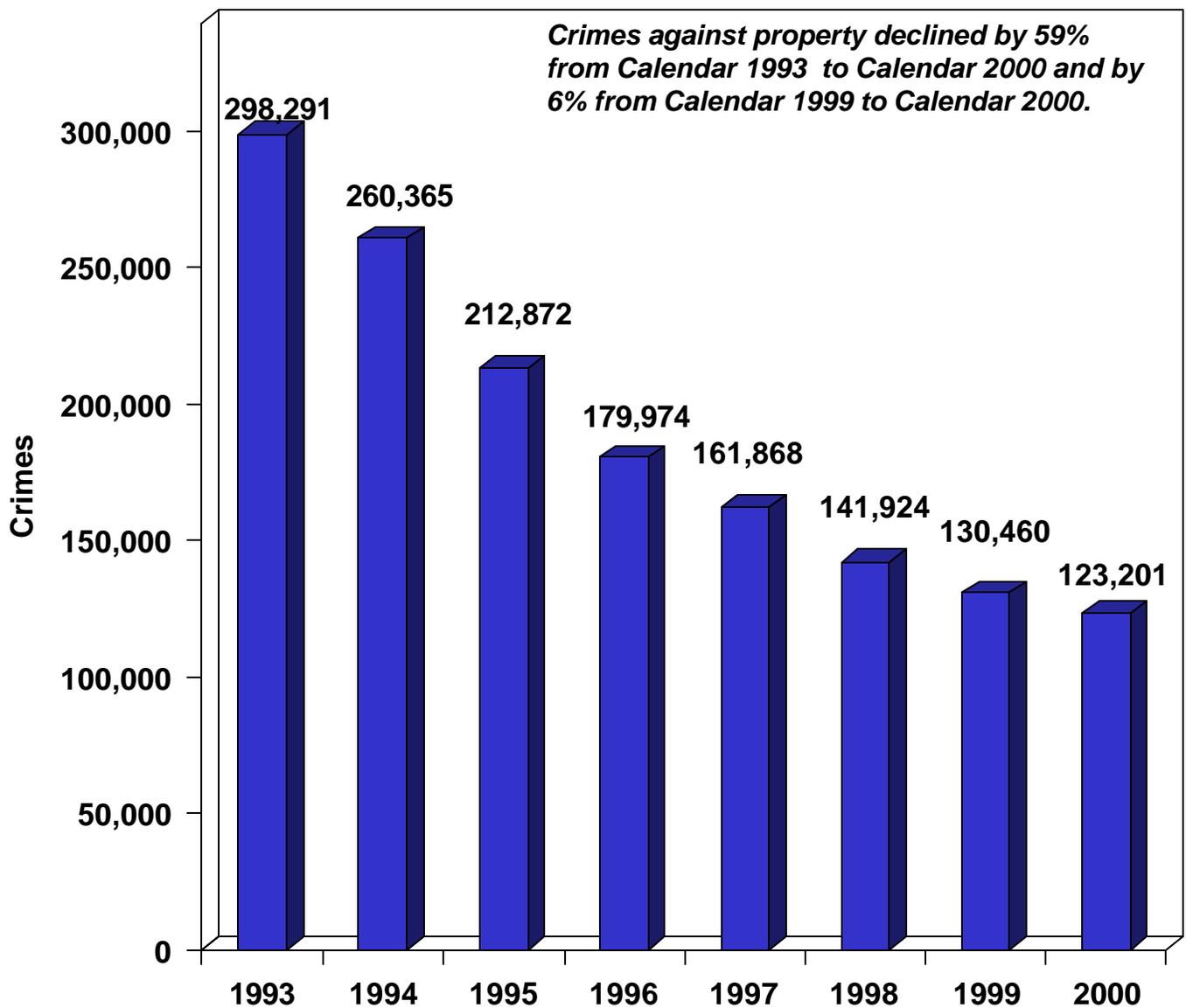


Based on preliminary FBI Uniform Crime Reports.

\*Data for Chicago, IL is not available because that city's method of collecting index crime statistics for forcible rape do not conform to national uniform crime reporting guidelines.

# New York City Police Department

## Crimes Against Property\* Calendar 1993-2000



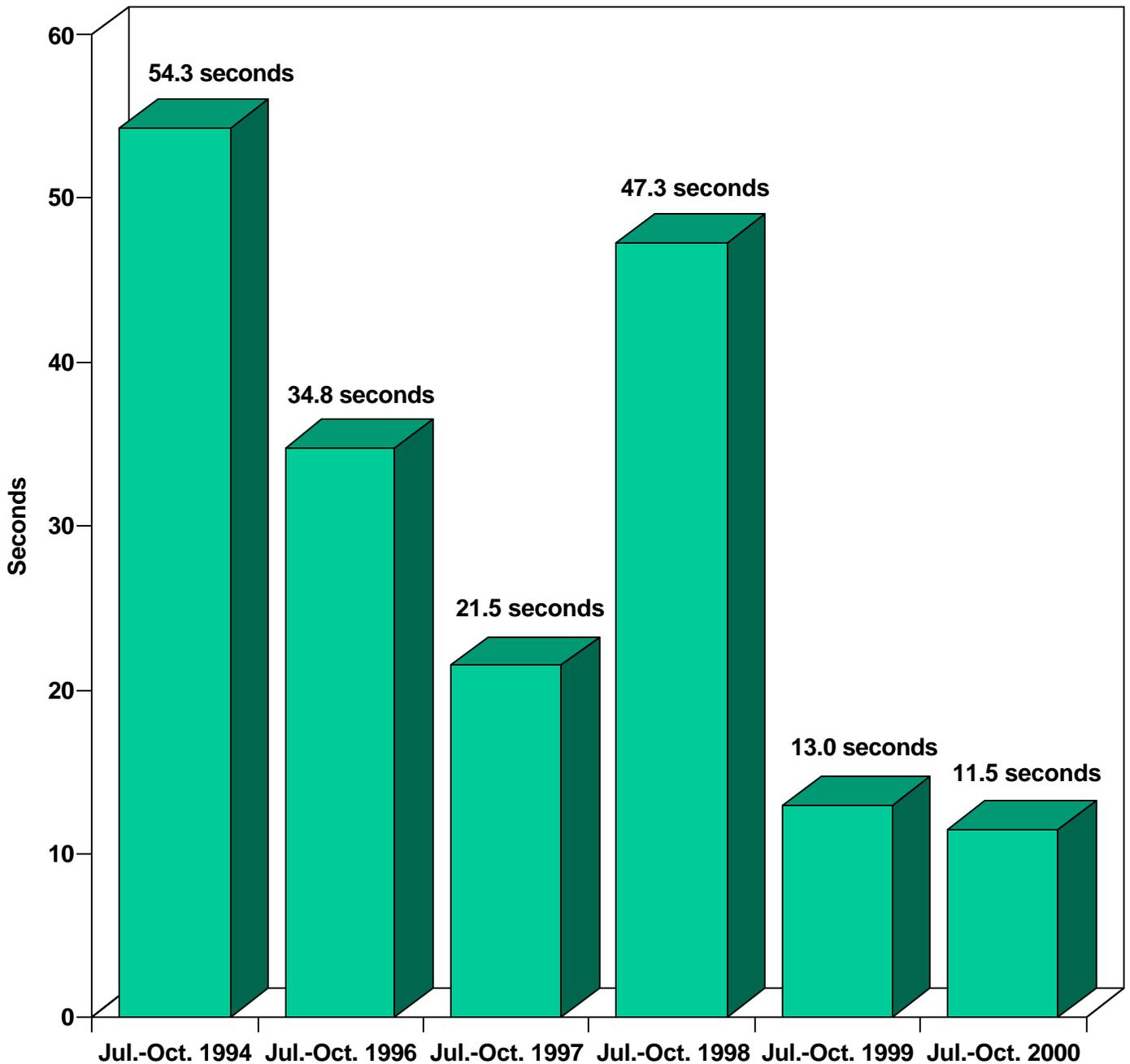
Figures are based on preliminary data.

\*Burglary, Grand Larceny and Grand Larceny Auto.

# Domestic Violence Hotline

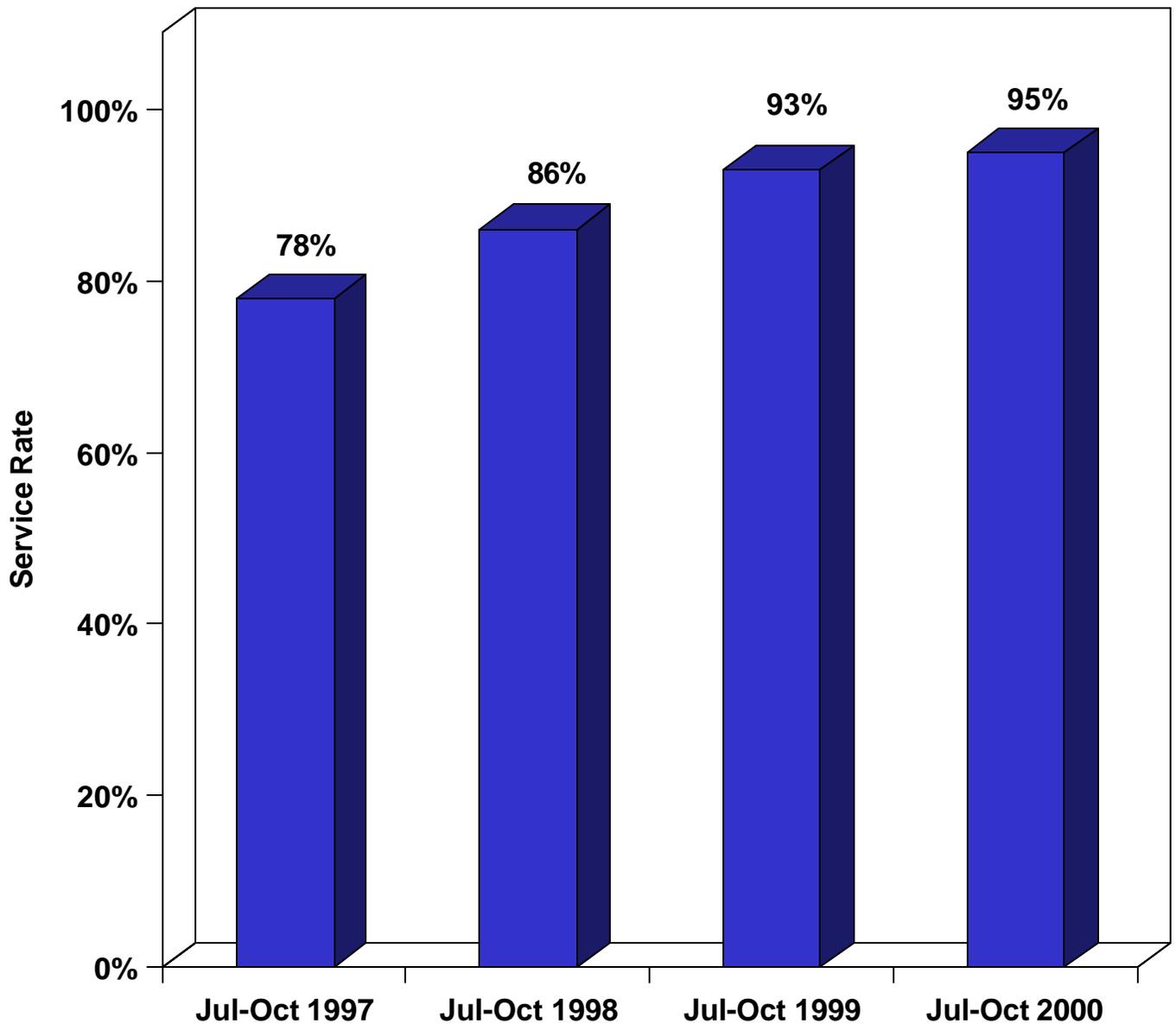
## Average Waiting Time for Calls to be Answered

July-October 1994- 2000



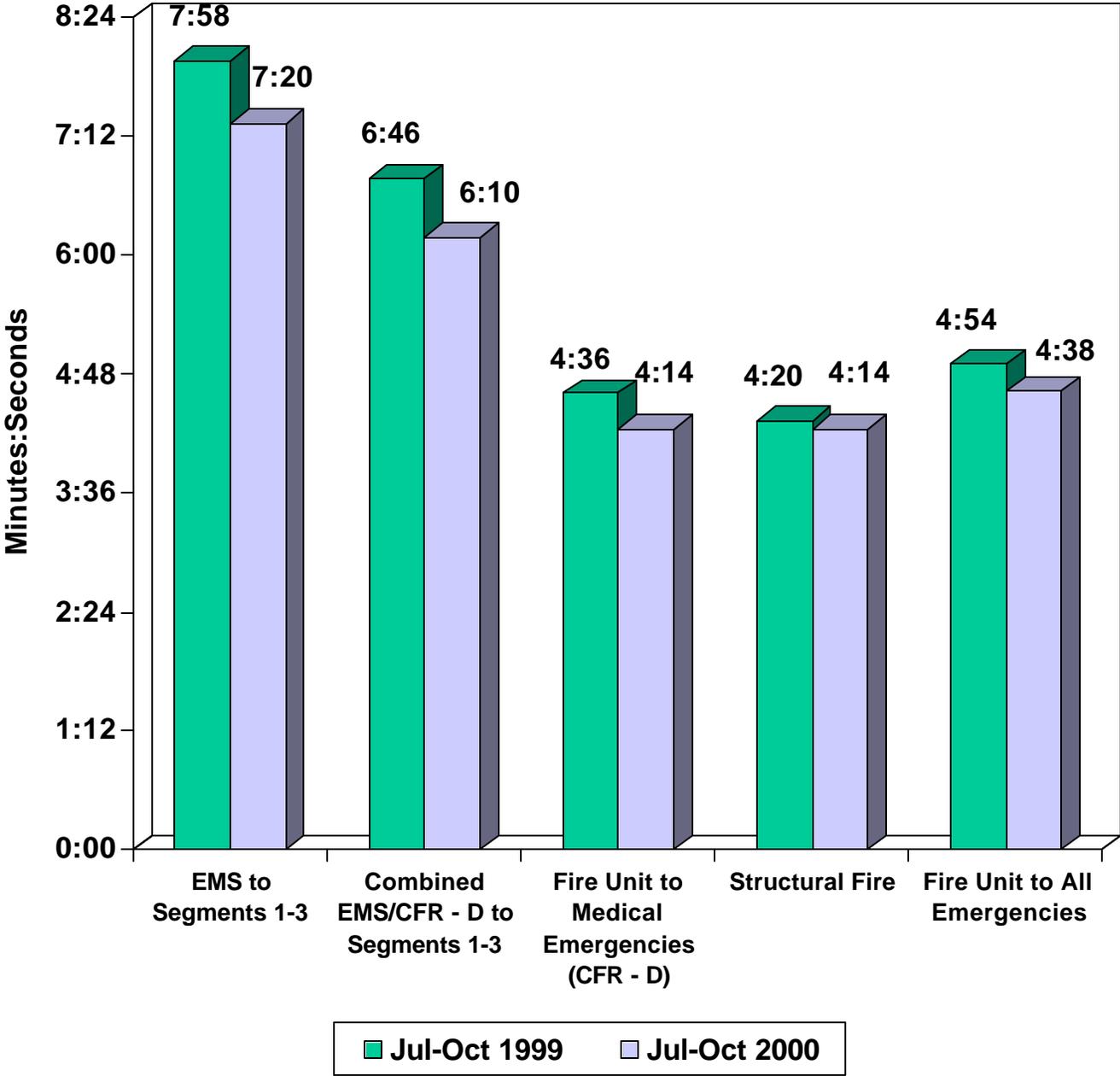
# New York City Police Department

## Domestic Violence Strategy Orders of Protection Service Rate July - October 1997 - 2000



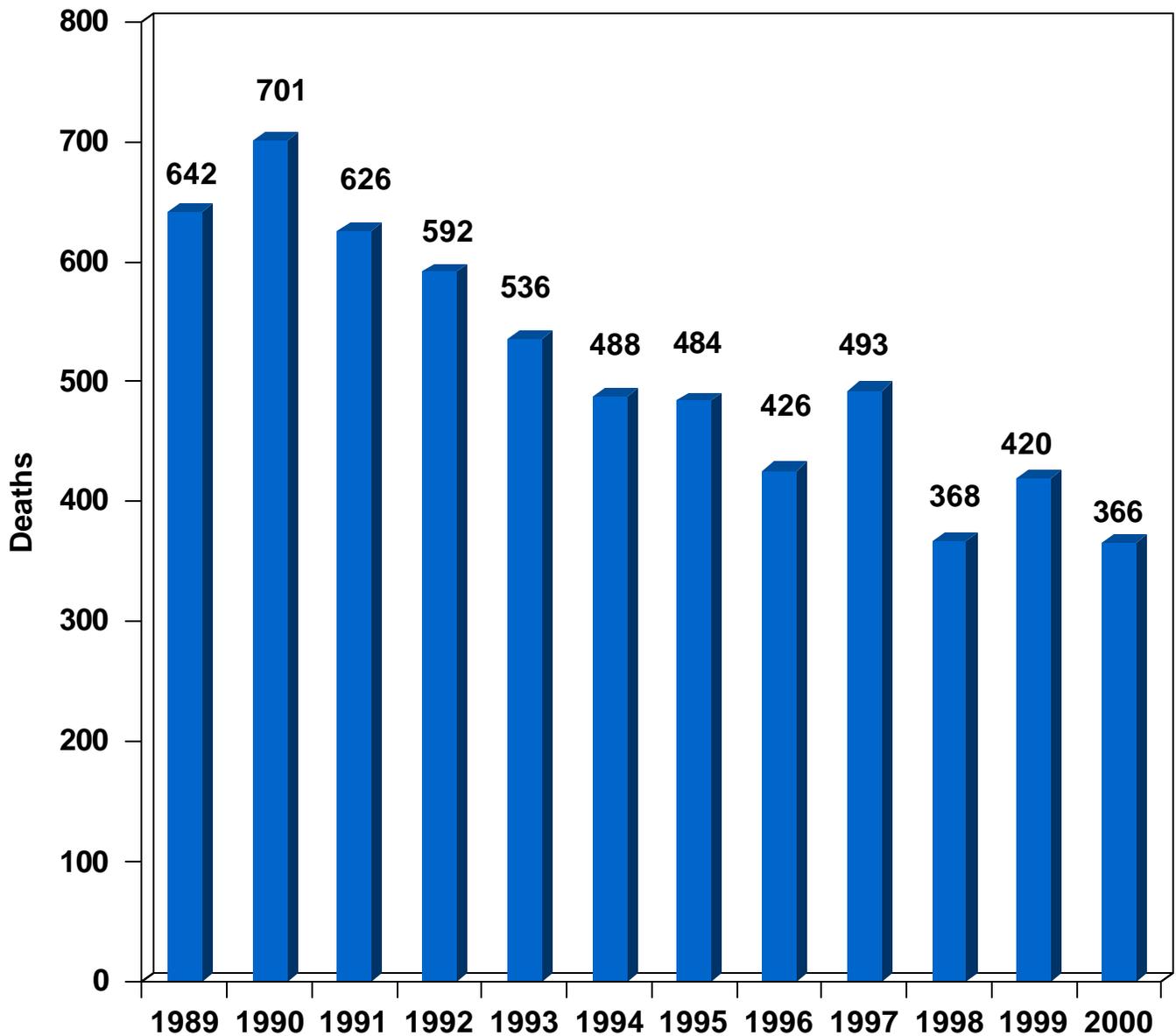
# Fire Department

## Citywide Average Response Times (in minutes) July - October 1999 - 2000



# Department of Transportation

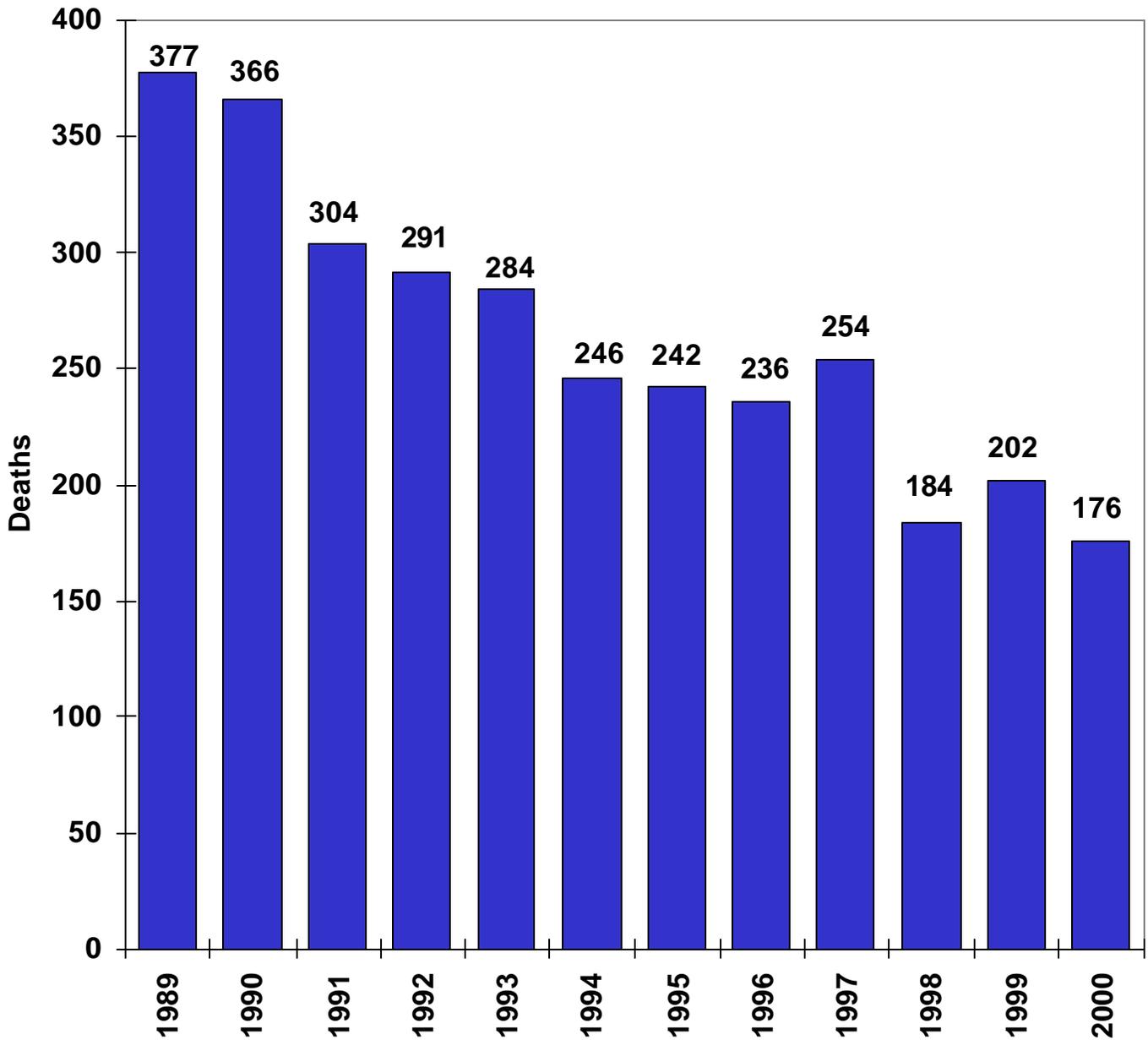
## Total Traffic Deaths Calendar 1989-2000



November and December data have not been reconciled with NYPD.

# Department of Transportation

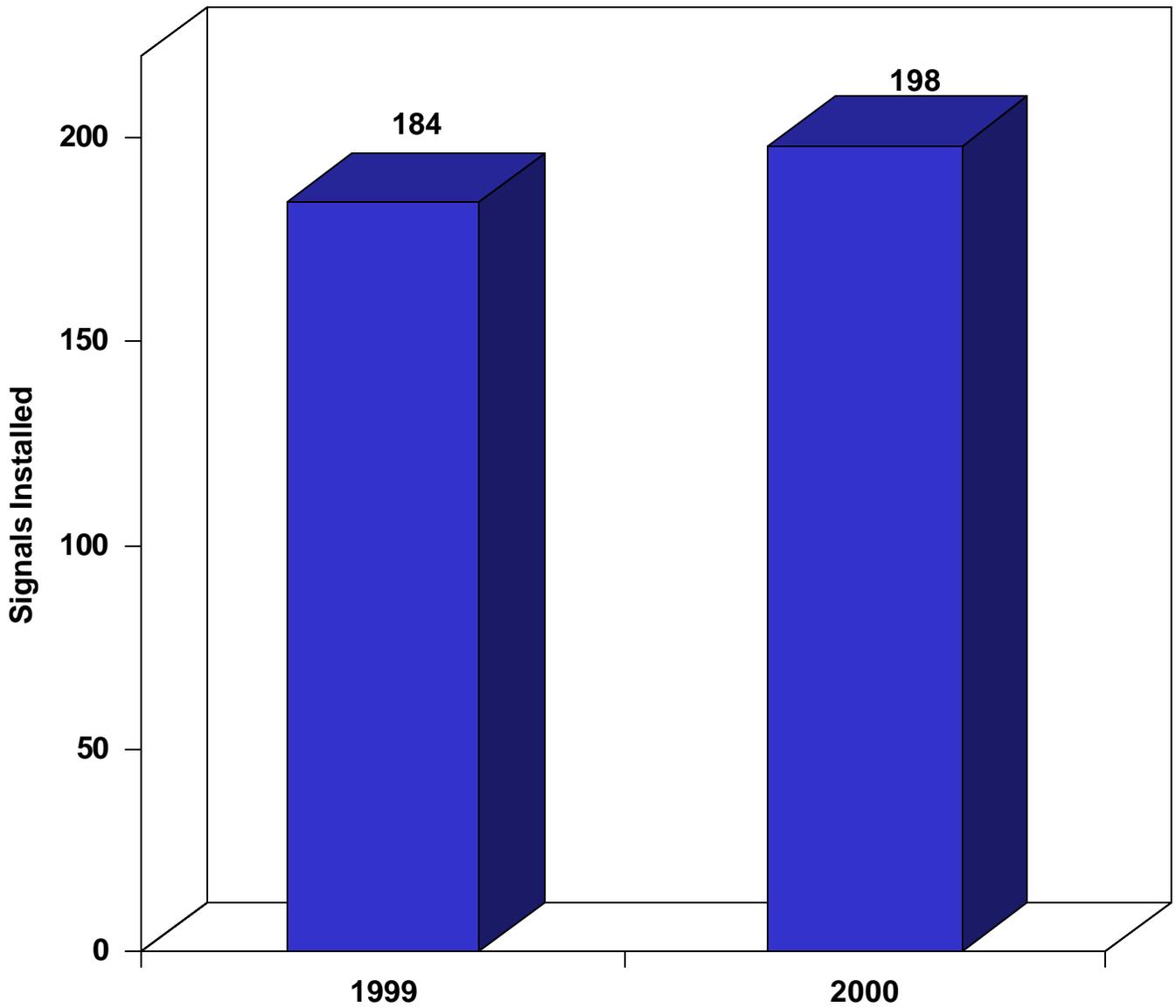
## Pedestrian Deaths Calendar 1989-2000



November and December data have not been reconciled with NYPD.

# Department of Transportation

## Traffic Signal Installation Calendar 1999-2000



# PUBLIC HEALTH

The City is breaking new ground in coordinated initiatives to protect New Yorkers from public health problems and to address the issue of affordable health care. During the 2001 State of the City Address the Mayor announced the City's plans to merge the Department of Health and the Department of Mental Health, Mental Retardation, and Alcoholism Services into one agency which will deliver these services in a more coordinated and efficient manner. Important initiatives and statistics regarding children's health are presented in this Volume's chapter on services to children and youth.

## HEALTHSTAT

In June 2000 the Mayor announced HealthStat, a comprehensive citywide initiative to provide uninsured New Yorkers with access to public health insurance programs. Under the direction of the Mayor's Office of Health Insurance Access (MOHIA), all City agencies, hundreds of community groups and many faith-based organizations have been mobilized to identify, educate and enroll eligible families and children in Child Health Plus and Medicaid. HealthStat focuses on enrolling people in the following programs:

- Child Health Plus, a State program, serves children with family incomes of up to 250 percent of the Federal Poverty Line (FPL), or \$35,400 per year for a family of three.
- Medicaid, a federal program, serves very-low income children and adults.
- HealthPass, a new private sector health insurance option for small businesses with over 110,000 provider locations, has the largest selection of doctors and hospitals of any health insurance option available in New York City.

Since its inception, HealthStat has produced the following results:

- Made contact with over 4 million families, including mailings, phone calls, and personal encounters.
- Referred over 70,000 families who expressed an interest in Child Health Plus to enrollers.
- Enrolled over 74,000 children through actions directly attributable to HealthStat.
- HealthStat is now generating approximately 5,000 referrals to enrollers each week.

In July 2000, HealthStat initiated the "Brooklyn Blitz," a concentrated effort to identify uninsured children in three communities (Bushwick, Bedford-Stuyvesant and Brownsville) in Brooklyn and enroll them in Child Health Plus. As part of the Brooklyn Blitz, HealthStat took the following actions:

- Established 10 special enrollment centers in Brownsville, Bedford-Stuyvesant and Bushwick.
- Initiated an interagency outreach blitz to saturate the targeted communities with information about HealthStat.
- Distributed over 150,000 flyers and 10,000 posters (in English and Spanish) throughout these neighborhoods (working with other City agencies and community volunteers).
- Provided access to HealthStat information and enrollment assistance at 135 public agency sites including police precincts, fire houses, day care centers, schools and housing developments.
- Collaborated with the Mayor's Community Assistance Unit to convene meetings with community leaders and residents, including a Mayor's Town Hall Meeting.

# PUBLIC HEALTH

A key component of the HealthStat initiative is the development of a citywide referral system. In order to implement this goal, MOHIA worked with 20 participating City agencies and other local groups to prepare and begin executing detailed plans for each agency to identify, educate and enroll uninsured children in public health insurance programs. As part of the ongoing development of the citywide referral system, HealthStat established and implemented the following:

- Weekly meetings of City agencies and other organizations involved in HealthStat, such as the Children's Defense Fund and the Greater New York Hospital Association, are convened at the Mayor's Office of Emergency Management. These meetings allow HealthStat to assess the effectiveness of the overall effort, to identify areas requiring greater focus and attention, and to hold agencies accountable for executing their HealthStat plans.
- Joint training with the Children's Defense Fund for over 5,000 City employees and staff of community-based organizations to identify uninsured children and refer their families to enrollment sites was completed.
- A data system, which tracks referrals generated by City agencies and the ultimate disposition of these referrals, was developed in cooperation with the Mayor's Office of Operations.
- A "Back-to-School Healthy" campaign in which two to three volunteers were stationed at 700 elementary schools in the City distributing HealthStat information to parents on the first two days of school in Fall 2000.
- In partnership with Children's Defense Fund, HealthStat produced and distributed 10,000 children's health insurance "information kits" for community-based organizations (CBO) with suggestions for how these CBOs can help children become enrolled in health insurance.
- In November 2000 HealthStat launched a \$2 million advertising campaign in conjunction with the Greater New York Hospital Association and local unions to promote HealthStat and to encourage families to call the City's new HealthStat hotline – 1-888-NYC-6116. Ads with the slogan, "You Supply \_\_\_\_\_" are appearing in both English and Spanish on subways, buses, bus shelters and in newspapers. Similar ads are also played over the radio.
- A large chain of pharmacy stores joined as a partner in the City's HealthStat initiative and they are displaying HealthStat flyers and ads in 157 of their stores throughout the City.
- In November 2000 HealthStat held a meeting at City Hall with hundreds of faith-based organizations. At this meeting, the City generated commitments to sponsor outreach and enrollment events by 55 faith-based groups.

At the 2001 State of the City Address the Mayor announced several proposals designed to increase enrollment in the HealthStat programs. The Mayor proposed that the City provide bonuses of up to \$25,000 to public schools that enroll more than 70 percent of their students who are eligible for Child Health Plus and higher rewards to schools that enroll all of their students eligible for the program. The Mayor announced his continued support for immediate federal approval of the proposed state Family Health Plus program, which was designed to cover adults with incomes of up to 150 percent of the federal poverty line. The Mayor also proposed that the State extend recertification deadlines for children enrolled in its health care programs from one year to two years.

In partnership with the New York Business Group on Health, HealthStat also oversees HealthPass, a new private sector health insurance option for small businesses (for-profit and nonprofit) that allows small companies to offer each of their employees a wide range of choices in healthcare coverage. These options

# PUBLIC HEALTH

also allow small businesses to be more competitive in recruiting employees. With over 110,000 provider locations, HealthPass has the largest selection of doctors and hospitals of any health insurance option available in the City. Since HealthPass was launched in December 1999 enrollment has grown to over 300 small businesses, with nearly 2,000 employees, totaling over 3,000 persons insured. Twenty-two percent of employees covered by HealthPass did not have previous insurance.

## COMMUNICABLE DISEASE PREVENTION

In the first four months of Fiscal 2001 the Department of Health (DOH) continued to work with the Mayor's Office of Operations to implement a comprehensive insect-borne disease surveillance and control plan to address the West Nile virus. The plan consisted of three primary activities started in Spring 2000: mosquito prevention and control, surveillance and education, and outreach to both the public and health care professionals. In November 2000 the Department convened a West Nile virus planning session with over 40 key Department staff. Using the results of the session, the Department is formulating steps for Spring 2001.

In Calendar 2000 the Department completed investigation of 530 cases of City residents with viral encephalitis or meningitis. A total of 14 people tested positive for West Nile virus: 10 from Staten Island, two from Brooklyn, one from Manhattan and one from Queens.

The Department conducted weekly trapping and testing of mosquitoes collected from over 90 sites citywide to detect the presence of the virus. In addition, the Department supervised the testing of 14 sentinel chicken flocks and submitted approximately 1,200 birds to the State Department of Environmental Conservation (DEC) for testing. A total of 177 birds and 170 mosquito pools tested positive for the virus. During the reporting period the Department continued to apply larvicide to catch basins, sewage treatment plants and other large bodies of standing water to prevent mosquito larvae from hatching into adult mosquitoes. Since April 2000 the Department treated more than 150,000 catch basins using federal Environmental Protection Agency (EPA) and DEC-approved larvicides.

In October 2000 the Department, with assistance from the federal Centers for Disease Control and Prevention (CDC), conducted the Staten Island Serosurvey. The survey involved a door-to-door survey of 634 households, consisting of 877 people, in randomly selected Staten Island neighborhoods. Participants anonymously responded to a questionnaire and provided blood samples. Survey findings will provide information on who is most at-risk for mosquito bites and the symptoms, if any, of people who were exposed to the West Nile virus but unaware of their infection. Preliminary results of the Serosurvey were released in January 2001; complete analysis of the results is expected by June 2001.

## PEST CONTROL

In the first four months of Fiscal 2001 the Department continued to work closely with the Mayor's Office of Emergency Management on the Rodent Task Force, a multi-agency effort launched in June 2000 to enhance the City's pest control effort. As the lead agency in this Task Force, the Department of Health (DOH) worked with other City agencies on multiple site assessments and exterminations throughout the five boroughs and continues to provide technical assistance to other City agencies as necessary.

In the first four months of Fiscal 2001 the Department's Enhanced Program, combined with the regular complaint-based program, produced 12,080 inspections and 15,751 exterminations, compared to 10,263 inspections and 16,229 exterminations during the same period in Fiscal 2000. The Department billed non-compliant property owners for 54,598 hours of clean-up work generated from all of its pest control activities, compared with 67,034 hours of clean-up work during the same period in Fiscal 2000.

In the first four months of Fiscal 2001 DOH conducted 5,535 inspections as part of the Enhanced Pest Control Program. The Enhanced Program, which identifies strategic geographic areas with rodent

# PUBLIC HEALTH

problems and develops customized plans to address the problem, was launched in October 1999. In the first four months of Fiscal 2001, 83 percent of all initial inspections and 56 percent of all compliance inspections produced by the Enhanced Program resulted in violations. In comparison, the failure rate of the Enhanced Program's predecessor, the Comprehensive Pest Control Initiative was 38 percent. The high percentage of violations associated with the Enhanced Program is a result of the Department focusing its inspection resources on geographic areas of highest need.

In Calendar 2000 the Department received 167 new rodent bite reports, compared to 172 reports in Calendar 1999, a 3 percent decrease in reports.

In October 2000 the Department launched a new Rodent Prevention public education and community outreach campaign to increase public awareness of methods that reduce the rodent population. The Department's multimedia campaign, "You Feed Them, You Breed Them: Help NYC Send Rats Packing," includes an animated television spot; outdoor posters for placement on buses, bus shelters and sanitation trucks; and brochures and posters for distribution to community organizations citywide.

In August 2000 DOH also organized a Speaker's Bureau to provide speakers to community groups, schools and other venues throughout the City to present more detailed information on how individuals and communities can help the Department reduce the rodent population.

## HIV/AIDS

From the beginning of the AIDS epidemic in 1981 through October 2000, 120,566 AIDS cases have been reported to the Department of Health (DOH). During Calendar 2000 a total of 5,899 new AIDS cases were reported, a decrease 6 percent of compared to a revised number of 6,252 cases in Calendar 1999. Reported AIDS cases declined by 61 percent in Calendar 2000 from a high of 15,051 in Calendar 1993. During Calendar 2000, 19 new pediatric HIV/AIDS cases were reported, compared to 25 cases in Calendar 1999. The preliminary number of deaths reported due to HIV/AIDS in Calendar 2000 is 1,778, compared to 2,020 in Calendar 1999, which represents a decrease of 12 percent.

From March 2000 through February 2001 DOH received a \$10 million increase in federal Title I Ryan White Comprehensive AIDS Resources Emergency Act grants, resulting in the highest Ryan White funding level ever of \$107.56 million. The funds support a wide range of medical care and support services for HIV-infected clients and their families in the City. A portion of the increased funds will be targeted to improve the health outcomes among HIV-infected members of minority communities.

In Fiscal 2000 the Human Resources Administration created the HIV/AIDS Services Administration (HASA) to oversee case management and coordinate social and health services for persons with HIV/AIDS. At the end of October 2000 the HASA caseload rose to 27,707 cases, a 1.9 percent increase from the 27,183 cases at the end of June 2000. HASA expects the caseload to increase to 29,084 by the end of Fiscal 2001. Recent initiatives in AIDS Services include the following:

- During the first four months of Fiscal 2001 HASA continued to develop a case management system that automates routine caseload, program and service delivery data; this will continue to ensure Local Law 49 compliance and improve client and service analyses. The Administration's central intake unit, ServiceLine, will begin using this system by a revised date of August 2001. The HASA housing unit and three field locations will use the system by a revised date of October 2001.

# PUBLIC HEALTH

- In January 2001 the Administration's contracts with 14 community-based organizations began operation for a new scatter-site housing program, which will help clients achieve the highest level of independence possible contingent upon clients' needs and abilities by offering access to an array of social services and administrative resources. HASA requires that these performance-based contracts make a total of 1,350 annual placements.
- By the end of Fiscal 2001 HASA will expand its current housing contract portfolio for three types of housing for individuals with AIDS and their families. Scatter-site housing programs will provide intensive case management, counseling, and referrals for individuals and families who live in private apartments. Transitional and permanent congregate supportive housing will provide intensive case management, counseling and referrals for individuals who live in congregate care facilities. In addition, HASA will release an open-ended Request for Proposals for these three housing types by the end of Fiscal 2001.
- At the end of October 2000 the HASA Work Opportunity Program served 151 new voluntary participants. All the individuals received employment counseling, 71 individuals participated in job readiness training, 168 individuals participated in computer and basic business skills, 53 individuals enrolled in internship programs and 69 individuals received part-time or full-time employment. Individuals can participate in more than one activity during the reporting period. The program is a voluntary comprehensive training and employment pilot for HASA clients who wish to enter or return to the workforce. The program has served 757 participants since its inception in Fiscal 2000. The Administration projects that 150 additional participants will enroll in the program by the end of Fiscal 2001.

## MENTAL HEALTH PROGRAM SERVICES

The Department of Mental Health, Mental Retardation, and Alcoholism Services' Assisted Outpatient Treatment Program (AOT) was established in November 1999 to implement "Kendra's Law." The program provides court-ordered psychiatric outpatient treatment for individuals whose history of not complying with treatment has resulted in repeated hospitalizations or violent behavior. Since inception of the program through the end of October 2000, the four AOT teams received 7,456 inquiries and referrals; after initial screening, 1,522 cases were targeted for investigation. As of October 2000, 1,269 investigations were completed, 389 petitions were filed with the courts, 28 were withdrawn, 17 were denied and 330 petitions were granted, with all of these individuals being monitored by the AOT teams. Petitions were pending for 14 individuals and 253 investigations were ongoing as of November 2000.

During the first four months of Fiscal 2001 the Department hired a team of professionals including psychiatrists, social workers, consumer advocates and support personnel to establish a fifth AOT team dedicated to individuals incarcerated at Riker's Island correctional facility.

## ADULT IMMUNIZATION

In Spring 2000 the Department of Health began planning an Adult Immunization Initiative, which included a major media campaign, community outreach efforts, medical provider education, hospital-based initiatives and activities to encourage City workers to get vaccinated against influenza. In response to warnings during Summer 2000 of an impending nationwide delay in the availability of the influenza vaccine, the Department added several components to its initiative. These efforts were designed to ensure that New Yorkers at high risk of developing medical complications from influenza receive the "flu shot" as early as possible in Winter 2000-2001.

In October 2000 the Department established an automated hotline with live operators and launched a Web page on NYC.GOV/HEALTH with a facility locator to provide the public with the most current information on the influenza vaccine delay and to help people identify flu shot locations. By the end of November

## PUBLIC HEALTH

2000, more than 8,500 hits had been logged at the Web page and the hotline had handled over 7,600 calls.

As the flu season drew nearer and the vaccine was still not widely available, the Department increased its efforts to ensure that high-risk people, such as nursing home residents and people with HIV/AIDS, had access to the vaccine by making the vaccine available to both public and private facilities. The Department reached out to New York City-based corporations for loans or donations of vaccine that could also be redirected to high-risk people. As of the end of November 2000, more than 12,000 doses of the vaccine were given to approximately 50 nursing homes; more than 5,000 doses were given to facilities serving HIV/AIDS patients and hospitals; more than 26,000 doses were distributed to senior centers; more than 4,000 doses were given to the public through the Department's clinics; and more than 1,000 doses to City employees.

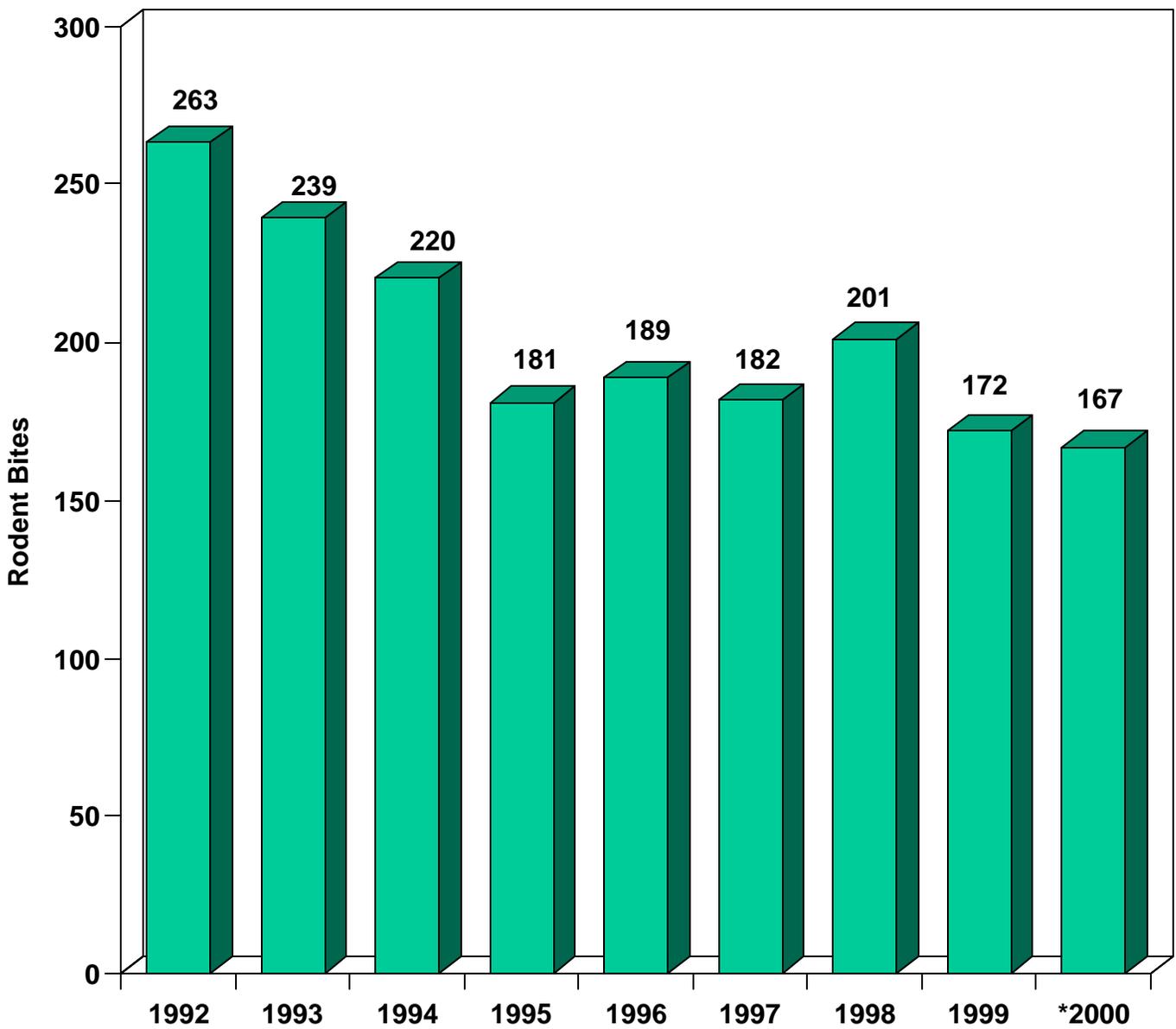
# PUBLIC HEALTH

## PUBLIC HEALTH – SELECTED INDICATORS

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Department of Health	New Tuberculosis Cases (CY 1995-2000)	2,445	2,053	1,730	1,558	1,460	1,129 (CY '00)	
Department of Health	New AIDS Cases (CY 1995-2000)	10,616	10,992	9,114	7,701	6,252	5,899 (CY '00)	
Department of Health	Initial Food Establishment Inspections	11,095	20,292	17,726	22,266	22,895	5,120	6,677
Department of Health	Pest Control Complaints Received	20,150	18,255	16,557	15,423	16,442	5,984	7,931
Department of Health	Pest Control Complaints – Rodent Bites (CY 1995-2000)	181	189	182	201	172	167 (CY '00)	
Health and Hospitals Corporation	Primary Care Visits (000's)	1,767	2,049	2,071	2,023	1,887	601.9	641.3
Health and Hospitals Corporation	Emergency Room Visits (000's) [Excluding Visits Resulting in Admissions]	805.5	779.9	777.5	811.7	831.2	273.0	273.1

# Department of Health

## Number of Reported Rodent Bites Calendar 1992-2000

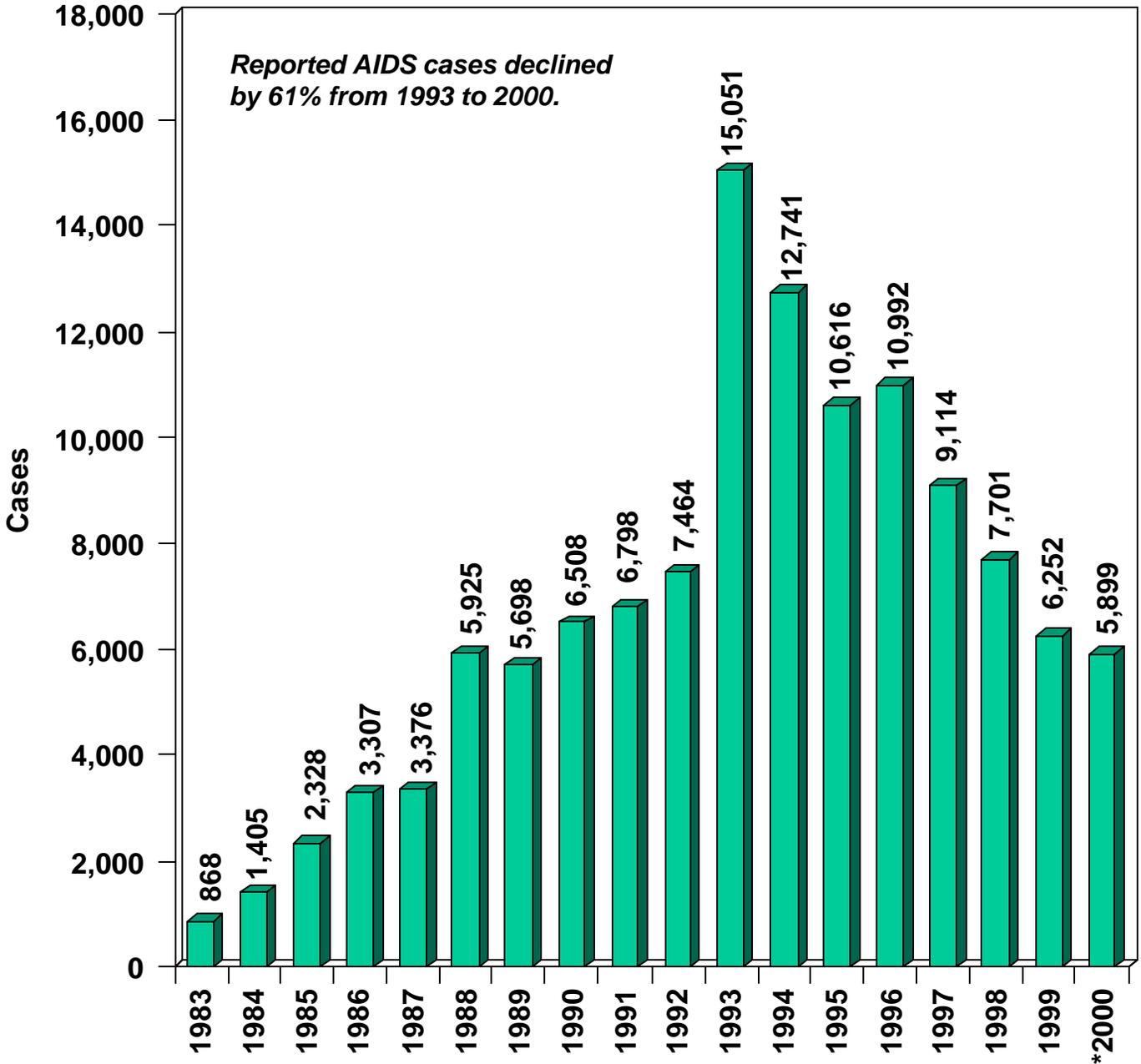


\*Calendar 2000 data are preliminary.

These figures include rat and mouse bites.

# Department of Health

## AIDS Cases by Year of Report Calendar 1983 - 2000



Includes pediatric and adult cases. Figure show citywide cases by year of report. Calendar 1993 and beyond reflect the expanded AIDS definition.

\*Calendar 2000 data are preliminary.

# SERVICES FOR CHILDREN AND YOUTH

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

## CHILD PROTECTION

In his January 2001 State of the City Address the Mayor reiterated his proposal to make the Administration for Children's Services (ACS), a national model for excellence in child welfare since it was created in Fiscal 1996, a permanent chartered City agency.

In March 1999 a settlement agreement was approved by the Court, calling for the dismissal and resolution of the federal class action lawsuits Marisol v. Giuliani and Wilder v. Bernstein. The settlement agreement created a Special Child Welfare Advisory Panel, comprised of a team of child welfare experts, to assess ACS progress in reforming child welfare in the City and present recommendations for continued improvement. The expiration of the Marisol agreement in December 2000 marks the first time in 12 years that the City's child welfare system is operating without a court order or stipulation. Although no longer mandated to do so by the Court, ACS has agreed to continue to work with the Panel in an advisory capacity for an additional year. In December 2000 the Panel's final report was released and concluded that the Administration for Children's Services had made "remarkable progress" in reforming the child welfare system in New York City, and that ACS began its reform efforts long before the Marisol settlement or the appointment of the Panel.

The report cited ACS' creation of a new frontline caseworker title series, training improvements for ACS staff, the decision to reconfigure the entire child welfare system along neighborhood service boundaries, overhauling the management of child protective services, establishing family conferencing, significantly changing the reimbursement and evaluation systems for contract providers, and the acquisition and renovation of the new ACS Children's Center.

The Administration's new Children's Center was dedicated in November 2000 and will open for use in April 2001. The new Children's Center, located on the Bellevue campus in Manhattan, houses ACS' Emergency Children's Services (ECS), Placement and Evaluation Services, Pre-Placement Services and the Satterwhite Training Academy. The facility serves as the initial intake and processing center for abused and neglected children entering the Agency's care during nonbusiness hours.

### Child Protective and Placement Services

**Adoptions.** The Administration for Children's Services (ACS) finalized 621 adoptions during the first four months of Fiscal 2001, compared to a revised 868 adoptions during the same period in Fiscal 2000, a decrease of 28 percent. Since the creation of ACS, over 18,000 children have been adopted, with the majority being children who have been awaiting finalization for a long period of time. This has left a greater proportion of children in the adoption pool who recently began the process; this shift in the pool make-up has resulted in fewer children being adopted in the first four months of Fiscal 2001 than during the same period in previous years. In addition, the City's foster care population, which includes the pool of children eligible for adoption, has continuously declined since 1996, resulting in fewer children available for adoption.

As the Mayor announced in the 2001 State of the City Address, ACS plans to have 4,500 adoptions finalized in Fiscal 2001. In order to further facilitate adoption finalizations in the courts, on Saturday, November 18, 2000 a special "Adoption Saturday" court session was held at Manhattan Family Court, where a record 209 adoptions of children in the City's foster care system took place. "Adoption Saturday" was part of a campaign by a nonprofit organization that will result in more than 1,000 adoptions in 10 cities nationwide, including New York.

## SERVICES FOR CHILDREN AND YOUTH

**Protective Services Case Management.** During the first four months of Fiscal 2001 the Agency responded to 15,369 reports of suspected child abuse and neglect involving 25,109 children, compared to 14,555 reports and 23,798 children during the same period of Fiscal 2000.

The 72-Hour Child Safety Conferences (CSCs) allow caseworkers to participate in a collaborative process with parents, relatives and involved service providers. During the reporting period, 1,695 CSCs were held citywide, bringing the total number of conferences held since CSCs were first implemented to 5,469. By December 2000, 65 percent of the conferences were held within three to five days of a child being removed from his or her home. Parents attended 70 percent of the conferences and consensus among all participants on a service plan was reached and contracts signed by parents in 93 percent of the conferences they attended.

**Neighborhood-Based Services.** During the first four months of Fiscal 2001 ACS continued operating Neighborhood-Based Services citywide through 110 providers. Neighborhood-Based Services include programs to help families and children obtain the assistance they need in their own communities when a child is in foster care or at risk of foster care placement. Under this model, children in foster care remain close to all that is familiar to them – school, friends, neighbors, doctors, religious institutions and community – and families receive supportive services in their own community to prevent placement.

In April 2000 neighborhood-based foster care placements began citywide. During the first four months of Fiscal 2001, 2,629 children were placed in foster care. Approximately 57 percent of the 1,516 children placed in foster boarding homes were placed in neighborhood-based boarding homes and 70 percent of the 412 children placed in kinship foster care homes were placed in neighborhood-based kinship homes.

**Foster Care.** The Mayor announced in the 2001 State of the City Address that the City will launch a \$6.3 million Foster Parent Recruitment Drive with the goal of recruiting an additional 3,500 foster parents from all income levels.

As of November 2000, 41 out of 45 contract agencies that provide foster boarding home services are voluntarily participating in the Safe and Timely Adoptions and Reunifications (STAR) program, which began in April 2000. This program offers financial incentives to contract agencies that reduce children's length of stay in foster care. In October 2000 ACS released the first quarterly performance report for agencies in the STAR Program, which covered the period of April to June 2000. During the remainder of Fiscal 2001 ACS will continue to produce quarterly performance reports and will begin to measure the savings generated as a result of achieving permanency for children.

In Fall 2000 the ACS Visiting Improvement Project task force issued best practice guidelines on visiting, including introducing a systemwide policy of weekly visiting between children and their parents when the goal is reunification. During Fiscal 2001 the ACS Centralized Sibling Unit is developing a new curriculum to train foster parents on the issue of sibling visits. In Fiscal 2001 in order to evaluate and monitor contract agencies' use of these guidelines, ACS will receive descriptions of agencies' internal systems for tracking visiting and incorporate questions concerning sibling visits into the Program Evaluation System.

In November 2000 the Adoption and Safe Families Act of 1999 training was conducted at three contracted foster care agencies on enhancing caseworker/supervisor skills related to permanency planning and the decision-making process. Training for eight additional agencies will be conducted during Spring 2001. In addition, beginning in February 2001 supervisory training and technical assistance on achieving permanency for adolescent foster children will be provided to 25 agencies. Training will be made available to all other contracted foster care agencies over the next two years. In Fiscal 2000 ACS awarded three three-year contracts, totaling \$1.1 million annually, for additional ASFA training; the contracts began in September 2000.

# SERVICES FOR CHILDREN AND YOUTH

In November 2000 the foster care population decreased to 31,008, the lowest population since December 1988 when the number of children was 29,319.

## Coordinating Child Protection

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

**Instant Response Teams.** Instant Response Teams (IRTs) help coordinate the efforts of the New York City Police Department (NYPD), all District Attorneys' Offices and ACS in response to serious cases of abuse, resulting in increased protection for, and minimal trauma to, children during the investigation process. Prior to the Teams' establishment, a child might be interviewed at different times by a protective caseworker, a police officer, a representative of the District Attorney and hospital staff; now, ACS and NYPD personnel assigned to IRTs meet to conduct an investigation and arrange for the participation of others as needed.

During the first four months of Fiscal 2001 IRTs handled 928 referrals, compared with 545 referrals during the same period in Fiscal 2000. This increase is due to the full implementation of the IRT procedure, which includes a new category of less severe cases, during Fiscal 2001. Joint interviews were held in 49 percent of the cases, compared to 60 percent of the cases during the same period in Fiscal 2000. This decrease is due to the new category of less severe cases handled. Joint interviews took place in an ACS office, a police precinct, in a school, at the child's home and/or at the Child Advocacy Centers. In 90 percent of the cases, exams for physical or sexual abuse were performed only once, reducing trauma to the child in undergoing multiple exams.

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

During the first four months of Fiscal 2001 Project Confirm screened 2,294 referrals from DJJ, DOP and NYPD, compared to 617 referrals during the same period in Fiscal 2000. As a result, the program succeeded in notifying child welfare officials about juvenile arrests in 186 cases involving children in foster care, representing an 89 percent increase since the previous fiscal year. This increase is due to DOP's streamlined referral system, which ensures that the program is notified regarding all juvenile arrests.

**Day Care.** During the first four months of Fiscal 2001 ACS' Agency for Child Development (ACD) continued a major expansion of publicly subsidized day care begun in Fiscal 2000, using an additional allocation of \$44 million in federal Child Care Block Grant funds, which will create approximately 8,000 new placements for children. As of July 2000 ACS/ACD received State approval to begin expanding existing child care contracts by up to 10 percent. Services for an additional 1,101 children, 596 in group day care settings and 505 in family day care are in place, with services for an additional 1,030 expected to begin by March 2001. The revised date is due to the complexities of the contract amendment process.

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Since September 2000 Human Resources Administration (HRA) staff in the ACS Staten Island office have used ACS' Automated Child Care Information System to help provide day care for families in transition from welfare to self-sufficiency. This allows the agencies to share day care information and maintain continuity in day care services after a family leaves welfare. During Fiscal 2001 HRA is implementing the system in its Income Support/Job Centers throughout the City.

In October 2000 ACS' Office of Child Support Enforcement (OCSE) also began working with HRA and the City University of New York on an initiative called Project Poised for Success (POISED). The program promotes parenting skills, employment skills and self-sufficiency, and targets PA recipients who are pregnant or have young children. During the remainder of Fiscal 2001 OCSE will conduct training for POISED staff and parenting instructors on the process of establishing paternity and obtaining child support orders as well as training for staff who will provide information at participant orientations.

During the first four months of Fiscal 2001 HRA provided child care assistance to a monthly average of 36,644 children, 2 percent more than the 35,994 children served during the same period in Fiscal 2000 due to the Agency's focus on job placements. Every parent who needs child care to leave welfare for work or engage in a work activity received a child care subsidy and help in locating care.

**Child Support Collections.** In Calendar 2000 ACS/OCSE collected approximately \$422.4 million in child support payments for City families, an increase of 13 percent compared to \$372.8 million during Calendar 1999. Since 1992 OCSE has collected over \$2.5 billion in child support payments. From January to September 2000 paternity was established for 62.9 percent of out-of-wedlock births in hospitals. Through increased outreach and intensified focus on the target population of pregnant women by the OCSE Paternity and Community Outreach Unit, established in August 1999, it is expected that the rate will climb to a planned 65 percent by the end of Fiscal 2001.

## PUBLIC EDUCATION

### State of the City Address Proposals

While recognizing that no new initiatives, however valuable, can fundamentally transform an accountable system, in his 2001 State of the City Address the Mayor proposed a complete overhaul of the City's public school system, based on the principles of accountability, competition and choice.

- The Mayor announced the following proposals: to abolish the Board of Education and replace it with a Department of Education accountable directly to the Mayor; to create a more accountable school system by ending teacher tenure, implementing merit pay and making other essential changes; and to increase private management of failing schools.
- The Mayor renewed his call to offer poor parents at one of the City's 32 public school districts a voucher that can be used at a private or parochial school. The program would be modeled after the successful choice program in Milwaukee, Wisconsin.
- The Mayor urged the Bush Administration to increase federal educational aid to poor students, and to offer that money in the form of a voucher directly to poor parents in schools that receive federal Title I aid. The Mayor suggested that \$2,000 vouchers be offered.

# SERVICES FOR CHILDREN AND YOUTH

- The Mayor called on the Governor and the State Legislature to support the Assembly Republican Leader's proposal to create a state tax credit for educational expenses for families with adjusted gross incomes of up to \$100,000.

## Enrollment Trend

As of October 2000, 1,108,111 students were enrolled in the City's public school system, compared to 1,102,152 students enrolled in October 1999. The Board of Education has experienced a lower annual growth rate in enrollment every year since the 1995-1996 school year, and now projects an increased growth of approximately 1 percent in the 2001-2002 school year. Although total enrollment growth has slowed, the number of children enrolled in pre-kindergarten increased from 34,378 in October 1999 to 40,948 in October 2000, largely students in the Universal Pre-Kindergarten Program.

## Construction and Rehabilitation

As stated in the Mayor's 2001 State of the City Address, the School Construction Authority (SCA) will accelerate its schedule for the construction of 12 new school facilities. These will include seven new buildings and five new additions, 11 of which are in Queens and one in the Bronx.

In conjunction with the Board of Education (the Board), SCA created 14,250 school seats between October 1999 and September 2000. As of October 2000 SCA completed one transportable project, creating 116 seats. Between October 2000 and September 2001 SCA and the Board of Education plan to create approximately 4,400 new seats through the construction of new schools, additions and modernizations throughout the City. From October 2000 through January 2001, 446 seats were created.

In the City's Financial Plan for Fiscal 2001-2005, the Mayor proposed a capital commitment to the Board of \$7.1 billion. The \$7 billion Five-Year Capital Plan for Fiscal 2000-2004 was adopted by the Board in May 1999. In this five-year plan the Board, in conjunction with SCA, plans to create 32,953 seats citywide by Fiscal 2004. In Fiscal 2000 SCA received \$105 million in additional funding from the Mayor and City Council to complete existing Fiscal 1997, Fiscal 1998 and Fiscal 1999 school rehabilitation projects. Fiscal 1999 funding has been allocated to SCA for a revised number of 114 rehabilitation projects.

As of October 2000 SCA completed 102 MAC projects and 12 are in construction. These projects include replacement of windows and roofs, exterior masonry, heating plants and science lab improvements. In Fiscal 2001 SCA received \$48 million in funds from the City Council and Borough Presidents for 184 projects in 163 schools. During the first four months of Fiscal 2001 SCA began design on 144 projects, put two projects in the bid/award process and 38 projects are for equipment purchase only.

## Teacher Recruitment

As of October 2000 the Board had 79,924 teachers, the highest ever, of which 84.2 percent were certified, compared to 65,548 in October 1995, of which 88.6 percent were certified. This includes 7,177 new teachers who were hired by the Board for the 2000-2001 school year. The Board expects to hire an additional 2,000 new teachers during the 2000-2001 school year. The estimated student to teacher ratio for the 2000-2001 school year is 11.5, compared to 13.4 during the 1995-1996 school year.

To support the Chancellor's priority to recruit, hire and retain quality teachers and principals, in September 2000 the Board created the Center for Recruitment and Professional Development. The Center is responsible for the recruitment and hiring of new teachers. In addition, it is

## SERVICES FOR CHILDREN AND YOUTH

responsible for professional development for principals and teachers, particularly newly hired teachers. The Board expects the Center to undertake regional, national and global market recruitment. The Center has responsibility for alternative certification programs, including the Teaching Fellows program, a collaborative program with the City University of New York (CUNY). The NYC Teaching Fellows pilot program brought 323 teachers to the system through an alternate route. Since the beginning of the program 29 Fellows have left the system and 294 Fellows are teaching primarily in SURR schools. Based on the success of this pilot and the need for additional teachers, the Chancellor plans to expand the program to include an additional 1,500 Fellows who will begin training by Summer 2001 and will be placed in teaching positions in September 2001. Placements will be focused on traditionally hard-to-staff districts and schools. All Fellows receive school-based mentoring, support and feedback from CUNY faculty and additional professional development through the schools and districts. The Fellowship network also provides peer support through monthly meetings and newsletters.

### Ending Social Promotion

The Mayor announced in the 2001 State of the City Address that as part of the ongoing effort to eliminate social promotion, an additional \$25 million will be provided to the Board of Education to enroll 50,000 more students who are performing at low levels.

In Fiscal 2001 under the State Education Department's new graduation requirements, students must pass five Regents examinations, which are English, mathematics, United States history, global studies and science. Beginning in September 1999, grade 9 students entering high school are required to pass all five subjects to receive a high school diploma.

Summer school represents a second opportunity for students to demonstrate that they have met the promotion standards. The Board's Summer 2000 program served 184,329 elementary and middle school students, and 97,131 high school students. Elementary and middle school students who failed to meet promotional standards as of June 2000 were mandated to attend. High school students lacking sufficient high school course credits to be promoted in June 2000 were mandated to attend. Decisions on promotion for students in grades 3 through 12 are based on multiple criteria and assessment strategies that include achieving proficiency levels on City and/or State examinations, teachers' assessment of classroom performance and a 90 percent attendance rate. Data reported in the Fiscal 2000 Mayor's Management Report on the Summer 2000 program was preliminary and has been revised based on the final Board analysis and preliminary findings of an independent evaluation.

In Summer 2000, of the 60,392 elementary and middle school students mandated to attend summer school, 87.5 percent or 52,843 students, participated. Of the 26,282 mandated students who took reading tests, 41 percent passed the promotion criteria by scoring at level 2 or above. Of the 34,490 mandated students who took mathematics tests, 37.3 percent met the promotional level by scoring at level 2 or above. The Board reports scores on a scale ranging from level one, correlating to the nonproficient level, through level four, correlating to the advanced level. A total of 45.5 percent of summer courses were passed by mandated high school students. A total of 36.5 percent mandated high school students passed Regents examinations.

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Students in grades 3 through 8 who do not meet the requirements for promotion into the next grade, as well as high school students who fail to meet Regents requirements, will be mandated to attend the Summer 2001 program. Building on the success of the Summer 2000 program, the Board plans to provide an intensive English Language Arts and mathematics program to mandated students in grades 3 through 8 and an intensive English Language, mathematics and Regents preparation program for mandated students in grades 9 through 12. In January 2001 the Mayor committed an additional \$25 million to extend the Summer 2001 program to an additional 50,000 non-mandated students in grades kindergarten through 12 for an enrichment program. Students will receive instruction in English Arts, mathematics and content areas such as science, social studies and applied technology, to better prepare these students to achieve proficiency of at least level three on City and State examinations and meet Regents standards. In addition, the Board expects to provide an Intensive English instruction program for 10,000 English Language Learners.

The Eight Plus Program was designed during the 1999-2000 school year and implemented at the start of the 2000-2001 school year. In September 2000 approximately 3,300 grade 8 students who did not meet promotion standards during the 1999-2000 school year were enrolled in the program, which is offered at more than 75 sites. Eight Plus emphasizes intensive academic interventions covering all four core curriculum areas in reduced class sizes of 15 to 20 students. It provides intensive attendance and guidance support services to meet the students' educational, emotional and social needs.

The Board administers the reading, writing and math tests mandated by the City and State to students in grades 3 through 8. In Fiscal 2000 the Board aligned and reported performance levels for both State and City tests in mathematics and reading/English language arts for grades 3 through 8. The Board now categorizes scores on a scale ranging from level one, correlating to the nonproficient level, through level four, correlating to the advanced level. For the 1999-2000 school year, 33.7 percent of students in grades 3 through 8 achieved mathematics scores that placed them at proficient and advanced levels of performance, the same as revised data for the 1998-99 school year; 39.8 percent of students in grades 3 through 8 achieved reading scores that placed them at proficient and advanced levels of performance, compared to 35.1 percent during the 1998-1999 school year.

The Board tracks the graduation and dropout rates of the students who entered the public high school system. Students who entered the public high school system in September 1996 and were scheduled to graduate in June 2000 were tracked for four years to evaluate their graduation and dropout rates. A total of 33,325 students, or 49.7 percent, graduated from high school by end of the 1999-2000 school year when they were scheduled to graduate after four years of high school. This compares to 32,940 students, or 50.1 percent, for the Class of 1999.

Additionally, 13,026 students, or 19.5 percent in the Class of 2000, dropped out of high school by the end of the 1999-2000 school year. This compares to 11,506 students, or 17.5 percent, for the class of 1999. This is the second consecutive year in which the dropout rate has increased, indicating an upward trend. The Board is investigating possible reasons for the increased dropout rate and will report its findings in the Fiscal 2001 Mayor's Management Report.

### Student Support

In collaboration with the Mayor, beginning in February 2001 the Board will establish for the first time a program of weekend instruction that will offer intensive science instruction to more than 45,000 grade 8 and high school students and an after-school and weekend high intensity English instruction program for more than 45,000 English Language Learners who have been in Bilingual/English as Second Language programs for three or more years or are making insufficient progress towards English proficiency.

# SERVICES FOR CHILDREN AND YOUTH

In January 2001 the Mayor committed to assist the Board in creating three new Second Opportunity Schools (SOS). The schools, to be located in Manhattan, Brooklyn and Queens, are expected to open in September 2001 and are in addition to the SOS program currently operating in the Bronx. The SOS program provides students with severe behavioral problems who have been suspended from traditional public schools with a more structured environment in which to continue their education.

In January 2001 the Mayor announced support for creation of in-school suspension centers. These facilities allow students who misbehave to stay in school under suspension. The centers are expected to be open in September 2001.

## Charter Schools

Since the Charter School initiative was introduced in February 1999, a total of 14 schools have opened citywide, serving approximately 3,300 students. In September 2000, 10 charter schools opened, compared to four schools in September 1999. Of the seven schools that were chartered through the Chancellor, six are conversions of existing public schools and one is newly established. Four of these seven schools opened in September 2000. During the 2001-2002 school year up to 32 charter schools will be in operation, serving approximately 6,500 students. Of the 18 additional schools, two have been authorized to open in Fall 2001 and 16 are pending approvals. Charter schools are publicly funded, privately managed schools, which are independent of the regulations and procedures governing other public schools.

In October 2000 the Mayor announced the creation of the Charter School Improvement Fund, which offers grants to City charter schools of up to \$250,000 per school to support specific capital improvements and purchase necessary equipment. The Fund, which is managed by a committee comprised of the Commissioner of the Department of Youth and Community Development, the Commissioner of the Department of Design and Construction, and the Director of the Office of Management and Budget, uses a performance-based award system to encourage charter schools' financial independence and academic excellence. In January 2001 the City received 16 requests from existing charter schools for grant funding. Awards will be granted by the end of March 2001.

## Reading and Literacy

Project Read provides school-day/or after-school instruction for students in grades 1 through 4 who are at risk of not meeting performance standards in English Language Arts. During the 1999-2000 school year there were 112,504 participants, 12,378 more than the previous school year. Data analyzed for the 1999-2000 school year indicate that students in grades 1, 2 and 4 who participated in Project Read scored significantly higher on post-program assessments than did comparative groups of students at the same risk level. There was no significant difference in scores for students in grade 3. It is likely that grade 3 students in the comparative group also benefited from enriched reading instruction, although not through Project Read. Results continued to show the greatest gains for students participating in the after-school program, continuing a trend identified in the first and second years of Project Read.

The Partners in Reading Summer Program started in early July 2000 and ended in late August 2000. The seven-week program operated at 78 community centers and served approximately 1,800 children per week. The Partners in Reading Year Round Program started in late September and ends in mid-June 2001. This program expanded to 119 sites during the first four months of Fiscal 2001; it serves a total of approximately 5,500 children.

In January 2001 the Mayor committed \$31.5 million to create classroom libraries, of 300 books each, in all 21,000 kindergarten through grade 8 classrooms.

# SERVICES FOR CHILDREN AND YOUTH

## Bilingual Education

In January 1999 the Mayor formed a Task Force on Bilingual Education to analyze the current bilingual and English as a Second Language (ESL) services provided by the Board to approximately 133,000 students, and to develop strategies to enhance instruction to English Language Learners (ELLs). In December 2000 the Task Force released its recommendations for immediate reform.

The Task Force recommends meeting and surpassing the State presumptive standard of three years for exiting bilingual and ESL classes; creating an additional ELL program, the Accelerated English Language Acquisition model, which aims to place students in English-speaking classrooms within one year; establishing a summer-school English language acquisition program; ensuring informed parental choice of available programs; improving the quality of instruction through teacher recruitment and professional development; revising the entry and exit criteria for bilingual and ESL programs; reviewing the status of ELLs in Special Education to ensure they are not unnecessarily referred; and continuously measuring student achievement.

During the 1999-2000 school year the Board's Division of Assessment and Accountability (DAA) conducted research studies on approximately 20,000 ELLs who entered City public schools in 1990 and 1991 to help determine the instructional needs of all ELLs. The Board has two programs for ELLs. Students who are in the bilingual program are taught in their native language and are provided ESL instruction; their use of English through English as a Second Language (ESL) instruction should increase slowly over time as students gain proficiency in the language. Students who are in the freestanding ESL program are taught mainly in English; classes often include speakers of different native languages. In the 2000-2001 school year the bilingual program serves 51 percent of general education ELLs and the ESL program serves 49 percent of the Board's general education ELLs.

Fifty percent of the students enrolled in bilingual and ESL programs do not exit their programs within three years, which is the State's presumptive standard. The studies found that Bilingual and ESL programs were more effective for ELLs who entered the school system in kindergarten and grade 1, the grades of entry for the majority of ELLs. However, of those students that entered bilingual or ESL programs in kindergarten and grade 1, 18 percent and 23 percent, respectively, were still enrolled nine years later. The studies found that 55 percent of those who entered the school system in middle school and 85 percent of those who entered in high school did not achieve sufficient proficiency in English to exit either program during their school career. Students taught exclusively in either Bilingual or ESL programs were more likely to transfer into mainstream English classes within three years than those students who switched between programs.

In December 2000 the Chancellor, who is also a member of the Mayor's Task Force on Bilingual Education, presented his report to the Board's subcommittee on English Language Learners. In the report, the Chancellor recommends informing parents of their right to choose among available programs; achieving a goal to develop English proficiency in three years for all ELLs; creating intensive language programs, including an Accelerated Academic English language model and strengthening instruction for ELLs; ending the practice of alternating between programs from year to year; investigating second language development for students with disabilities; revising entry and exit assessments and criteria; and improving teacher quality. The Board is expected to consider bilingual and ESL program reforms as early as February 2001 and phase them in as early as Summer 2001.

In Fiscal 1999 the Board began developing a new assessment of English Language Learners that will be aligned with the English Language Arts Performance Standards and used to determine student progress and whether program exit criteria have been met. Working in collaboration with the New York State Education Department, extensive research and consultation have taken place

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on test content and format. The Board expects to pilot the test in Fiscal 2002. In addition, the Language Assessment Battery (LAB) is being updated for use in the initial identification of ELLs. The assessment will be pilot tested during Fiscal 2001.

In Fiscal 2001 the Board will pilot a performance-based assessment in Spanish, called El Sistema de Observación de la Lecto-Escritura (El Sol), to measure the language arts progress of Spanish-speaking ELLs in the early grades. Like its English counterpart, the Early Childhood Literacy Assessment System (ECLAS), El Sol is a diagnostic tool that helps teachers follow students' literacy development and tailor classroom instruction according to students' needs.

### Special Education

In June 2000 the Board adopted a new continuum of Special Education Services entitled, "Special Education Services as Part of a Unified Service Delivery System." Its implementation represents the final phase of restructuring special education services that began with the Mayor's Task Force on Special Education Reform in 1998. The new continuum will take effect in the 2001-2002 school year, after professional development and review of all student Individualized Education Programs have been completed.

Since September 2000 the Board has conducted extensive professional development activities for supervisors, principals, assessment professionals and teachers; issued implementation guidelines to districts; and met with parent and advocacy groups to support the implementation of the Continuum. Starting in Fall 2000 the Board offered professional development opportunities to teachers and assessment professionals on accommodating diverse learners in the general education classroom, conducting functional behavior assessments and designing behavior management plans to address acting-out behavior, and establishing criteria for classification as Learning Disabled and Emotionally Disturbed.

By December 2000 Pupil Personnel Teams and school Least Restrictive Environment (LRE) Planning Committees were established in every school. Pupil Personnel Teams use a multi-disciplinary approach to determine why students are demonstrating significant academic, behavioral, social and/or physical needs and then identifies all available school resources to develop supportive strategies and interventions in order for students to succeed in the general education environment. The LRE Planning Committees are comprised of a representative of the principal and general and special education teachers to consider issues such as transfers from special education to general education, transfers from more to less restrictive placements and class formation for the 2001-2002 school year.

During the first six months of Fiscal 2001, 3,033 students were decertified from special education, an increase of 26 percent from 2,407 students decertified in the same period of Fiscal 1997. During the first six months of Fiscal 2001 approximately 5,800 students were placed in a less restrictive setting, an increase of 14 percent from approximately 5,100 students for the same period of Fiscal 1997. Referrals to special education were 11,654, a decrease of 27 percent compared to 16,064 referrals during the first six months of Fiscal 1997.

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## Student Safety

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

**School Safety Officers.** In December 1998 the Board of Education's Division of School Safety was merged into the Police Department (NYPD) through the interagency transfer of over 3,500 employees. NYPD is now responsible for selecting, hiring, training, supervising and disciplining the School Safety Agents (SSAs) assigned to public schools citywide. Since the merger, all SSAs who were subject to interagency transfer have received training in the Schools Chancellor's regulations and Police Department strategies concerning Courtesy, Professionalism, Respect; youth gangs; truancy; domestic violence; teen violence; off-duty conduct; and other relevant NYPD procedures. The purpose of the merger and the intent of NYPD and the Board is not to criminalize minor student behavior and misconduct. The Board retains sole authority over discipline and conduct in City schools and NYPD will intervene only in criminal incidents. The merger has not resulted in the deployment of additional police officers to City schools. The 155 police officers assigned to 145 schools citywide is the same as it was prior to the merger.

In August 2000, 273 SSAs graduated from the Police Academy and an additional 411 graduated in October 2000. As of the end of the reporting period, staffing of the School Safety Division is comprised of 3,733 School Safety Managers, Supervisors and Agents. As announced in the Mayor's 2001 State of the City Address, the City plans to hire 800 new SSAs and 400 school crossing guards.

**Traffic Safety.** The Department of Transportation's (DOT) School Safety initiative, which began in June 1998, protects students and pedestrians from transportation-related hazards near the City's 1,350 public and private elementary and middle schools. DOT initiated a Request for Proposals in September 2000 to develop innovative traffic and safety improvements in the vicinity of schools having a disproportionate number of accidents and injuries. The contractor selected will identify effective measures to improve traffic safety at schools and design improvements for individual schools. The Department anticipates that the contractor will begin work during Spring 2001.

As part of this initiative, the Department installed 15,680 new fluorescent yellow-green school-crossing signs citywide as of the end of December 2000. The Department will upgrade all 20,000 school-crossing signs by October 2001. A delay in completion has resulted from the necessary school-crossing surveys, which have required more time than anticipated. The Department also installed 10,769 "SCHOOL X-ING" word messages in front of school crosswalks as of the end of December 2000. DOT will install these roadway markings at 30,000 lanes approaching school crosswalks citywide by the end of Fiscal 2002.

During the reporting period the Department continued to disseminate safety information through speaker presentations, public service announcements, videos and a variety of educational materials produced by DOT's Safety Education Unit. New education materials include the Safe Walker Pledge for children and adult caregivers. The pledge was created especially for use during "Walk Your Child to School Week." The material includes a certificate listing pedestrian safety tips and a statement that the child has helped the adult learn how to be a safer pedestrian.

During the first four months of Fiscal 2001, 18,140 elementary school students participated in DOT's educational programs, including 8,800 who visited one of the five Safety City educational centers. There were 630 intermediate school students, 552 high school students and 1,815 senior adults who also attended safety programs. In comparison, during the first four months of Fiscal 2000, 20,639 elementary school students participated in these programs, including 10,925 who visited Safety City educational centers. There were also 1,524 intermediate school students, 1,537 high school students and 3,906 senior adults who attended safety programs.

## SERVICES FOR CHILDREN AND YOUTH

**School Construction.** SCA has taken aggressive measures to ensure the safety of its construction and rehabilitation projects. From July to October 2000 SCA's Safety Unit employed 12 full time safety inspectors, the same number as were employed during this period in 1999. SCA plans to hire two additional safety inspectors in Fiscal 2001. The Safety Unit performed a total of 2,476 inspections, issuing a total of 4,072 notifications of safety violations to contractors, with only 888 repeat notifications issued for the same safety infraction during this time period.

In the first four months of Fiscal 2001 SCA's Safety Unit introduced attendance at the standard Protocol, Pre-Construction and Technical Information meetings as part of each safety officer's responsibility for a project. Attendees at the meetings include project managers and representatives of the company responsible for the work, and required attendance for safety officers encourages an open line of communication and understanding among all the parties. Safety requirements are explained in detail to the contractors so that all parties are aware of their individual safety responsibilities prior to the start of the project.

In Fiscal 2001 SCA's Safety Unit increased the number of scheduled Occupational Safety and Health Administration (OSHA) safety classes to six 10-hour classes, with classes available every other month. This is an increase of two classes since Fiscal 2000. The target audience for the OSHA classes is contractors, sub-contractors and project officers. The Safety Unit also provides additional classes that deal with specific construction issues, including Fall Protection, Scaffolding, Fire Safety Standards, Job Site Hazard Identification and Department of Buildings Codes.

### City University of New York

The Mayor announced in the 2001 State of City Address that the City will expand College Now, a collaborative effort of the Board of Education and the City University of New York (CUNY), which offers college preparation and credit to high school students, to 37,500 students in all City high schools by 2002. The Mayor also announced that as part of a broader initiative to strengthen CUNY's full-time faculty, the City will provide the University with \$5.5 million for 100 new full-time faculty at the community colleges.

CUNY is the largest municipal university system in the nation and ranks third in the number of students among the nation's public university systems. In Fall 2000 enrollment was approximately 195,700, with approximately 132,500 students in the senior colleges, which include graduate schools and professional programs, and 63,200 students in the community colleges. During the 1999-2000 academic year CUNY conferred over 28,000 degrees ranging from certificates to doctorates.

During the first four months of Fiscal 2001 CUNY continued to undertake initiatives to adopt many of the reforms identified by the Mayor's Advisory Task Force on the City University of New York in its comprehensive report, "The City University of New York: An Institution Adrift," issued in June 1999. The Task Force recommended that CUNY implement clear objective standards for college admissions, remediation and graduation; redesign the delivery of remediation; establish systematic academic and financial performance standards with incentives; develop an integrated universitywide management information system and forge new partnerships with the Board of Education.

## SERVICES FOR CHILDREN AND YOUTH

CUNY accomplished several key objectives in preparation for the 2000-2001 academic year. As stated in the Fiscal 2000 Mayor's Management Report, CUNY implemented an admissions index to identify the best qualified candidates for its baccalaureate programs, developed a new reading and writing test based on nationally accepted standards to measure readiness for college-level work and assess remedial needs, and developed a set of performance indicators to measure the progress of each college toward University goals. CUNY accomplished several key objectives in preparation for the 2000-2001 academic year. As stated in the Fiscal 2000 Mayor's Management Report, CUNY implemented an admissions index to identify the best qualified candidates for its baccalaureate programs, developed a new reading and writing test based on nationally accepted standards to measure readiness for college-level work and assess remedial needs, and developed a set of performance indicators to measure the progress of each college toward University goals.

During the 2000-2001 academic year the percent of regularly admitted entering students who passed all three placement tests (math, writing and reading) by the start of the Fall semester increased. For regularly admitted students entering baccalaureate degree programs that number rose from 63.6 percent in Fall 1998 to 84.5 percent in Fall 2000. This improvement can be attributed to CUNY's phasing out of remediation, collaborative work with the Board on programs such as College Now and the intensified basic skills programs for pre-freshmen students and the use of an index to identify students who are most capable of succeeding in college-level study.

As of Fall 2000 CUNY phased out remedial education in its baccalaureate programs at seven colleges. Under this policy, which received the approval of the State Board of Regents in November 1999, students who cannot demonstrate that they are prepared to do college-level work will not be admitted to baccalaureate study. CUNY will complete the phase-in of the policy at City, Lehman, Medgar Evers and York colleges in September 2001. Search for Education, Elevation and Knowledge students and English as a Second Language (ESL) students who have been educated abroad are exempt from this policy.

Students who require basic skill instruction have several options. Once remedial course work has been completed successfully, the student is transferred to baccalaureate-level study. The Prelude to Success program, for students whose test results indicate they require one semester of remedial instruction, was in place at four campuses in Fall 2000. In Fall 2001 the program will be expanded to three additional campuses: City, Lehman and York. The program provides basic skills taught by community college faculty on senior college campuses. In Fall 2000, 244 students were enrolled in the program, an increase from 109 students who took part in the program in the Spring 2000 semester.

The University Summer Immersion Program (USIP) provides intensive instruction in reading, writing, math and ESL. For Summer 2000 CUNY enrolled a revised 15,548 students in USIP, compared to a revised 14,573 students in Summer 1999. After participating in the program, more than 57 percent of entering regular freshmen passed the writing post-test during Summer 2000 as compared to a revised 62 percent in Summer 1999; 76 percent passed the reading post-test during Summer 2000 as compared to 78 percent in Summer 1999; and during Summer 2000, 77 percent passed the math post-test as compared to 91 percent in Summer 1999.

During the first four months of Fiscal 2001 CUNY and the Human Resources Administration (HRA) continued to work together to ensure that public assistance (PA) recipients are not denied access to education. HRA continued to implement the Individual Vocational Educational Skills Training (INVEST) program, which offers short-term vocational training courses such as medical billing, computer information technology and pharmacy technician at CUNY to individuals who are working but are still receiving Temporary Aid to Needy Families. INVEST enhances their skills so that they may obtain jobs with salaries sufficient to eliminate any reliance on PA; CUNY's payment is contingent upon achieving this outcome.

# SERVICES FOR CHILDREN AND YOUTH

During the first four months of Fiscal 2001 CUNY offered courses in the evenings and on weekends to accommodate the schedules of 98 working individuals, 18 of whom found employment at higher wages. HRA calculates that after participation in the INVEST program, the hourly salary of individuals who obtained upgraded employment rose by approximately 33 percent, from \$6.46 to \$8.61; the number of hours worked per week increased by 36 percent from 26.3 hours to 35.8 hours; and the average yearly salary rose by 82 percent from \$8,817 to \$16,028. HRA plans to serve up to 300 participants by the end of Fiscal 2001.

## CHILD HEALTH

### Childhood Asthma Initiative

In the first four months of Fiscal 2001 the Department of Health (DOH) continued surveillance activities at hospital Emergency Departments in an effort to understand the prevalence of asthma in New York City. DOH is studying the possibility of using Emergency Department (ED) data for asthma surveillance, and to help the Department identify communities where asthma is poorly managed and/or where there is inadequate access to nonemergency medical care.

In the first four months of Fiscal 2001 the Department continued work on a study, launched in March 1999, to conduct an assessment of ED and billing data from the 11 Health and Hospitals Corporation (HHC) hospitals. Preliminary results show that HHC billing data can be used in identifying approximately 75 percent of ED visits for asthma. In the third quarter of Fiscal 2001 the Department plans to follow-up on data collection activities needed to complete assessment of ED and HHC billing data. A complete analysis is expected by a revised date of the end of Fiscal 2001 and will be discussed in the Fiscal 2001 Mayor's Management Report.

In November 2000 the Department received \$200,000 from the State Department of Health to replicate the assessment of ED data currently underway in HHC hospitals at 14 New York City private hospitals. Data collection is expected to begin in Spring 2001. Using a questionnaire that will be administered to hospital personnel in Winter 2000-2001, this study will also assess the feasibility of obtaining ED billing data from private hospitals on a regular basis. The Department expects the results of the study to be completed by April 2002.

In Fall 2000 the Department undertook a pilot evaluation of school-admissions form data from the 1998-1999 school year for three schools in the Hunts Point neighborhood of the Bronx to determine if the form can provide adequate estimates of asthma prevalence among New York City kindergartners. This form was revised for the 1999-2000 school year to include six asthma-specific questions. Preliminary analyses suggest that the form is useful for showing trends and may provide an estimate of prevalence; however, it may undercount the actual rate of asthma. While 19 percent of the kindergarten sample had asthma recorded on the form, 24 percent were reported as having a current diagnosis and symptoms of asthma according to the survey. The full analysis is expected to be completed in Summer 2001.

In the first four months of Fiscal 2001 the Department continued to implement Asthma SMART (Symptom Management and Referral for Treatment), a two-year pilot program in East Harlem. Asthma SMART tracks critical events in a child's asthma management, including observations of poorly controlled asthma that may occur in a classroom, in a school nurse's office, at home, at a physician's office or in a hospital Emergency Department. The system consists of two components: case management services by community healthcare workers and a computerized notification system that provides links among health care providers, school nurses and families.

In the first four months of Fiscal 2001 five primary care sites participating in the program were operational. The sites receive notification of emergency room or school nurse visits, and are responsible for providing appropriate medical care to children and preparing an Asthma Action

## SERVICES FOR CHILDREN AND YOUTH

Plan, which guides a family in managing a child's asthma. In the first four months of Fiscal 2001 Emergency Departments at three hospitals began Asthma SMART activities, which include identifying children who are eligible to receive services, obtaining parental consent and notifying the Department. Staff training for the case management component of the project began in September 2000 and case management activities for children identified with asthma symptoms began in October 2000.

In December 2000 the Department launched four new programs to deliver asthma education and case management in high-risk neighborhoods in East Harlem in Manhattan, the North Shore in Staten Island and Bedford-Stuyvesant in Brooklyn. Programs have been underway in Jamaica, Queens and the South Bronx since Spring 2000. All contracts are for a two-year period. In the first four months of Fiscal 2001 the Department continued its media campaign activities to enhance public awareness of asthma in the City. In September and October 2000 posters using the "Strike Out Asthma" and "I Have Asthma But Asthma Doesn't Have Me" campaigns appeared on the outside of City buses. From July through September 2000 a full-page ad with the message of "Strike Out Asthma" was published in the Yankees and Mets baseball program booklets. A similar ad appeared in the programs from April through June 2000.

### Immunization and School Health

As of the end of October 2000, 100 percent of all public and private hospitals continued to report to the Citywide Immunization Registry (CIR), a central record keeping system that enables public health officials to monitor citywide immunization levels. Of the 222 public and private hospitals and clinics, 129 reported electronically and 93 through paper reports. At the end of October 2000, 91 percent of private physician practices, representing 866 sites, were reporting to CIR, with 107 reporting electronically and 759 through paper reports. At the end of October 2000 a total of 1,912,530 children with 10.4 million immunizations were recorded in the CIR, compared with 1,755,205 children and 8.5 million immunizations reported in the same period last year.

In the first four months of Fiscal 2001 the Department of Health provided a daily health presence in 638 out of 657 public elementary schools and 167 out of 171 public intermediate schools, compared to 605 elementary schools and 150 intermediate schools during the same period in Fiscal 2000. These schools have adequate medical rooms and are not served by school-based clinics. During Fiscal 2001 the Department will continue to work with the Board of Education to identify suitable space for health services in 26 elementary and three intermediate schools/annexes.

### Lead Poisoning Prevention

In Calendar 2000, 818 new lead poisoning cases were reported to the Department of Health, compared with 894 cases during the same period last year, a 9 percent decline. This decline occurred despite a 9 percent increase in the number of children tested during the reporting period and continues the steady citywide decline in the number of cases reported each year. The increase in the number of children tested can be attributed to increased awareness of lead poisoning and its prevention resulting from the building owners' duty to notify tenants of their rights to an inspection under Local Law 38, which went into effect in November 1999. Under the law, the Department of Housing Preservation and Development (HPD) has been distributing a DOH brochure that encourages tenants to have their children tested for lead poisoning.

In December 2000 the Department of Health launched television advertisements informing families that building owners are required by law to remediate lead paint hazards such as chipped and/or peeling lead-based paint in homes.

# SERVICES FOR CHILDREN AND YOUTH

## Early Intervention

In the first four months of Fiscal 2001, 6,015 children were referred to the Department of Health's Early Intervention Program (EIP), which provides contract services to developmentally delayed infants and toddlers, compared to 4,950 during the same period last year. As awareness of the program continues to grow, the number of referrals is expected to rise to over 17,000 children in Fiscal 2001, compared to 15,630 children in Fiscal 2000. In the first four months of Fiscal 2001 the Department produced videos and brochures describing EIP services using a one-time grant from the State Department of Mental Health. These materials are being used in an outreach campaign targeting families and childcare providers as well as the medical community to increase awareness and understanding of the program.

# SERVICES FOR CHILDREN AND YOUTH

## SERVICES TO CHILDREN AND YOUTH – SELECTED INDICATORS

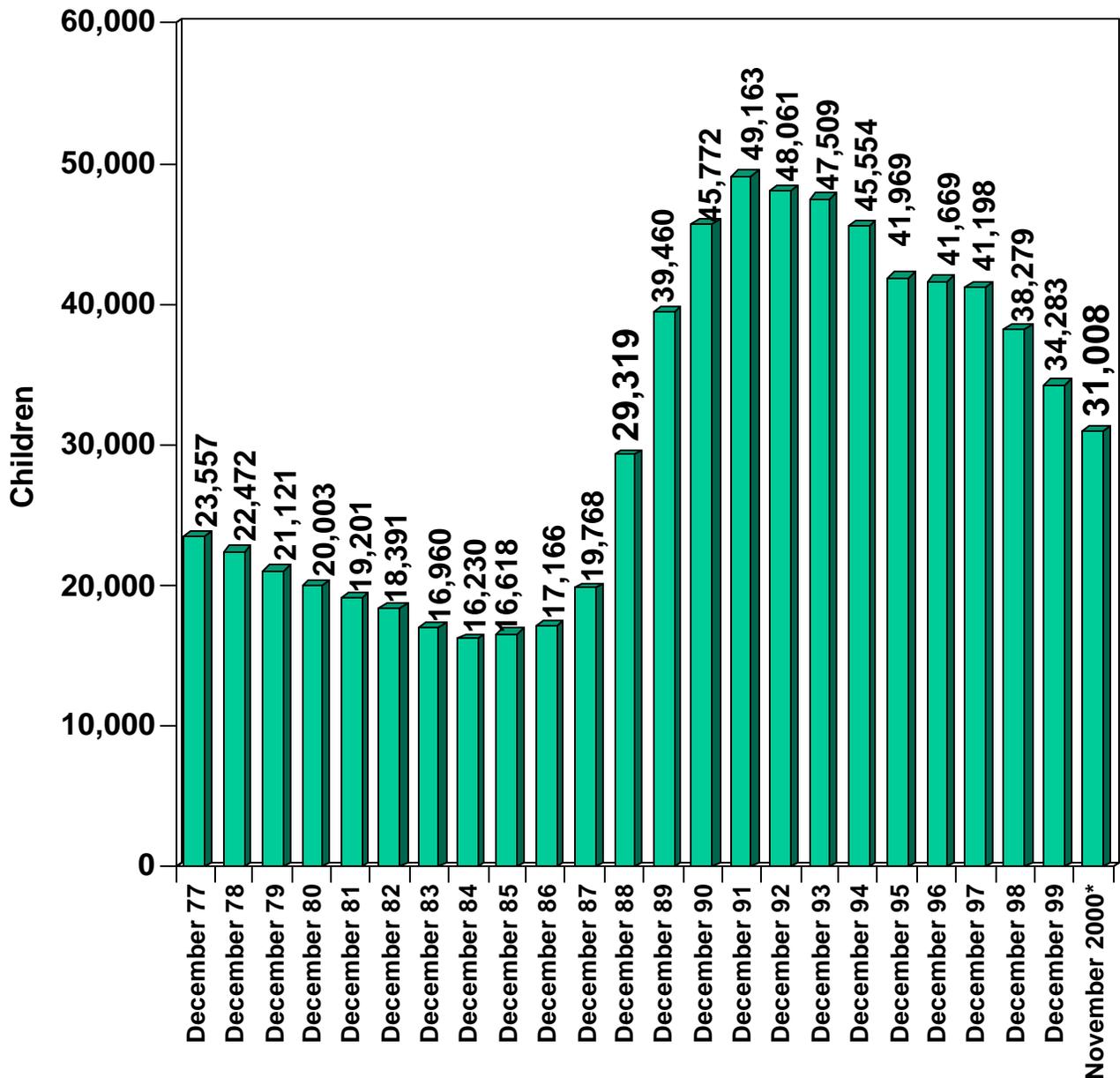
Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Administration for Children's Services	Reports of Child Abuse/Neglect	52,994	53,567	57,732	54,673	53,540	14,555	15,369
Administration for Children's Services	Abuse and Neglect Reports Responded to Within One Day Following Report to State Central Register	99.1%	98.6%	97%	97.1%	97.8%	98%	98.6%
Administration for Children's Services	New Abuse/Neglect Cases per Worker per Month	6.6	7.3	7.3	7.8	6.7	6.0	7.6
Administration for Children's Services	Adoptions	3,669	4,009	3,848	3,800	3,148	868	621
Administration for Children's Services	Average Time to Complete Adoption (years)	3.3	3.4	4.3	4.0	3.9	3.6	3.7
Administration for Children's Services	Enrollment in ACD Subsidized Day Care	50,507	58,927	63,613	59,743	56,549	54,149	54,377
Administration for Children's Services	Enrollment in Head Start	16,219	16,239	17,710	17,409	17,356	15,895	15,819
Administration for Children's Services	Child Support Collected	\$241,182	\$283,589	\$317,845	\$351,697	\$403,647	\$133,382	\$141,910
Board of Education	Public School Enrollment	1,057,344	1,075,605	1,083,943	1,093,071	1,100,312	1,102,152	1,108,111
Board of Education	Special Education Enrollment	151,419	161,006	164,232	166,401	168,172	156,454	159,548
Board of Education/ School Construction Authority	Student Seats Created	NI	22,735	15,936	19,598	14,250	800	446
Board of Education	Full-Time Teachers	65,548	67,390	71,512	74,568	77,020	78,162	79,924

# SERVICES FOR CHILDREN AND YOUTH

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
City University of New York	Regularly Admitted Entering Baccalaureate Degree Candidates Required to Take Remedial Courses <b>(Fall 1995-2000)</b>	46.0%	39.7%	38.1%	32.5%	23.0%	7.1% <b>(Fall '00)</b>	
Department of Health	Child Asthma Hospitalization Rate <b>(CY 1994-99)</b>	9.89	10.55	10.26	9.94	7.22	8.60 <b>(CY'99)</b>	
Department of Health	New Lead Poisoning Cases	1,583	1,298	1,123	949	921	424	335
Department of Health	Infant Mortality Rate <b>(CY 1995-99)</b>	8.8	7.8	7.1	6.8	6.9		
Department of Health	Percent of Entering Students Completely Immunized	93%	92%	92%	89%	92%		
Department of Health	Window Guard Inspections	8,384	8,109	5,296	7,092	9,747	3,006	3,377
Health and Hospitals Corporation	Women Receiving Initial Prenatal Care in First Trimester	51%	53%	59%	64%	66%	63%	63%
Department of Employment	Summer Youth Employment Program: Summer Jobs for Youth	35,000	29,328	40,259	44,727	50,499	50,499	39,610
Department of Youth and Community Development	Beacon: Youth and Adults Served	NI	90,580	110,000	152,586	183,700	87,036	85,184
Department of Youth and Community Development	Total Youth Served by DYCD	NI	950,000	957,155	998,594	914,511	232,480	200,000
Police Department	Truants Returned to School	56,910	101,596	113,587	133,595	122,392	22,046	18,732
Department of Parks and Recreation	Playground Play Equipment Condition Rating	58%	68%	85%	88%	86%	86%	86%

# Administration for Children's Services

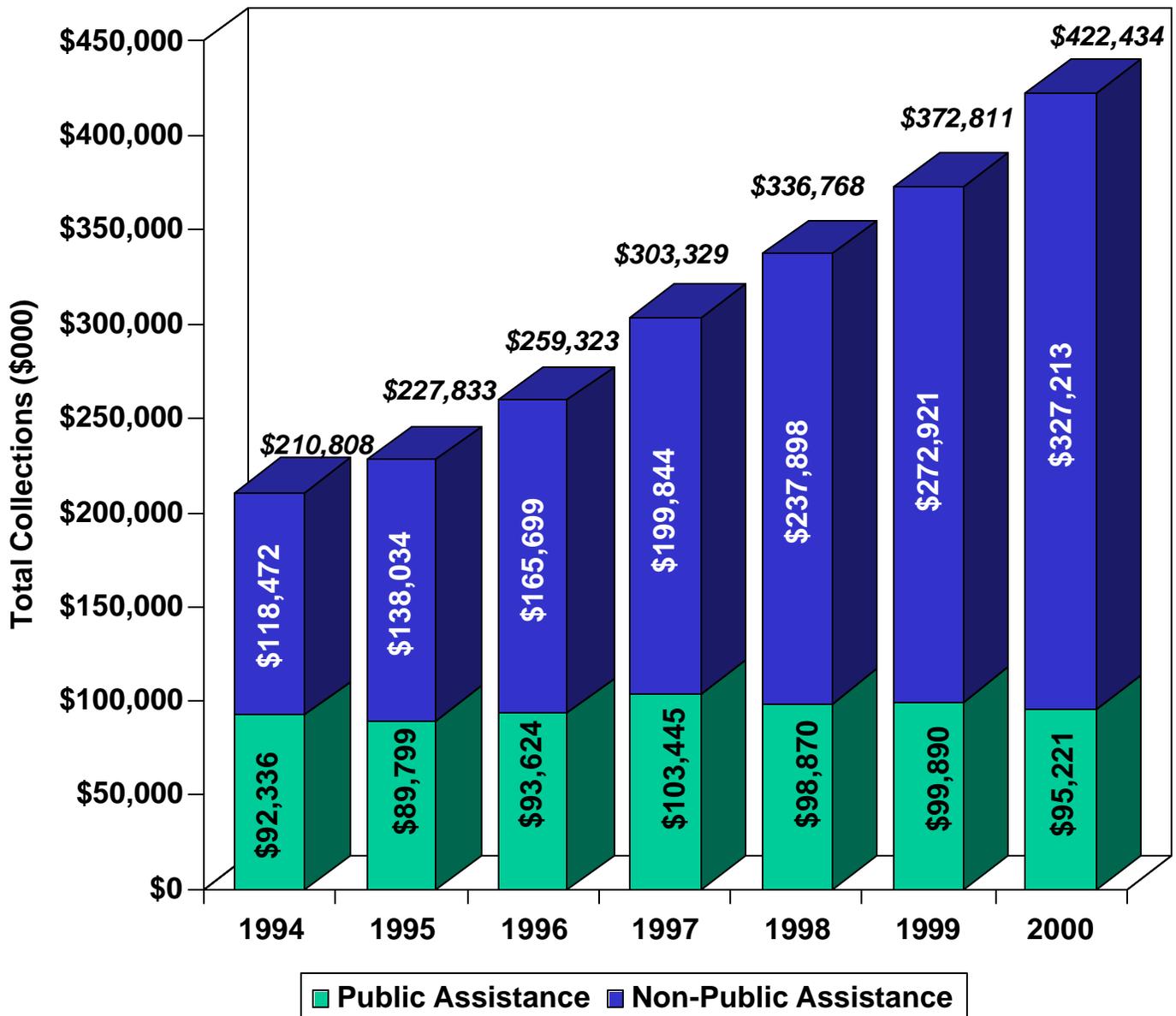
## Foster Care Population December 1977 - November 2000



\*This is the lowest foster care population since December 1988 when the number of children was 29,319.

# Administration for Children's Services

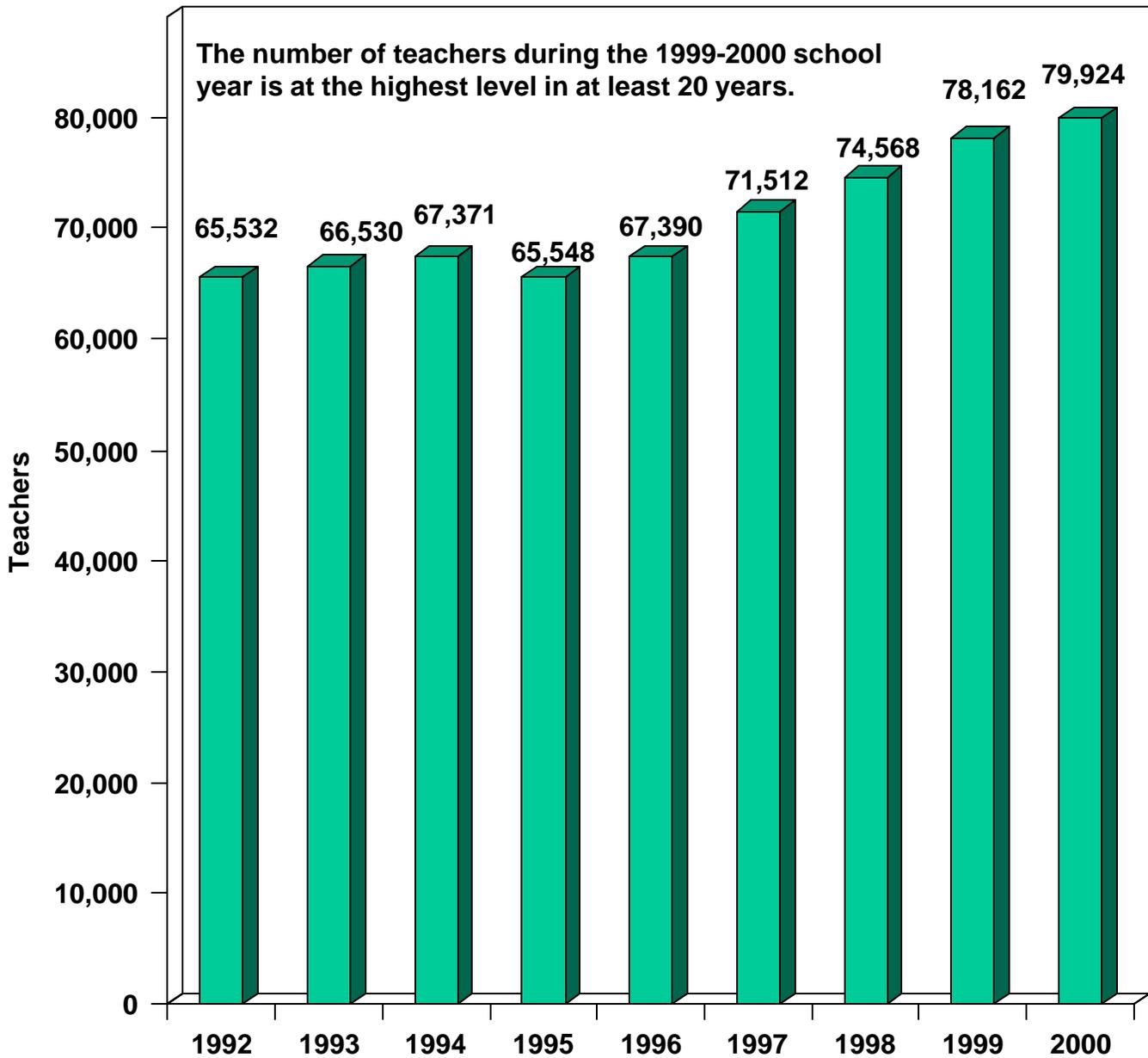
## Total Child Support Collections\* Calendar 1994 - 2000



\*Figures include both NYC and Non-NYC families

# Board of Education

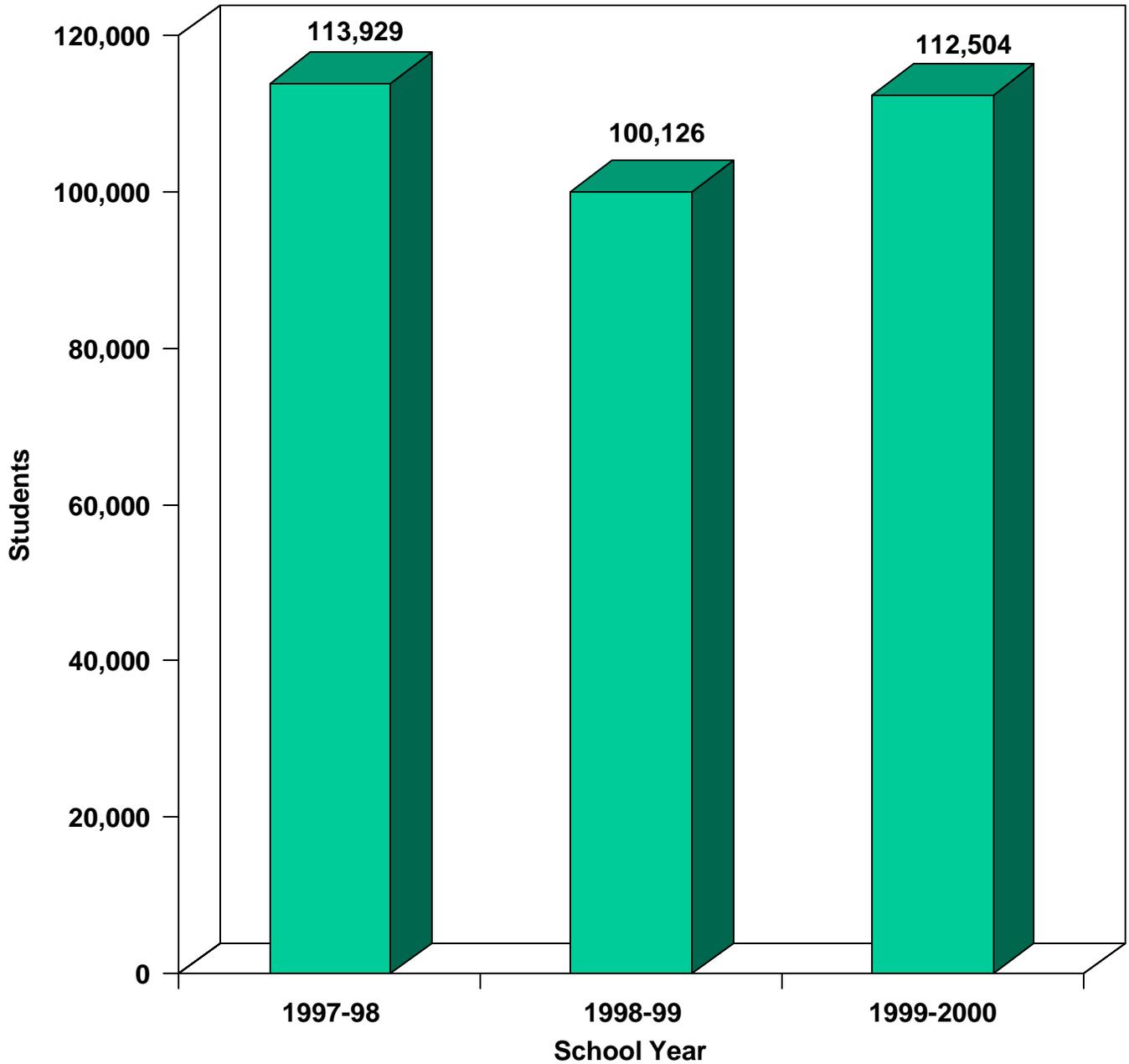
## Full-Time Teachers October 1992-2000



# Board of Education

## Project Read Enrollment\*

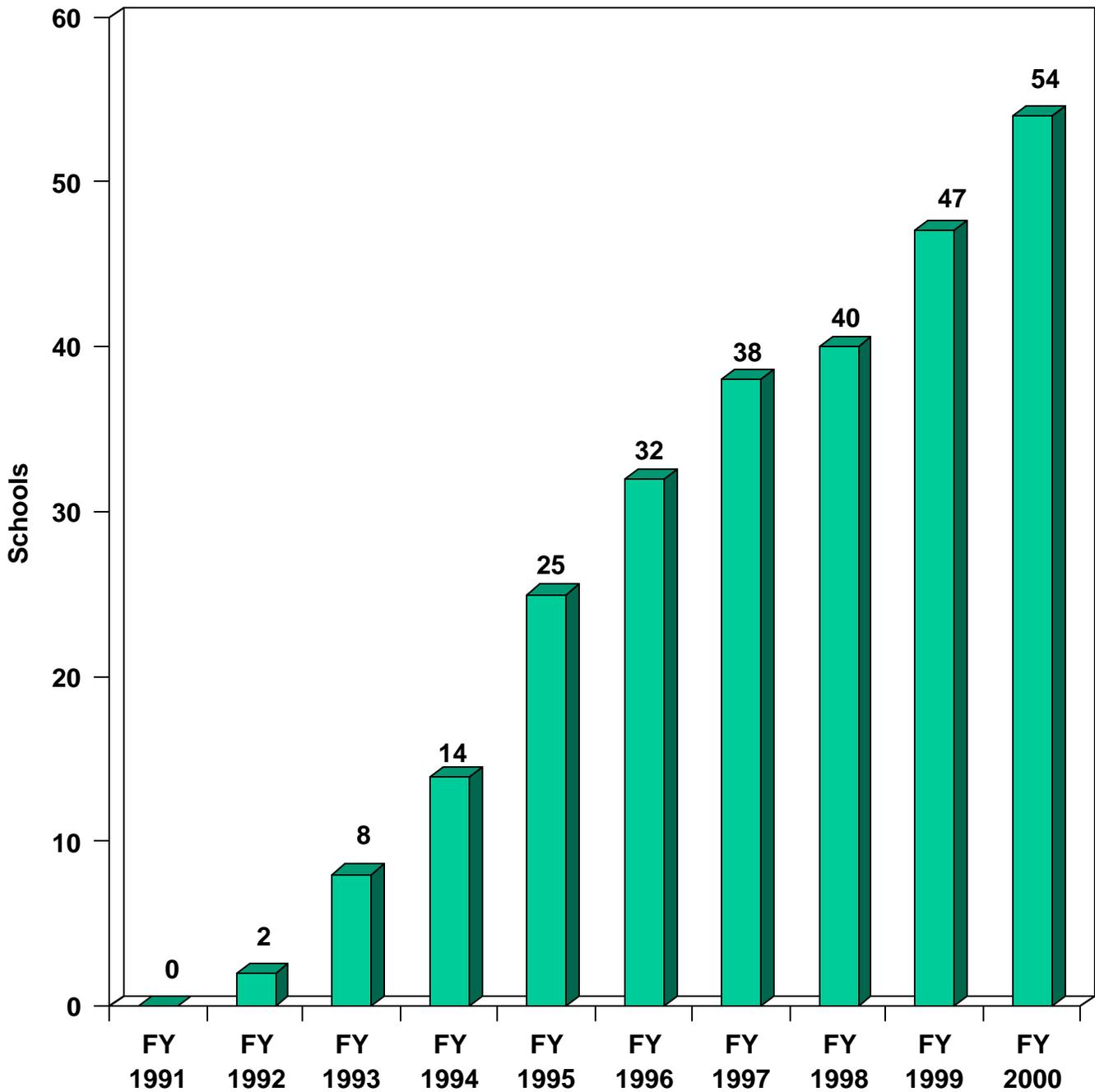
### 1997-2000



\*Students may participate in more than one component of Project Read.

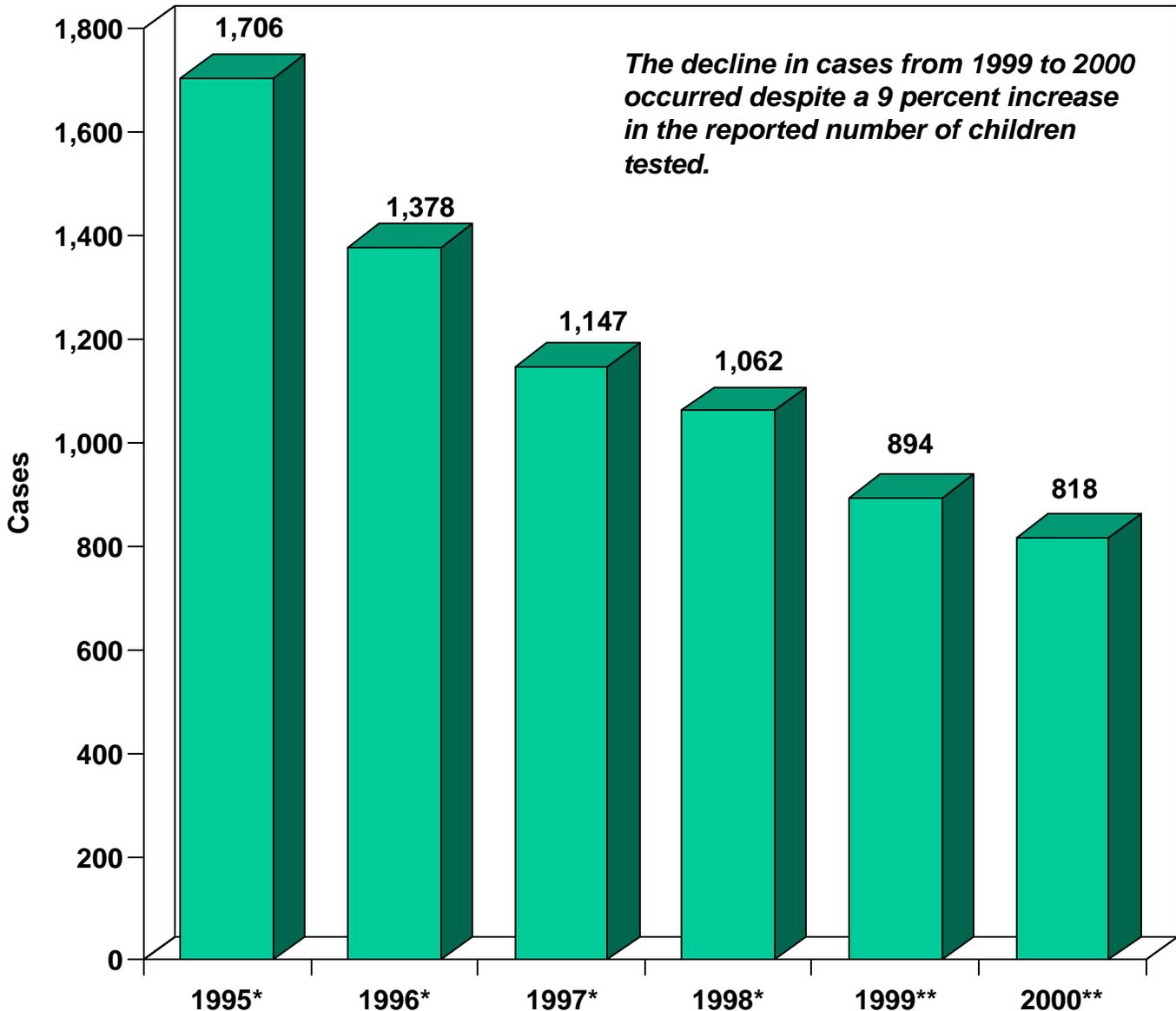
# School Construction Authority

## New Schools Built Cumulative Fiscal 1991-2000



# Department of Health

## New Lead Poisoning Cases Calendar 1995-2000



\*Denotes lead poisoning cases where blood lead levels are greater than or equal to 20 mcg/dL.

\*\*Denotes lead poisoning cases where blood lead levels are greater than or equal to 20 mcg/dL or 2 consecutive blood lead levels of 15-19mcg/dL or two blood lead levels of 15-19 mcg/dL within three months.

Calendar 2000 data are preliminary.

# THE CITY ECONOMY

The City's increasing economic strength is attested by independent ratings of its general obligation debt. In August 2000 a major investors' service announced that it had upgraded New York City's General Obligation credit rating, and in September 2000 two additional major investors' services announced the same, citing the strength of the City's current financial condition and economy, and its ability to adjust effectively to short-term fiscal pressures and maintain balanced budgets. The new bond ratings, the highest New York has received from two of the investors' services in 12 and 25 years, respectively, and the highest rating ever given to the City from the third, will save the City millions of dollars in annual interest costs for the financing of its capital program. In November 2000 for the second time in four years a major business magazine ranked the City as the number one place for business in North America.

## TAX REFORM

Since Fiscal 1994 the Giuliani Administration has enacted targeted tax reductions that saved New Yorkers a total of over \$2.3 billion in Fiscal 2000. The City's program of targeted reductions is designed to stimulate the economy and relieve financial burdens on taxpayers, while maintaining balanced budgets and safeguarding the stability of municipal finances for the future. The City's tax revenue as a share of New Yorkers' personal income is now 7.2 percent, the lowest level in three decades.

In releasing the City's Financial Plan for Fiscal Years 2001-2005, the Mayor proposed a substantial new tax reduction program valued at \$1.2 billion, to ensure that the City's economy continues to grow and produce new private sector jobs. Highlights of the program include the introduction of a City earned income credit; creation of a resident S-Corporation/Personal Income Tax credit; phase-out of the Commercial Rent Tax; extension of the Co-op/Condo Property Tax Relief; elimination of the Sales Tax entirely on clothing and footwear; repeal of the \$2 a night tax on hotel rooms; and a 10 percent reduction in business tax rates.

In March 2000 Mayor Giuliani successfully eliminated the sales tax on purchases of clothing and footwear under \$110. The elimination of this tax has resulted in estimated savings to taxpayers of \$80 million in Fiscal 2000 and will save taxpayers an estimated \$241 million in Fiscal 2001. In addition, the Mayor's proposal to completely eliminate the clothing and footwear sales tax would save taxpayers approximately \$100 million in Fiscal 2005.

Excessive taxation on rented commercial space is a major hindrance to business growth. Effective September 1, 1995 the Commercial Rent Tax (CRT) was eliminated in Manhattan north of 96<sup>th</sup> Street and in the City's other boroughs. At that time, the taxable threshold was increased to \$100,000 in annual rent, with a declining partial credit for tenants with rents between \$100,000 and \$140,000. The CRT's effective tax rate was reduced to 3.9 percent as of September 1998; the number of commercial rent taxpayers fell to 11,7400 as of December 1999, representing an 81 percent reduction over the last four years. In the Fiscal 2001 Executive Budget, the Administration proposed that the CRT tax rate be incrementally reduced over the next two years, with elimination targeted for June 2004.

In August 2000 at the request of the Mayor, the Governor signed the City's new Commercial Expansion Program (CEP), an extension of the Commercial Revitalization Program, to be effective for Fiscal 2001. By incorporating various tax exemptions and abatements, the program encourages businesses to expand or relocate into eligible properties in designated expansion areas away from the central business district, south of 96<sup>th</sup> Street in Manhattan. Eligible firms in designated areas can save up to \$500,000 or more over the 12-year life of the program.

In October 2000 the Department of Finance developed several proposals to enhance the benefits of the City's Relocation Employment Assistance Program (REAP), one of the tax incentive initiatives available under the CEP. If implemented, the proposed changes would loosen restrictive building improvement requirements, reduce the time period firms must be in business to be eligible for REAP and enhance benefits for expanding small businesses.

# THE CITY ECONOMY

## EMPLOYMENT TRENDS

Calendar 2000 saw the second highest private-sector growth in the City's recent history, as shown by federal statistics compiled beginning in 1950. From Calendar 1999 to 2000 the City gained approximately 77,300 new private sector jobs, following a gain of 83,800 private sector jobs from Calendar 1998 to 1999. Private sector job growth from 1998 through 2000 represents the City's strongest economic performance since 1950. In Calendar 2000, the City's growth rate for private employment was 2.5 percent, exceeding the national rate of 2.1 percent and the State's growth rate of 2.0 percent (excluding the City's growth in both cases). The Calendar 2000 growth trend was particularly strong in three sectors: business services (including new media), up 8.7 percent; the hotel industry, in which employment grew by 8.3 percent; and construction, which grew by 6.4 percent.

Although monthly unemployment figures are somewhat volatile due to sampling considerations, it should be noted that federal unemployment rates for New York City have fallen dramatically over the past eight years. The seasonally-adjusted monthly unemployment rate was 5.6 percent for December 2000, compared with 11.6 percent in September 1992 and 9.9 percent in January 1994.

## TOURISM, ENTERTAINMENT AND CULTURAL RESOURCES

New York's power to draw visitors from all over the world continues to grow. An estimated 38.4 million people visited the City in Calendar 2000, up almost 5 percent from the year before and 44 percent since 1993; the number of visitors is expected to exceed 39 million by the end of Calendar 2001. Spending by visitors was estimated at \$16.7 billion for 2000, compared to \$15.6 billion for 1999 and \$10.1 billion in 1993. Hotel tax receipts to the City have increased steadily, even after the tax rate was slashed in Fiscal 1995; receipts are expected to total over \$240 million during Fiscal 2001, up 10 percent from the previous fiscal year.

Attendance at the City's baseball stadiums increased by approximately 81,700 from the 1999 to the 2000 season and post-season, and by approximately 3.2 million compared to the 1994 season and post-season. In the 2000 season and post-season attendance at Yankee Stadium was approximately 3.2 million; attendance at Shea Stadium was approximately 2.9 million.

During the first four months of Fiscal 2001 the Mayor's Office of Film, Theatre and Broadcasting (MOFTB) facilitated 6,514 total production shooting days and 1,328 total productions. During the same period a total of 101 feature films and 387 broadcast and cable network television programs were produced, resulting in 1,426 and 2,406 shooting days respectively. Nine new prime time television series are shooting entirely in the City, bringing the total to 16. Overall, the City has approximately 100 national television shows in production, including prime time, late night, daytime dramas, talk shows and children's shows.

Mid-season Broadway theater receipts for June through November 2000 totaled \$321.9 million, up by nearly 20 percent from the same period in 2000. Attendance at Broadway shows rose to 5.8 million, an increase of 9.6 percent.

The Department of Cultural Affairs funds and administers programs that support cultural institutions and organizations that enhance and sustain the City's cultural life, heritage and economy. The Department's Program Services unit administers funding for arts and cultural institutions throughout the City, overseeing grant compliance and providing technical assistance to support a wide range of services to the public. During Fiscal 2001 the Department expects to award 525 Public Service grants totaling \$18.6 million, compared to 510 grants totaling \$14.6 million in Fiscal 2000. Programs receiving grants in the first six months of Fiscal 2001 include the Alliance of Resident Theaters/New York for the development of a new World Wide Web site for its over 400 member-theaters, the Bronx Council on the Arts for programs and services to area artists and arts organizations and the John A. Noble Museum at the Snug Harbor Cultural Center in Staten Island.

# THE CITY ECONOMY

Additional initiatives involving City capital support for the expansion and renovation of cultural institutions are described in the last section of this chapter.

## ECONOMIC DEVELOPMENT CORPORATION

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

In July 2000 EDC issued a Request for Expressions of Interest (RFEI) to manage and/or acquire the City's Off-Track Betting (OTB) franchise. Ten entities submitted responses to the RFEI and in October 2000 EDC elected to issue a Request for Proposals for the acquisition of the City's OTB franchise. In November 2000, five submissions were received and are currently under review by EDC.

In December 2000 the State of New York and the City signed a formal retention agreement with the New York Stock Exchange. The State and the City will construct a new state-of-the-art trading facility, which will consist of a new office tower and approximately 1.3 million square feet of office space in Lower Manhattan. Groundbreaking for this new facility is expected to occur in late Calendar 2001.

In response to an August 2000 RFP issued by EDC for a private operator of the 65<sup>th</sup> Street Rail Yard two proposals were received by the October 2000 deadline. EDC is in negotiations with the respondents for a three-year operating agreement. Entering into an agreement with a private operator will increase operational efficiency, enhance freight activity on the Brooklyn waterfront, increase jobs and revenue, and alleviate traffic congestion, air pollution, and infrastructure deterioration due to truck traffic.

An engineering firm has been retained by EDC to complete a feasibility study and preliminary design of the proposed Red Hook rail facility, which includes a new rail float bridge. The rail float bridge will reestablish rail service to Red Hook and the surrounding businesses. If approved, construction is expected to begin in Fiscal 2002. Additionally, two new container cranes are scheduled to be delivered in Spring 2001.

During the first four months of Fiscal 2001 the architectural and engineering design process for the St. George ferry terminal in Staten Island continued. Upon completion of this process in Spring 2001, bids will be sought for the terminal's foundation work and construction thereafter. A second bid package will encompass the remaining work, including reconstruction of the building, construction of a new air conditioned waiting room and additional retail space, upgrading all utilities and improving access to the new building and other intermodal connections. The second bid package will be released at the end of Calendar 2001 for construction to begin in early Calendar 2002.

EDC has been working with the Department of Transportation to reconstruct the Whitehall Ferry Terminal in Manhattan. The \$173 million project includes the construction of a new climate-controlled terminal building and a two-acre plaza, which will improve vehicular and passenger access and provide a new public space to Lower Manhattan. In the first half Fiscal 2001 Slip 3 was demolished and the foundations for Phase 1A were installed and utility lines were relocated.

In his January 2001 State of the City Address Mayor Giuliani proposed the relocation of the Fulton Fish Market to the Bronx; the City's Ten-Year Capital Strategy for January 2001 proposes \$75 million for this initiative. EDC is designing a modern, fully enclosed wholesale seafood market at the Hunts Point Food Distribution Center in the Bronx. The new facility, the Fulton Fish Market at Hunts Point, will be a state-of-the-art food distribution facility with approximately 285,000 square feet of space, climate control and ample customer parking. The design phase of the project will be completed in Summer 2001 and construction will be completed by December 2002.

# THE CITY ECONOMY

EDC has begun the development of the Harlem Piers Master Plan, which was designated pursuant to a 1998 RFP and will revitalize West 125<sup>th</sup> Street in the Harlem Piers area and provide waterfront access to local residents. The Plan will feature linear open space connections and adjacent park areas, and will incorporate revenue-generating components to sustain maintenance costs; EDC will also review the feasibility of constructing a new pier on the waterfront. Construction is scheduled to begin in Summer 2002.

## LONG-TERM DEVELOPMENT: A VISION FOR THE CITY

To sustain and enrich the City's quality of life and economic vitality, the Administration is committed to enhancing cultural and recreational resources through capital investment. In his January 2001 State of City Address the Mayor announced plans for economic and cultural development in all five boroughs of the City. To make these proposals a reality, the City's Ten-Year Capital Strategy calls for an unprecedented \$700 million for cultural and economic improvement initiatives. Some of these plans are described below.

### **Sports, Recreation and Parks Initiatives**

As part of the comprehensive Coney Island Redevelopment Plan in Brooklyn, the City's Ten-Year Capital Strategy allocates \$30 million for development of the Coney Island Sportsplex. Part of this facility, the Brooklyn Cyclones Minor League Stadium, is currently under construction. The Mayor and the City Council will create the Coney Island Local Development Corporation, which will support the revival of the Coney Island area. A Request for Proposals will be released for the development of a sports hall of fame near the Sportsplex. The City also plans to establish an open-air Coney Island Summer Nights Film Series. The Ten-Year Capital Strategy allocates \$13 million for expansion of the New York Aquarium, already a major attraction for visitors to the Coney Island area.

The new Brooklyn Bridge Park will create nearly 70 acres of open parkland space along the underutilized commercial waterfront property in downtown Brooklyn. As its first step, the City will transform the Main Street parking lot into parkland and link it to the Fulton State Park to create an uninterrupted expanse of parkland between the Brooklyn and Manhattan bridges. The January 2001 Ten-Year Capital Strategy proposes \$32 million for a new pool and skating rink at Flushing Meadows Corona Park in Queens. The City will also commit \$11 million to the restoration of the Bronx River and the establishment of a Greenway along the river. Groundbreaking for the 57-acre John V. Lindsay Park, extending from the Franklin D. Roosevelt Drive to the East River and from 12<sup>th</sup> Street to Montgomery Street, is planned for July 2001. The park is to be reconstructed at a cost of \$5.6 million.

In his January 2001 State of the City Address, the Mayor reiterated his support for plans to build a convention center and domed sports stadium on Manhattan's West Side. Over the last two years, the Jacob Javits exhibition hall turned away 43 conventions that wanted to come to New York City, a \$200 million loss to the local economy. In addition, New York City is automatically excluded from hosting the 25 largest conventions in the nation. To correct this problem, the Mayor has proposed that the City, the State, and private sector partners commit to building a first-tier convention center on the West Side of Manhattan. The Mayor emphasized that this center ideally should also serve as a domed football stadium, and suggested that a new Madison Square Garden could be located across the street. He reiterated the City's commitment to work with the MTA to extend the Number 7 Subway Line to the west.

# THE CITY ECONOMY

## Cultural Institutions and Facilities

During the first half of Fiscal 2001 Lincoln Center began to develop its \$1.5 billion Master Plan. The Center seeks to maintain its status as a world-class center for the arts by preserving and modernizing its facilities, for which the City has proposed in its Ten-Year Capital Strategy to commit \$240 million. The plan is expected to be completed in late Spring 2001. The City has also increased its commitment to Jazz at Lincoln Center's new education/performance/broadcast facility on Columbus Circle from \$9 million to \$19 million. The 100,000 square foot facility will include a 1,100-seat concert theatre, a 600-seat performance atrium, a jazz café, an educational center, a jazz hall of fame and a full recording/broadcasting/Web-casting facility. A further \$18.7 million is allocated for the Library for the Performing Arts.

The Ten-Year Capital Strategy also allocates \$65 million to continue the City's commitment to expansion of the Museum of Modern Art, as well as \$25 million for capital work at the Metropolitan Museum of Art.

In his January 2001 State of the City Address, the Mayor announced that the City will make a substantial commitment, similar to the City's support for the Museum of Modern Art and Lincoln Center, to help the Brooklyn Academy of Music (BAM) establish a unique cultural district in the Fort Greene section of downtown Brooklyn. This will include the Mark Morris Dance Center, a renovated Strand Theater, and a variety of other exhibition spaces to augment BAM's existing core. The Ten-Year Capital Strategy allocates \$10 million for this initiative.

The Mayor continues to offer the City's support for building a new Guggenheim Museum on the East River in Lower Manhattan; the Ten-Year Capital Strategy sets aside \$67.8 million for this project, including land acquisition. The Mayor announced the formation of a committee made up of prominent New Yorkers from a variety of backgrounds to help complete the project. The new downtown Guggenheim will transform the area into a mixed-use 24-hour neighborhood and contribute to the City's cultural diversity. The Economic Development Corporation is working with a developer on project design, and expects construction to be completed within six years.

In his January 2001 State of the City Address, Mayor Giuliani also reiterated plans to relocate the Museum of the City of New York to the Tweed Courthouse opposite City Hall Park. The Economic Development Corporation has begun the restoration of the Tweed Courthouse building, including reconstruction of the monumental staircase on Chambers Street, with completion scheduled for December 2001. The Ten-Year Capital Strategy sets aside \$125 million for this project. The City will issue an RFEI to explore creative uses for the Museum's existing site on upper Fifth Avenue.

The City plans to contribute \$19.2 million to the New York Public Library's plan to add an additional eight floors and 139,000 square-feet of library space to the Mid-Manhattan Library, its main circulating branch library, on Fifth Avenue at 40<sup>th</sup> Street. This space will include computers, a state-of-the-art job information center, a health information center, and 24-hour on-line reference services. The expanded facility is projected to serve 2.5 million people annually. The City also plans to contribute \$17.4 million for the Center for Humanities at the 42<sup>nd</sup> Street Research Library.

The Ten-Year Capital Strategy also sets aside substantial funding for other cultural resources including the Museum of Jewish Heritage, the Carnegie Hall-Third Stage Theater, the Center for Jewish History, and the New York Botanical Garden in the Bronx.

# THE CITY ECONOMY

## Airports

Independent research has revealed significant problems in the management of the New York City area's major airports. In a major 1997 survey comparing 36 American airports in passenger satisfaction, LaGuardia ranked 31<sup>st</sup> and JFK ranked 35<sup>th</sup>; in a 1999 study, JFK ranked 59<sup>th</sup> out of 65 international airports in overall passenger convenience. In his January 2001 State of the City Address, Mayor Giuliani announced plans to end Port Authority management of Kennedy and LaGuardia airports by pursuing a performance-based agreement with a private airport management company. To ensure that the airports are run in the City's interests, the Mayor also announced that, in conjunction with City Council Speaker Vallone, the City will create the New York City Airport Improvement Corporation, which will hold the lease of the airports, and will then enter into contract with a private management company to run them. The Corporation will have a board made up of appointees of the Mayor and the City Council.

# THE CITY ECONOMY

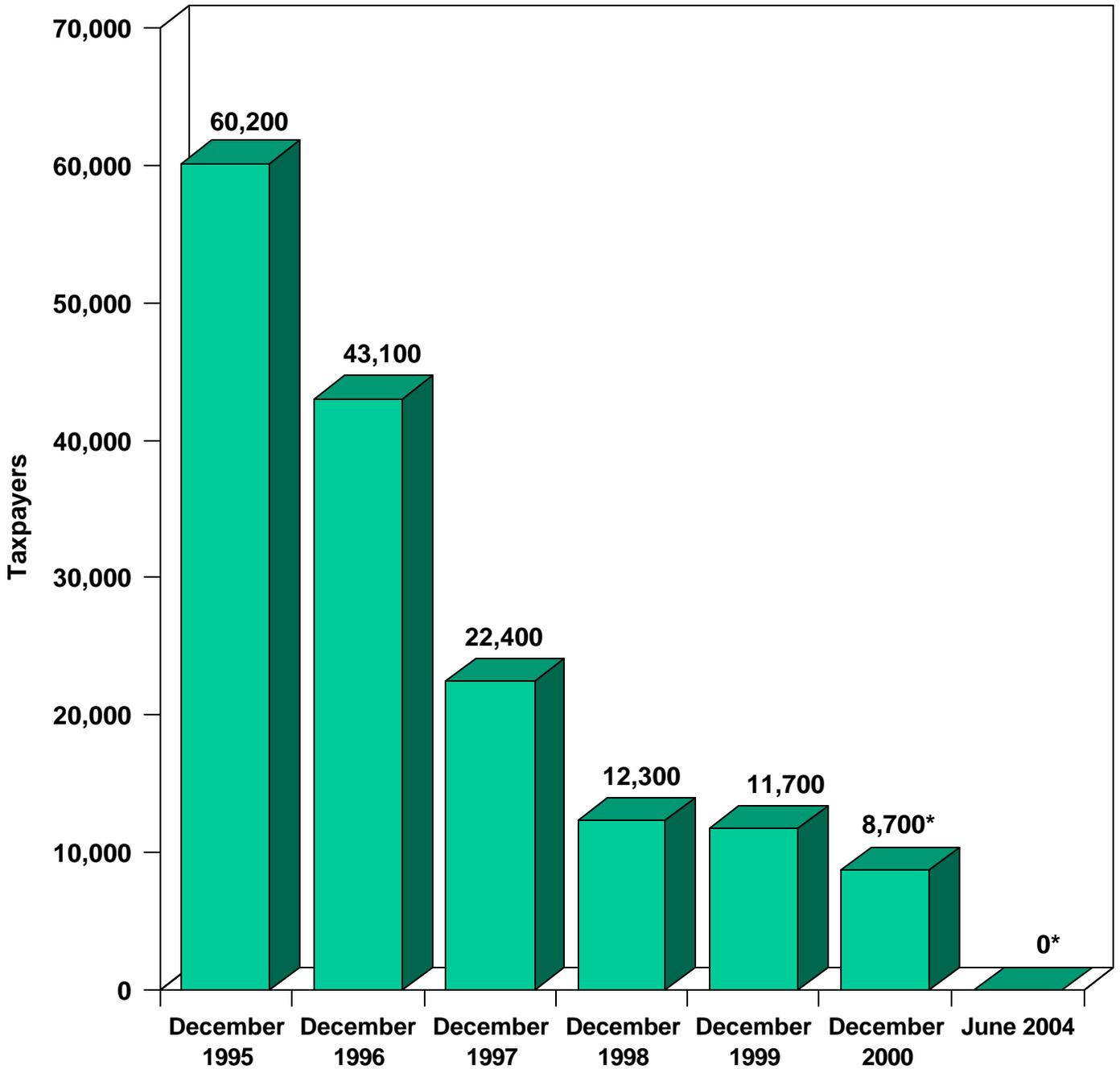
## THE CITY ECONOMY – SELECTED INDICATORS

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Employment Data	Private Sector Job Growth (000's) <b>(CY 1995-2000)</b>	35.2	44.0	67.1	76.2	83.8	77.3 <b>(CY '00)</b>	
Economic Development Corporation	Companies Recruited to New York City	NI	4	29	35	68	31	11
Tourism	Visitors to New York City (000's) <b>(CY 1995-2000)</b>	28,452	29,123	33,022	33,009	36,700	38,400* <b>(CY '00)</b>	
Mayor's Office of Film, Theatre and Broadcasting	Film and Television Location Shooting Days in New York City	19,989	21,009	21,938	19,542	19,876	8,523	6,514
Department of Buildings	Total Building Permits Issued	59,345	65,115	70,621	78,228	83,710	28,131	30,279

\*Calendar 2000 data is preliminary.

# Department of Finance

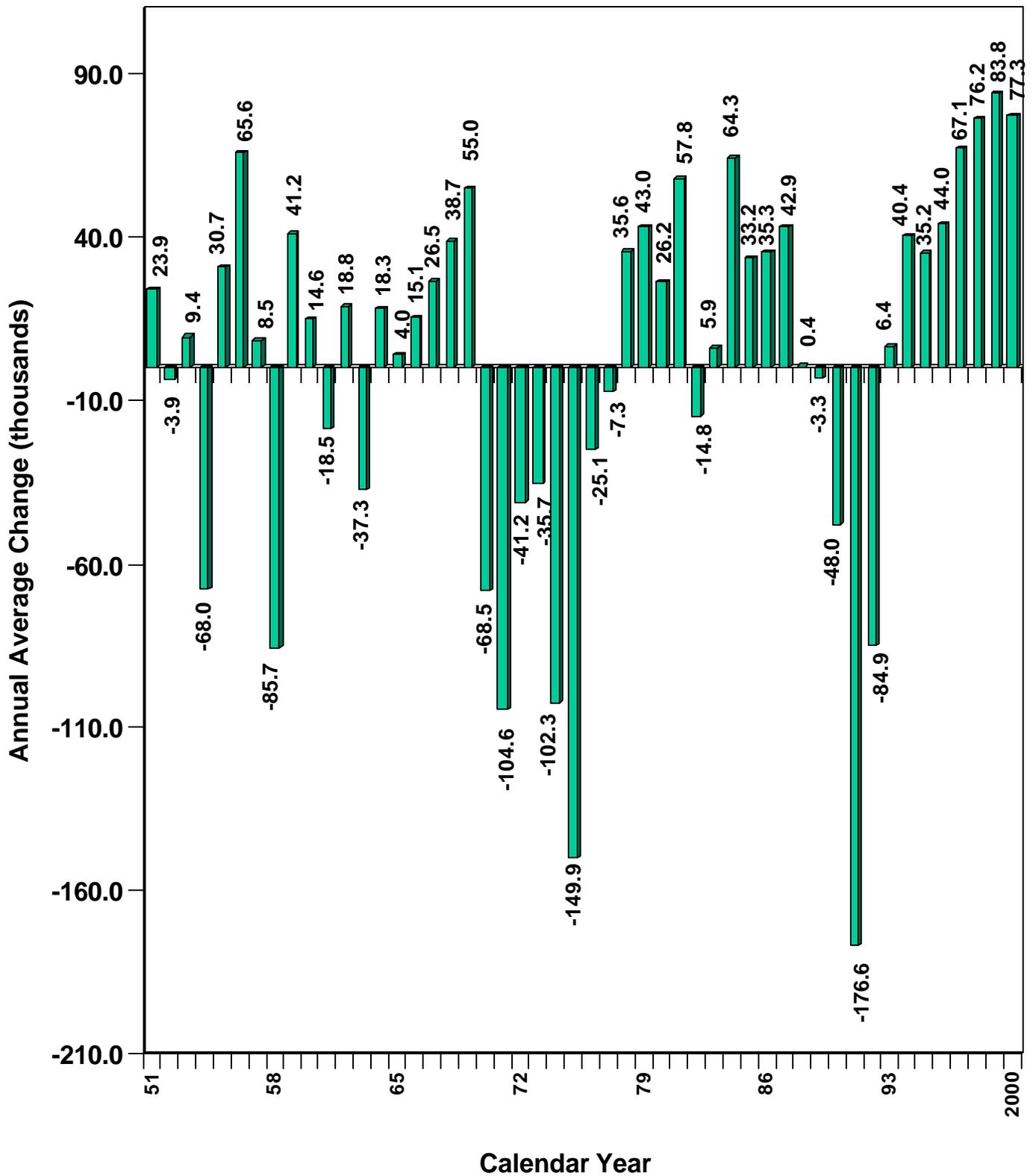
## Tax Reduction Number of Commercial Rent Taxpayers



\*Forecast

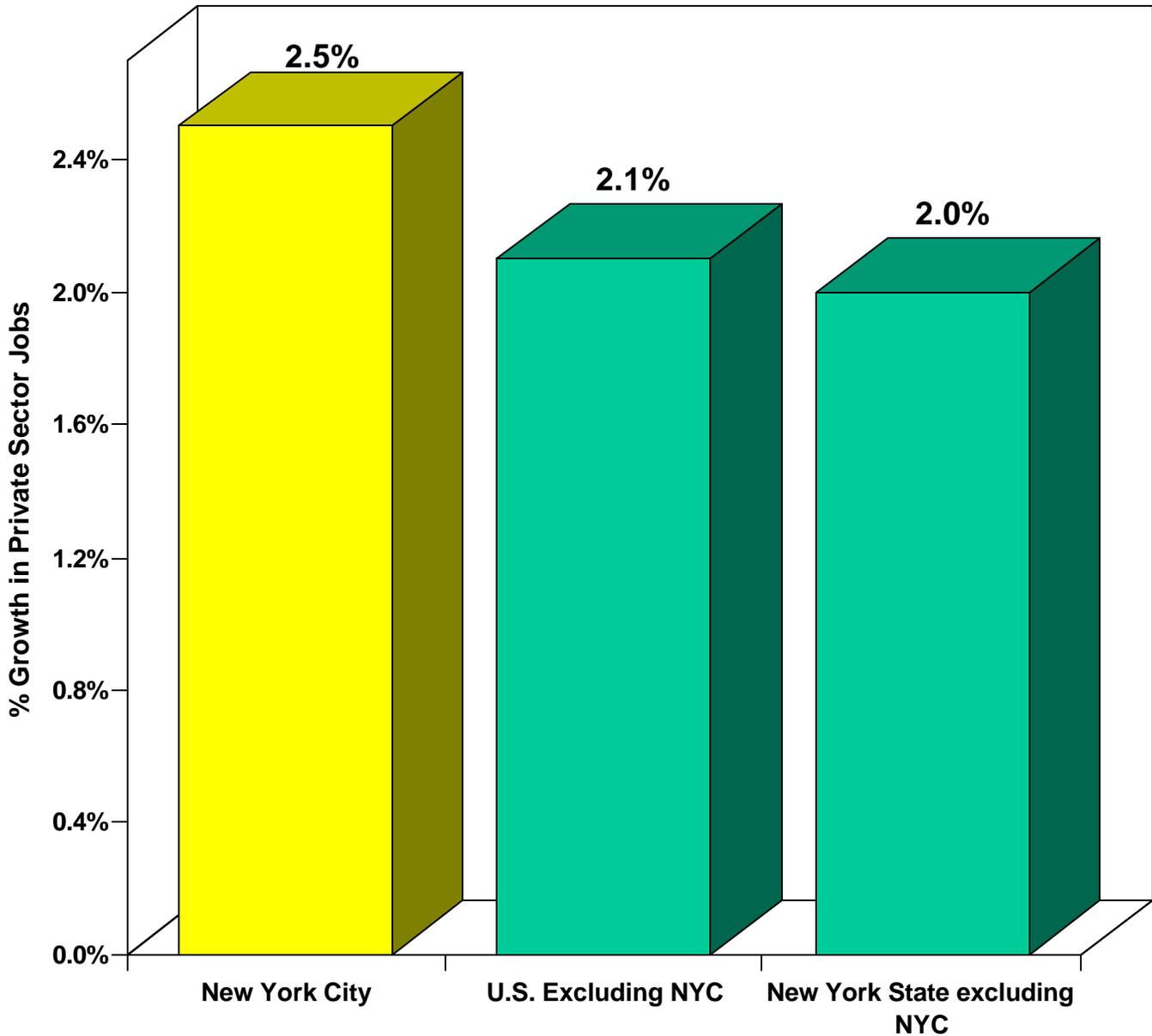
Source: Office of Management and Budget

# New York City Private Sector Job Growth



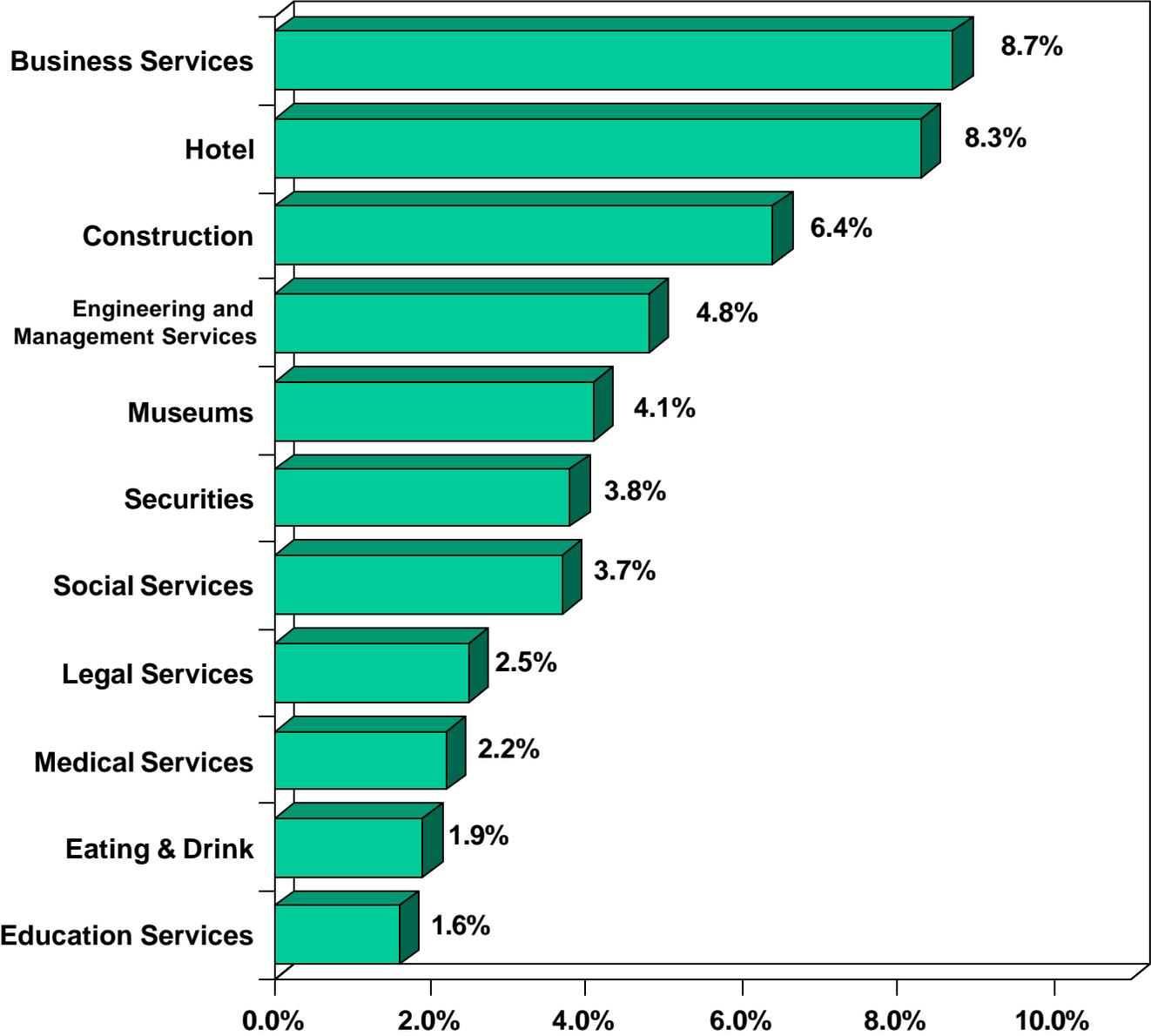
Source: Bureau of Labor Statistics

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

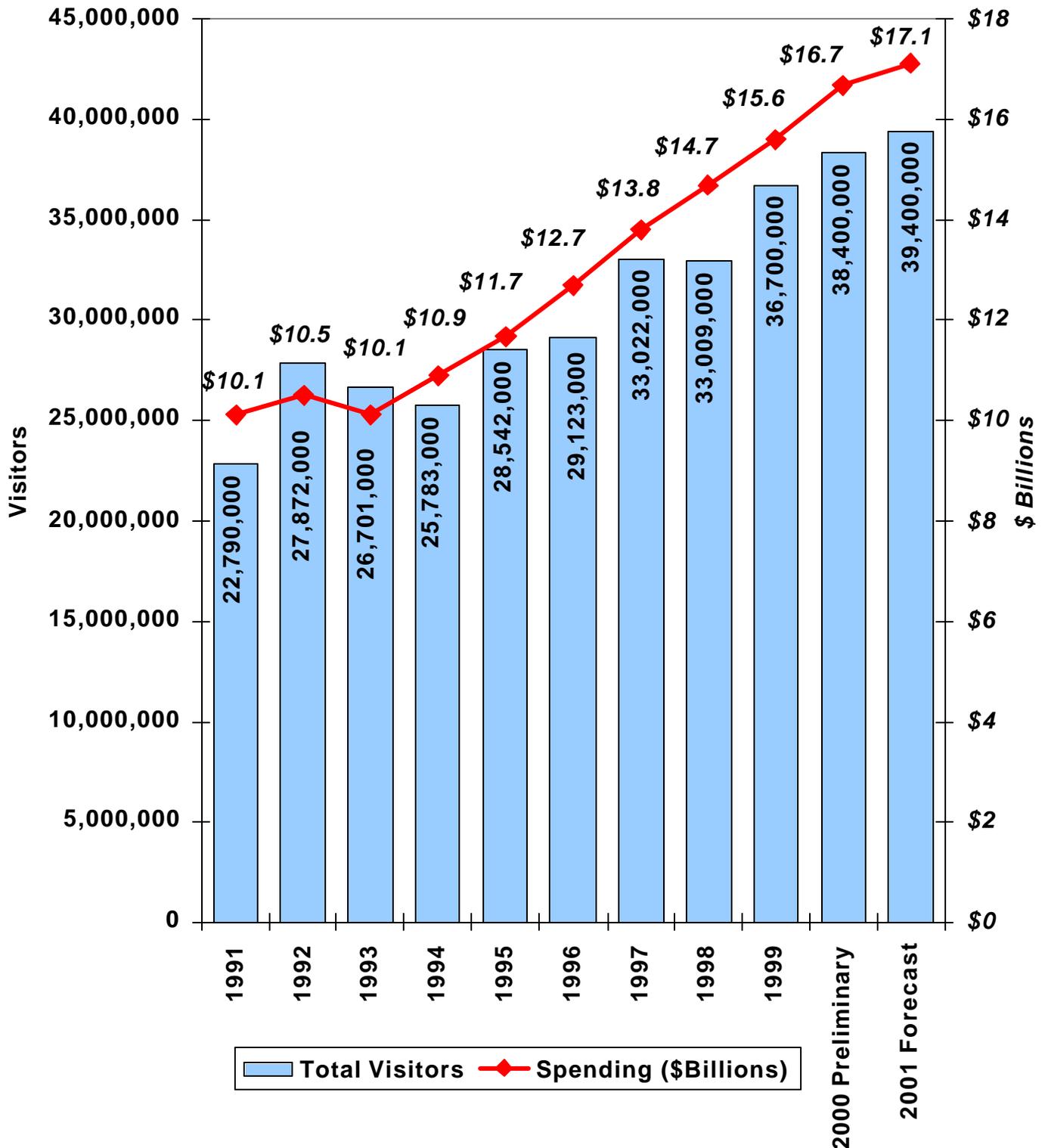


Source: Bureau of Labor Statistics

# Fastest Growing Job Categories in NYC Calendar 1999 vs. 2000



# Total Visitors and Spending by Visitors to New York City Calendar 1991-2001 Forecast



Source: NYC & Co.

# THE URBAN ENVIRONMENT

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

## WATERSHED PROTECTION

In an effort to better detect and prevent possible environmental crimes in the watershed, the Department of Environmental Protection (DEP) more than doubled the authorized headcount of the watershed police force from its Fiscal 1999 staff of 59 to 142; as of January 2001 there were 109 employees. During the first four months of Fiscal 2001 DEP issued eight notices of violation and 31 notices of failure for individual residential septic systems, 64 environmental summonses, 347 penal law summonses and 98 notices of warning throughout the watershed region. In comparison, DEP issued a total of three notices of violation and 27 notices of failure for individual residential septic systems, 34 environmental summonses, 294 penal law summonses and 52 notices of warning throughout the watershed region during the same period in Fiscal 2000.

The City is committed to soliciting the purchase of 350,000 acres of watershed land within a 10-year period under the 1997 Memorandum of Agreement (MOA), which established the Land Acquisition and Stewardship Program (LASP). Over the past four years DEP has solicited the purchase of more than 190,000 acres; 15,902 of which were solicited during the first four months of Fiscal 2001. During the first four months of Fiscal 2001 DEP entered into 22 contracts to purchase a total of 1,808 acres of watershed land and the City acquired title to 20 parcels, totaling 803 acres of land. The City is committed to spending \$250 million on acquisitions in the Catskill/Delaware watershed and \$11.5 million in the Croton watershed.

In August 1998 the City entered into an MOA with the U.S. Department of Agriculture (USDA) and New York State to implement a Conservation Reserve Enhancement Program (CREP) in the Catskill and Delaware watersheds. This agreement allows watershed farmers to enter into 10- to 15-year USDA contracts in order to retire environmentally-sensitive lands from production and establish forested riparian buffers. A total of 310 farms entered into agreements with the Watershed Agricultural Council to develop and implement completed Whole Farm Plans for water quality protection in the Watershed Agricultural Program. By the end of December 2000 DEP assisted 73 participating farms to complete Whole Farm Plans, achieving its goal of participating farms. As of December 2000, 33 Conservation Reserve Enhancement Program (CREP) contracts were completed, with 632.2 acres of riparian buffers planned, and 100 Watershed Agricultural Program farmers have expressed interest in CREP. Through the Watershed Agricultural Council, the City will provide 50 percent of the cost of conservation practices associated with CREP, enabling all interested farmers to participate.

## WATER AND AIR QUALITY

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

## THE URBAN ENVIRONMENT

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

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

- Construction of a 28.4 million-gallon underground CSO storage tank facility beneath Flushing Meadows-Corona Park in Queens is underway. It will abate combined sewer discharges into Flushing Bay. As part of the last phase of the project, DEP bid a contract to complete tank construction and equip the CSO facility in Fiscal 2001. The contract will be awarded during the first half of Calendar 2001. Construction will begin during the second half of Calendar 2001.
- The design of an underground tank that will abate CSO into the Paedergat Basin in Brooklyn, a tributary of Jamaica Bay, is also underway. In Calendar 2001 DEP will complete construction of influent channel structures

During the reporting period DEP continued its Grease Reduction Enforcement and Education Strategy program to prevent illegal grease discharge into the sewers from restaurants. DEP redeployed personnel to conduct unannounced inspections of restaurant grease disposal systems. DEP also produced a series of brochures and pamphlets that detail dumping penalties and step-by-step instructions for compliance, and distributed them to the public at outreach meetings. As of December 2000, 1,659 restaurants were inspected in seven target areas, resulting in 1,197 warning letters issued. The warning letters require installation of grease traps. Additionally, 75 notices of violation were issued for failure to properly maintain grease traps. DEP re-inspected 622 of the restaurants 90 days after they were originally inspected and found 98 percent in compliance.

In February 1998 Mayor Giuliani launched the Multiple Agency Response to Community Hotspots (MARCH) initiative, which improves the coordination of multiple agency responses to quality-of-life problems that have been identified by neighborhood residents. DEP is working in collaboration with the New York City Police Department and other agencies to inspect locations that are the subject of complaints; it also enforces compliance with the appropriate sections of the air and noise code. DEP participated in 24 MARCH inspections in Manhattan, Brooklyn, the Bronx and Queens during the first four months of Fiscal 2001. The Department has participated in a total of 185 inspections since its inception in MARCH in Calendar 1997.

During the first four months of Fiscal 2001 DEP achieved 100 percent compliance with federal standards for effluent from its wastewater treatment plants, compared to 99.9 percent during the previous reporting period. An index of harbor water quality is the presence of dissolved oxygen; DEP reported 84 percent compliance with State standards for dissolved oxygen at its harbor survey stations during the reporting period, compared to 70 percent during the same period in Fiscal 2000.

# THE URBAN ENVIRONMENT

## SOLID WASTE MANAGEMENT

On behalf of the Mayor, in November 2000 the Department of Sanitation secured City Council approval for the City's Comprehensive Solid Waste Management Plan (SWMP) Draft Modification and associated Final Environmental Impact Statement (FEIS). The approval includes amendments to the SWMP Draft Modification that respond to concerns raised in the public hearing process and written comments from the New York State Department of Environmental Conservation (NYSDEC).

Following the approval of the SWMP Draft Modification by the City Council, in November 2000 the City submitted the SWMP Modification and FEIS to NYSDEC for its review and approval. FEIS contains responses to substantive comments on the SWMP Modification and the Draft Environmental Impact Statement (DEIS), which were made available during a 45-day public comment period through the Department's offices, public repositories located throughout the City and sent to an extensive mailing list on compact disc. FEIS finds that no unmitigatable environmental impacts would result from the implementation of SWMP Modification long-term waste export projects.

While the SWMP Modification is under review by NYSDEC, the Department and its hired consultant are finalizing export related procurement documents, reviewing vendor proposals, negotiating contracts and designing City-owned facilities as necessary to implement SWMP long-term export projects. To develop the next 10-year SWMP the Department and its consultant will also undertake waste composition studies and conduct a comprehensive study of commercial, residential and institutional waste management in the City.

The Department continues to work toward achieving the maximum diversion of recyclable materials from the City's waste stream. In the first four months of Fiscal 2001, 19.9 percent of the Department-managed curbside residential- and institutional-generated waste was diverted from exportation or disposal at the Fresh Kills Landfill. The diversion rate for the whole Department-managed waste stream was 35.6 percent. These continued high diversion rates demonstrate the City's continued commitment to diverting as much waste material as possible.

During the first half of Fiscal 2001 the Department continued to work towards closing the Fresh Kills Landfill by end of Calendar 2001 or sooner through the continued implementation of the Interim Export Program. In September 2000 contracts were awarded for the portion of Phase IV of the Interim Export Program, which includes approximately 1,600 tons per day of Department-managed refuse generated in Brooklyn districts. With the September 2000 implementation of this portion of Phase IV, all Brooklyn districts are now exporting their refuse. In December 2000 the Department completed an Environmental Assessment Statement for the final portion of Phase IV of the Interim Export Program, covering all Queens districts. A Negative Environmental Declaration was issued for exporting waste through vendors in Queens, Long Island and New Jersey. The Department expects this final portion of Phase IV to begin before the required Fresh Kills closure date of December 31, 2001.

# THE URBAN ENVIRONMENT

## NEIGHBORHOOD CLEANLINESS

### Street Cleanliness

The Department of Sanitation (DOS) continues to maintain average street cleanliness at much higher levels than were seen prior to Fiscal 1994. All 59 Sanitation Districts were rated acceptably clean during the first six months of Fiscal 2001, compared to 32 of the 59 Districts in the first six months of Fiscal 1994. None of the 230 Sanitation Sections were rated dirty during the first six months of Fiscal 2001. Through the Mayor's Office of Operations Scorecard system of street cleanliness ratings, the City's streets were rated 86.8 percent acceptably clean for the average of the first six months of Fiscal 2001, compared to 89.4 percent during the same period of Fiscal 2000.

DOS Enforcement has enhanced its efforts to combat illegal postering performed by record and entertainment companies. During Fiscal 2000 the Enforcement Division's Special Operations Unit issued approximately 17,000 notices of violation for illegal postering, resulting in approximately \$425,000 in penalties.

### Parks and Playgrounds

In the first six months of Fiscal 2001, 87 percent of the City's inspected small parks were rated acceptable for Overall Conditions under the Department of Parks and Recreation's (DPR) Parks Inspection Program, compared to 89 percent during Fiscal 2000. In addition, 93 percent of inspected small parks were rated acceptable for Cleanliness during the six-month period, compared to 96 percent in the last fiscal year. Litter was the most problematic feature, with a rating of 84 percent during the six-month period, compared to 87 percent during Fiscal 2000.

During the reporting period DPR continued its inspections of the City's large parks. Of the 500 total large park zones, 350 are now inspected under the Parks Inspection Program, including all large park zones from the City's 11 flagship parks. In the first four months of Fiscal 2001, 67 percent of large parks were rated acceptable for Overall Condition, and 76 percent were rated acceptable for Cleanliness. Since large parks were not rated separately in Fiscal 2000, a comparison of ratings will appear in the Preliminary Fiscal 2002 Mayor's Management Report. Structural Features, such as paved surfaces, benches and fences, was the most problematic category during the reporting period.

During the first four months of Fiscal 2001 DPR completed 98 site improvements using requirements contracts. Improvements included the reconstruction of playground equipment and pavement, such as the renovation of Peter's Field in Queens, Jerome Playground in the Bronx, Bergen Beach in Brooklyn, "Bojangles" Robinson Playground in Manhattan and Levy Playground in Staten Island.

In April 2000 DPR launched an initiative to improve the condition of handball courts citywide. As part of the three-year program, the Department will smooth and repaint handball court walls and fill expansion joints and cracks in concrete and asphalt surfaces. By the end of the reporting period DPR achieved its goal and renovated 500 handball courts. DPR will complete the remaining 1,000 handball courts by Fiscal 2003.

### Adopt-a-Highway

The appearance of arterial roadways also affects the perception of City neighborhoods. Through its Adopt-a-Highway program, the Department of Transportation (DOT) brings together private sponsors and maintenance contractors to clean and maintain the appearance of segments of the City's highway system. As of the end of October 2000, 331 or 91 percent of a total of 362 adoptable miles in the Adopt-a-Highway program were adopted by sponsors, compared to 324 adoptable miles at the end of October 1999. During the first four months of Fiscal 2001, 21 percent of adopted miles were inspected weekly for quality assurance, compared to 17 percent during the same period of Fiscal 2000.

# THE URBAN ENVIRONMENT

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

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

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

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

- The Department of Sanitation continues to play a leading role in the Administration's anti-graffiti efforts. In Calendar 2000 the Department removed 222,054 square feet of graffiti from 598 sites, as part of Task Force cleanup initiatives in 10 neighborhoods around the City, a 4 percent increase compared to 212,968 square feet from 359 sites in Calendar 1999.

## THE URBAN ENVIRONMENT

- The Department of Probation coordinates and conducts supervised work crews throughout the City, consisting of probationers who perform community service tasks as a condition of probation. During the first four months of Fiscal 2001, 488,357 square feet of graffiti was removed from roll-down gates, walls, mailboxes and fire hydrants. As part of neighborhood cleanup initiatives mounted by the Task Force, community service crews were assigned to remove graffiti in Harlem and the Lower East Side of Manhattan, Soundview and Norwood in the Bronx, Bay Ridge and Marine Park in Brooklyn, and Ridgewood and Corona in Queens.
- In the first four months of Fiscal 2001 NYPD made 488 graffiti arrests, a 4.3 percent decrease from 510 arrests during Fiscal 2000. In Calendar 2000 NYPD made 1,560 graffiti arrests, a 10 percent increase from the 1,419 graffiti arrests made in Calendar 1999. The Anti-Graffiti/Vandalism Unit (AGVU) made 27 percent of the Department's 488 graffiti arrests during the first four months of Fiscal 2001, or 130 arrests. AGVU collects graffiti-related intelligence; including information on citywide graffiti arrest statistics, graffiti vandals and their identifying symbols, court dispositions and active bench warrants. It also provides assistance and information to other City agencies.
- During Calendar 2000 NYPD expanded its use of closed circuit television (CCTV) technology to help produce significant changes in criminal activity within housing developments. The New York City Housing Authority recently reported to the NYPD Housing Bureau that the total number of graffiti incidents occurring in the five fully operational CCTV-equipped developments decreased 67 percent, to 542 during the first 10 months of Calendar 2000, compared to 1,627 incidents in the same period of Calendar 1999.
- During the first four months of Fiscal 2001 the Department of Transportation (DOT) removed 2.67 million square feet of graffiti from bridges, arterial highways and neighborhoods in all five boroughs. DOT exceeded its internal graffiti removal target by 16 percent during the reporting period. As of October 2000, 21 arterial highways were included in the program. Graffiti removal is performed monthly on these roadways. The Department also removes graffiti from all four major East River Bridges on a monthly basis.
- During the reporting period the Department of Environmental Protection removed approximately 4,400 square feet of graffiti from its facilities around the City, compared to approximately 3,100 square feet during the first four months of Fiscal 2000.
- The Department of Housing Preservation and Development (HPD) continued its efforts to remove graffiti on City-owned buildings by power-washing or painting over graffiti on buildings with painted exteriors. During the first six months of Fiscal 2001 HPD power-washed 35 buildings and painted the exteriors of 108 buildings. Since the program's inception 144 buildings have been power-washed and 468 buildings have been painted.
- As of December 2000, 67 public housing developments and 247 buildings participated in the New York City Housing Authority's (NYCHA) citywide anti-graffiti program. The program expanded to four additional developments and 14 additional buildings since the beginning of Fiscal 2001. NYCHA expects to add two developments and eight buildings to the program during the remainder of Fiscal 2001. A total of 1,110 community service probationers are assigned by the District Attorneys' offices to remove graffiti with the Authority's program during the reporting period. Since July 2000 officers within NYCHA's program made 41 arrests for graffiti offenses (including three felony arrests) and 224 arrests for other offenses, and issued approximately 1,300 summonses.
- The Department of Parks and Recreation' (DPR) continues to conduct one of the most aggressive anti-graffiti programs of any municipal park system in the nation. In the first six months of Fiscal 2001, 93 percent of the City's inspected parks were rated acceptable for graffiti under DPR's Parks Inspection Program.

# THE URBAN ENVIRONMENT

- In September 1998 the Human Resources Administration (HRA) created the Graffiti Removal and Clean Buildings/Clean Streets Program. The Program alternately operates in nine districts to maintain and revitalize the following communities: Bushwick, Church Avenue and Pitkin Avenue in Brooklyn; Tribeca, Chinatown, the Lower East Side and Washington Heights in Manhattan; the Third Avenue Hub in the South Bronx; and Sunnyside and Woodside in Queens. During the first six months of Fiscal 2001 crews swept and removed debris from approximately 650 city blocks and painted over graffiti at 147 sites. This effort resulted in 5,569 scrapings to remove stickers and other illegally posted debris from light poles, 3,798 scrapings of street signs and 2,309 scrapings of traffic boxes. During the same period, HRA completed successful collaborations with the U.S. Post Office in Stuyvesant and Washington Heights in Manhattan that resulted in the crews scraping and painting 215 mailboxes.
- During the first six months of Fiscal 2001 New York City Transit removed 676,838 graffiti “hits” to maintain a virtually graffiti-free transit system. Of the total, 126,143 were from subway cars, 77,895 from buses and 472,800 from subway stations.

## HOUSING

In the January 2001 State of the City Address, Mayor Giuliani proposed a \$1.2 billion investment to build, renovate and preserve more than 10,100 units of affordable housing, contingent on several improvements designed to reduce the cost of construction and reform the industry, including: removing organized crime from the industry; rezoning vacant manufacturing land for commercial and residential use; and reducing the number review procedures for housing plans. The cost savings from these improvements will be committed to building additional mixed-use housing units, which would allow funding for an additional 2,000 affordable housing units, bringing the total units to approximately 12,100.

The Administration’s proposals also include: the rehabilitation and return to private ownership of the remaining *in rem* housing units; an expansion of the Third Party Transfer program to transfer approximately 6,000 deteriorating buildings at risk for abandonment from tax-delinquent owners to responsible owners; and expansion of the ANCHOR/Partnership Plaza Retail Demonstration Program, a joint initiative of the Department of Housing Preservation and Development and the New York City Partnership’s Community Preservation Development Corporation.

**Enforcement Against Illegal Conversions.** The Department of Buildings (DOB) Quality of Life Team is responsible for inspecting potentially illegal subdivisions of one-, two- and three-family homes. By the end of the reporting period DOB had assigned 17 inspectors and three support staffers to its Quality of Life Team. The Department continues its extensive recruitment efforts to staff the Team with a total of 23 inspectors. During the first four months of Fiscal 2001 the Department received 4,939 illegal conversion complaints, compared to 3,923 complaints during the same period of Fiscal 2000. The Team made 5,531 field visits and issued 2,240 violations, compared to 5,514 field visits and 3,595 violations during the same reporting period.

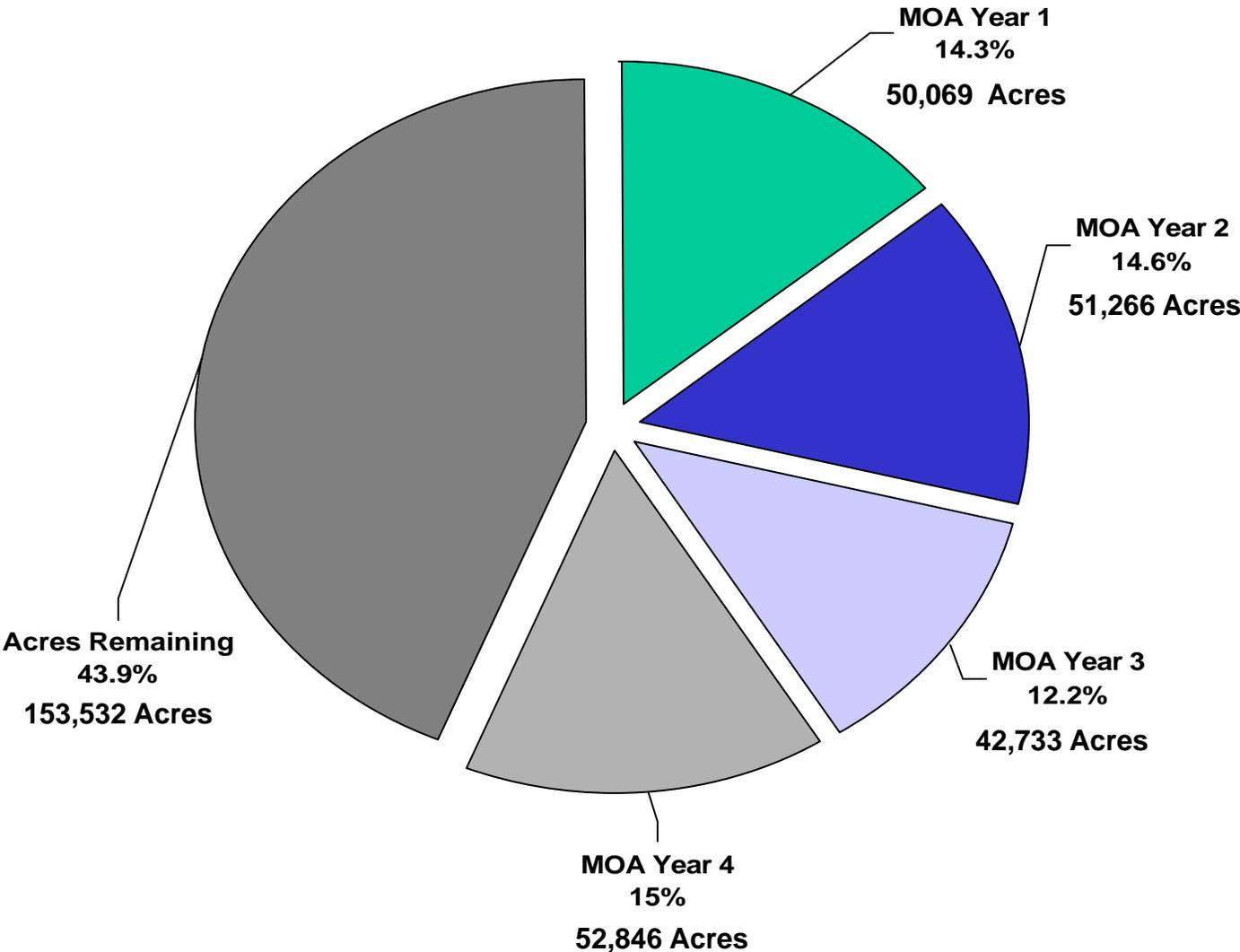
# THE URBAN ENVIRONMENT

## SELECTED INDICATORS

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Department of Environmental Protection	% of Effluent Complying with Federal Standards	100%	99.9%	99.9%	99.8%	99.9%	99.9%	100%
Department of Environmental Protection	% of Scheduled Maintenance Completed Each Month – Wastewater Treatment Plants	58.7%	69.2%	66.3%	64.3%	64.1%	64.0%	66.4%
Department of Environmental Protection	% Compliance with State Standards for Dissolved Oxygen at Harbor Survey Stations	89%	88%	91%	89%	89%	70%	84%
Department of Environmental Protection	Plant Reconstruction - Starts	13	25	3	15	47		
Department of Environmental Protection	Plant Reconstruction - Completions	13	10	19	24	42		
Department of Sanitation	Total Residential Recycling Rate	NI	NI	16.3%	18.2%	19.7%	19.2%	19.9%
Department of Sanitation	Tons per Day Disposed at Fresh Kills	12,966	12,936	11,042	8,487	6,658	3,249 <b>(12/00)</b>	
Department of Sanitation	% Streets Rated Acceptably Clean	73.2%	83.2%	85%	87.2%	86.7%	89.3%	86.5%
Department of Sanitation	# of Districts (out of 59) Rated Between 67% and 100% Acceptably Clean	27	59	59	59	58	59	59
Department of Buildings	Quality of Life Teams – Field Visits	NI	2,674	8,558	11,067	16,505	5,514	5,531
Department of Buildings	Quality of Life Teams – Illegal Conversion Violations Issued	NI	1,466	4,931	6,935	9,217	3,595	2,240
Police Department	Graffiti Arrests	861	883	859	1,236	1,657	510	488

# Department of Environmental Protection

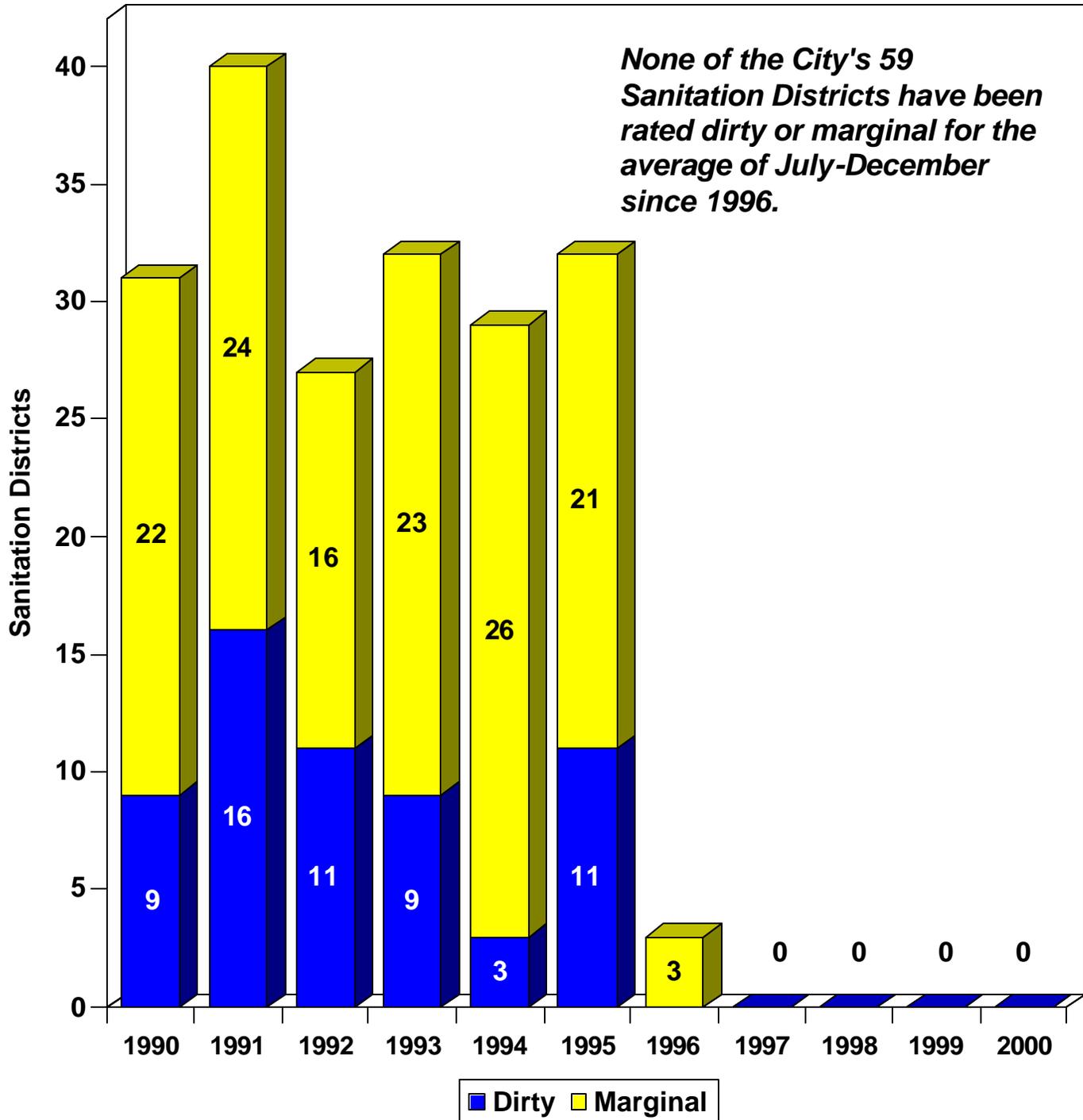
## Land Acquisition Stewardship Program Acres Solicited Memorandum of Agreement (MOA) Years 1-4



The MOA Year begins on January 21<sup>st</sup> and ends January 20<sup>th</sup>. The City is committed to soliciting the purchase of 350,000 acres of watershed land within a 10-year period under the 1997 MOA. During the first four months of Fiscal 2001 the City solicited 15,902 acres of watershed land.

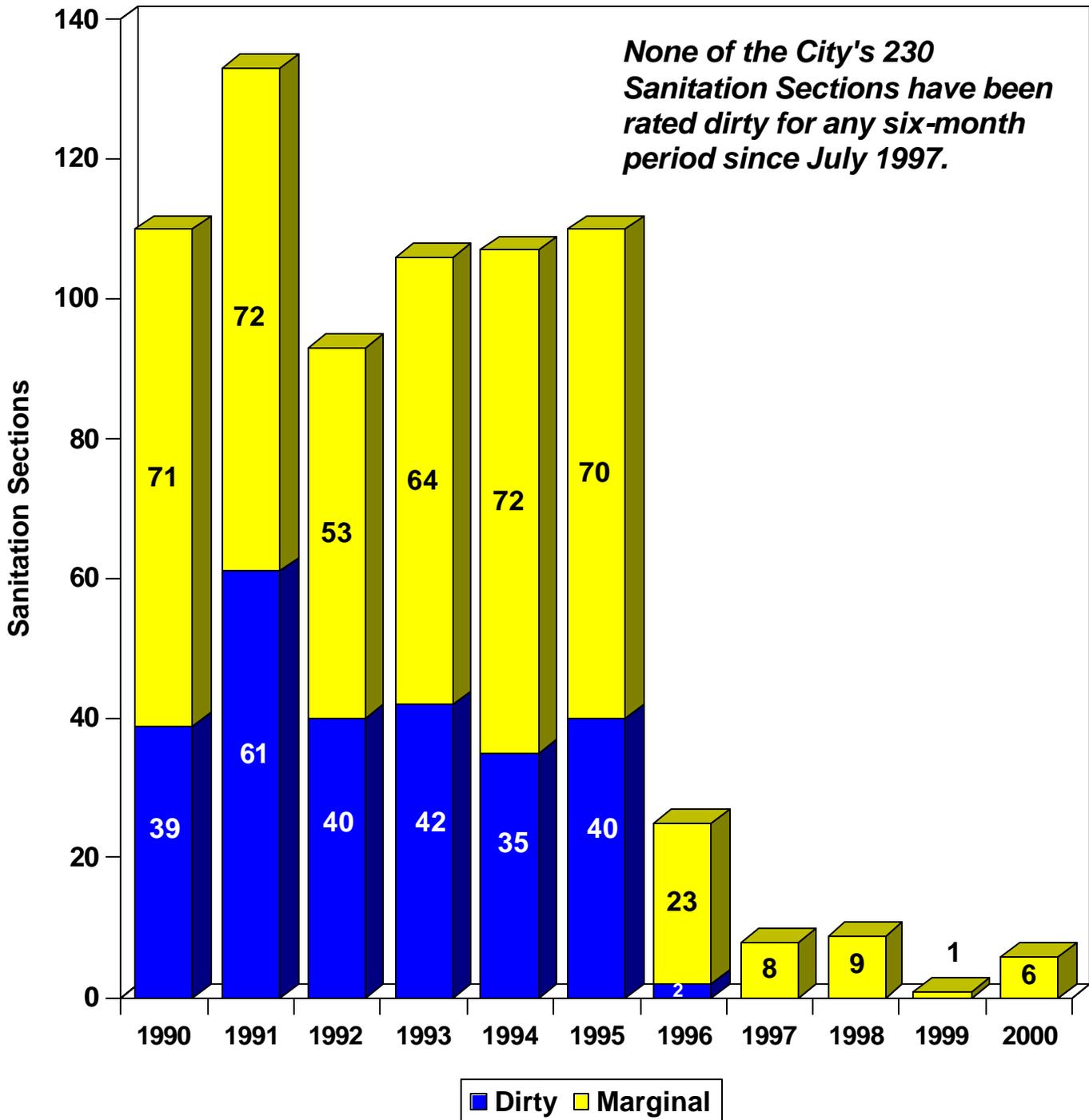
# Department of Sanitation

## Number of Sanitation Districts Rated Dirty or Marginal July - December 1990 - 2000



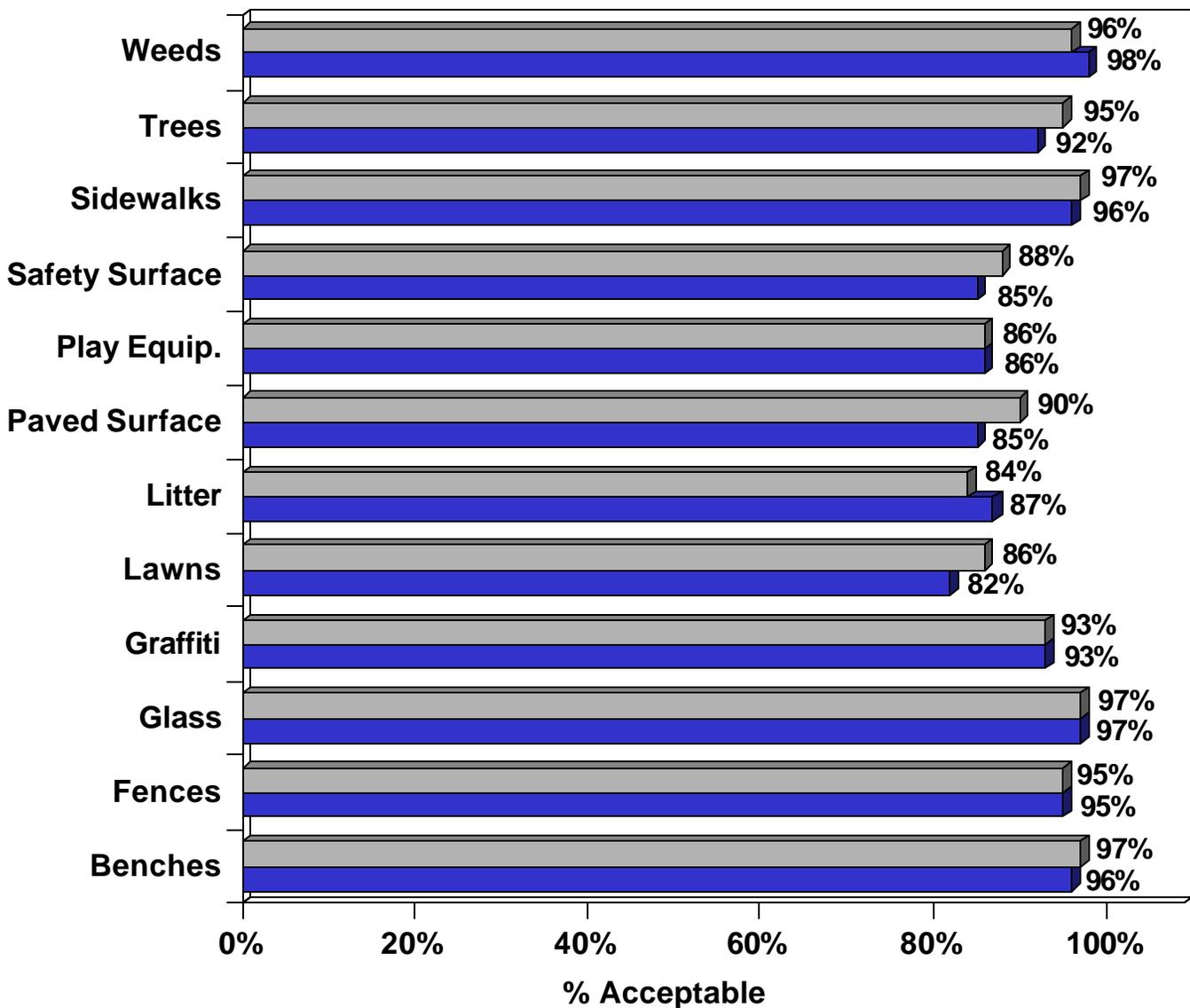
# Department of Sanitation

## Number of Sanitation Sections Rated Dirty or Marginal July - December 1990 - 2000



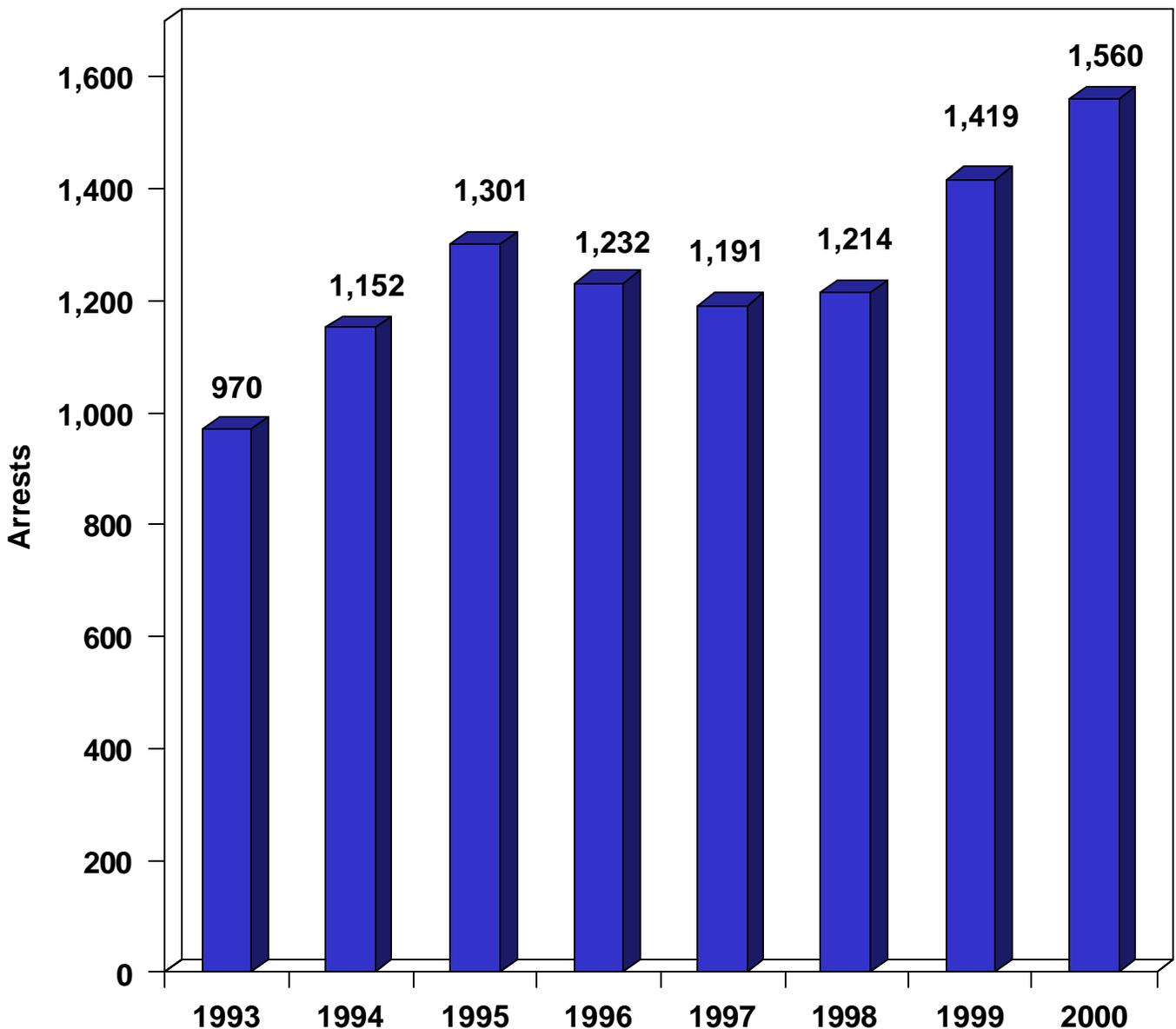
# Department of Parks and Recreation

## Parks Inspection Program Small Parks, Playgrounds, Sitting Areas and Greenstreets Fiscal 2000 vs. July-December 2000



# New York City Police Department

## Graffiti Arrests Calendar 1993 - 2000



Figures are based on preliminary data. Includes top charge of criminal mischief (felony and misdemeanor arrests) and top charge equals graffiti, possessions of graffiti instruments and making graffiti. Also includes updated selection of arrests that were "sealed" as per judicial process.

# INFORMATION TECHNOLOGY AND E-GOVERNMENT

## E-Government Initiative

Over the past seven years New York City has expanded its use of computer technology to conduct business and provide key government services. Sophisticated computer applications and networks have been developed and expanded to assist City agencies in the delivery of services, including issuance of licenses and permits, collection of taxes and payments, tracking of complaints and correspondence, prevention of crime, delivery of health care services, and issuance of birth certificates. Technology has been and will continue to be a key tool as New York City becomes more efficient and effective in the way it delivers services and transacts business. The aim is that City services will be available wherever practical through the Internet and other Web-based technologies, and that the City's approach to its electronic government strategy will set the standard that other governments may follow.

A critical step to any successful e-government project is a single Web entry point to government. New York City developed its award winning Internet Web site, NYC.GOV, to meet this need. NYC.GOV's implementation is part of a four-phase plan for e-government. Phase one, "Publish," was the establishment of an Internet presence with valuable information about City government that the public can access. Phase two, "Interact," provided the public with access to obtain and print forms and communicate with key members of the Administration via e-mail. Phase three, "Transact," is the presentation of Web applications in which the public can interact with City computer systems to obtain information and transact business. Phase four, "Transform," will change the way the public has traditionally done business with the City by shifting the main focus of the City's Web site from an agency orientation to a customer service model, which transcends specific agency boundaries. The City is currently in the early stages of phases three and four of this plan, which will eventually lead to most or all key services being rendered electronically, maximizing user friendliness and realizing cost savings. As of December 2000 the following operational steps were completed to advance the plan:

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

## Technology Steering Committee/E-Government Office

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

Under the Committee's direction, the E-Government Office is charged with the successful implementation and management of the City's e-government strategy and the coordination and

# INFORMATION TECHNOLOGY AND E-GOVERNMENT

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

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

During the reporting period the New York City Office of New Media (ONM), working with Communications Liaisons in 80 Mayoral agencies and offices, continued to break new ground in providing the public with electronic access to City government by further developing NYC.GOV. The number of NYC.GOV page views by visitors during Calendar 2000 reached 41,568,925, a 71 percent increase compared to Calendar 1999. As part of the New York Technology Forum, ONM sponsored and facilitated two sessions for NYC.GOV Web developers, "Web Content Life Cycle" and "A Web Manager Roundtable Discussion." A growing number of NYC.GOV's new features are interactive, enabling the public to submit applications and receive information on line. Some of the new and updated features that were added to NYC.GOV during the first four months of Fiscal 2001 include:

## **Interactive Applications**

- The Mayor's Task Force on Home Heating Oil and the Department of Consumer Affairs, with technical support from ONM, presented a live Web cast of a two-day public hearing from City Hall. This was the first time a public hearing was broadcast live through NYC.GOV.
- Three additional events were Web cast during the first four months of Fiscal 2001. One was the 2000 World Series Championship Victory Parade for which there were over 66,000 requests to view the multimedia stream, representing the largest viewership of an NYC.GOV multimedia event to date. Another was the live Web cast of Mayor Giuliani's conference on the release of the Fiscal 2000 Mayor's Management Report. Finally, there was a live Web cast of the Mayor's 2001 State of the City Address.
- The Department of Finance introduced the first of several planned E-Payment Center services as part of its NYCSERV suite of e-government applications. This initial offering facilitates a search for unpaid parking summons information by either plate number or summons number, and on-line payment summonses. There is also a Towed Vehicle Locator system.
- The Department of Health introduced the Influenza Vaccine Information & Facility Locator. This service provides information, including interactive maps, showing where City residents can get vaccinated. Visitors can search for a facility by facility name, borough, zip code, facility type, address and days.

# INFORMATION TECHNOLOGY AND E-GOVERNMENT

- The Human Resources Administration (HRA) introduced its new Substance Abuse Tracking and Reporting System, which is available only to HRA-authorized service providers and Community Based Organizations. The system enables HRA to electronically capture clinical information using a secure Web transaction and allows HRA to better monitor progress of clients, track compliance with rehabilitation plans and help move clients toward employment and self-sufficiency.
- The Department of City Planning provided profiles and population data for the City's 59 Community Districts, featuring an interactive map and detailed land use data.
- The Department of Sanitation introduced the Chlorofluorocarbon (CFC) removal appointment request form, allowing users to make appointments on line to have CFC gas removed from home appliances.
- City Store On-Line debuted, allowing users to order and securely pay for gifts, collectibles, municipal publications and books about New York City.

## **Downloadable Forms**

- New NYC.GOV services include: the Department of Health's rodent complaint form; the Department of Finance's Parking Ticket Hearings by Web; the Taxi & Limousine Commission's form to facilitate the recovery of lost property; the Department of Transportation's form for ordering Traffic Safety Educational Materials; and the Department of Information Technology and Telecommunications' forms for Crosswalks Viewer Feedback and the Public Pay Telephone Complaint Form.
- The Department of Housing Preservation and Development announced two on-line printable applications: the Senior Citizen Rent Exemption Program Application and the Capital Assessment or Voluntary Capital Contribution Exemption.

## **New Published Information**

- NYC.GOV published pages on Subway Series 2000 with information on travel, schedules and the rally. In addition, the Sports Commission published the latest information on the Mets and Yankees playoff.
- The Department of Consumer Affairs published a number of reports and surveys, including the Home Heating Oil Survey, the Pet Price Survey, the Annual Movie Theater Survey and Halloween Costume Safety Tips.
- New Web pages appeared for the Health and Hospitals Corporation's Jacobi Hospital, the Mayor's Office of Veterans' Affairs, the Mayor's Office of Health Insurance Access, the Workforce Investment Area and the Office of Payroll Administration.
- A number of agency Web pages underwent dramatic redesigns, including the departments of Parks and Recreation, Homeless Services, Health, Finance and the Law Department.

# INFORMATION TECHNOLOGY AND E-GOVERNMENT

## KEY INFORMATION TECHNOLOGY PROJECTS

**Social Services Contracting.** The Human Services Extranet will use Internet technology to link human services contractors with the City's eight human services agencies. This network will restructure and improve the conventional means that information is exchanged between government human service providers and provider organizations. A technology solution has now been identified for a pilot project. The proposed Extranet will offer public, private and nonprofit agencies the use of advanced communication, information and case management technologies. It will allow multiple agencies and organizations to operate as a coordinated mega-agency using a "virtual" multimedia network, creating a collaborative one-stop shopping system.

In the first quarter of Fiscal 2001 a pilot district was identified for the Extranet. In order to make the selection, the project team reviewed zip code information submitted by the individual agencies, data from "Community District Resource Statements" and "Selected Facilities and Program Sites in New York City," and demographics from the "Community District Needs Statements." The team then compiled a mini-GIS database, which for the first time allowed a program delivery snapshot of community districts to be evaluated on a side-by-side basis.

**NYCSERV.** The Department of Finance continues its multi-agency consolidation technology project, known as NYCSERV. The current phase of the NYCSERV project includes the design, development and integration of technology enhancements to consolidate payments, licensing, collection and adjudication processes across several City agencies. In addition, NYCSERV will allow taxpayers to receive tax assistance over the Internet or through an automated telephone system, and pay parking fees and property taxes over the Internet. During Fiscal 2001 the following applications were added to the NYCSERV system: In October 2000 the Department introduced the Parking Violations Administrative Law Judge Calendaring system, an internal system that enables more efficient scheduling of judges. In early November 2000 the Department implemented the Parking Summons and Tow Inquiry Internet application, which provides on-line access to parking summons payment data as well as the status of towed vehicles.

**CityAccess Kiosks.** The Department of Information Technology and Telecommunications (DoITT) submitted a contract for the placement of CityAccess kiosks in the five boroughs for registration by the Comptroller. It is expected that this contract will be in effect by early Calendar 2001. Once the contract is registered, construction of the kiosks can begin with deployments made shortly thereafter. Deployment to every community board is expected to take approximately four months. In anticipation, DoITT contacted all the community boards to assist in the identification of appropriate sites in the last three months of Calendar 2000.

**NYCAPS.** The Department of Citywide Administrative Services (DCAS) is developing the Citywide Automated Personnel System (NYCAPS). NYCAPS will store personnel data, including information integrated from the Citywide Human Resources Management System (CHRMS), in a central location. This will permit oversight agencies and all agency personnel divisions to share and access data easily. The system will simplify both workflow and system management, resulting in more accurate and accessible personnel-related information. The Department purchased a software product in March 2000 and began to conduct a requirements analysis. An initial test of the first module, which allows City agencies to access NYCAPS' Basic Information about Employees module, will be available by Summer 2001. Implementation is expected by July 2001.

## INFORMATION TECHNOLOGY AND E-GOVERNMENT

**Vehicle Management.** DCAS' Maintenance Control Management System (MCMS) has improved citywide vehicle maintenance and management by enabling agencies to schedule preventive maintenance, manage parts and track parts' vendor information, and input repair information directly via handheld computers. Installation of MCMS is entering its final stage with implementation at the Department of Sanitation (DOS). Implementation has been expanded to include both DOS district and borough shops, with completion expected by Spring 2002. DCAS experienced a one-year delay due to both the relocation of DOS's main warehouse and longer than expected entry of DOS data into MCMS.

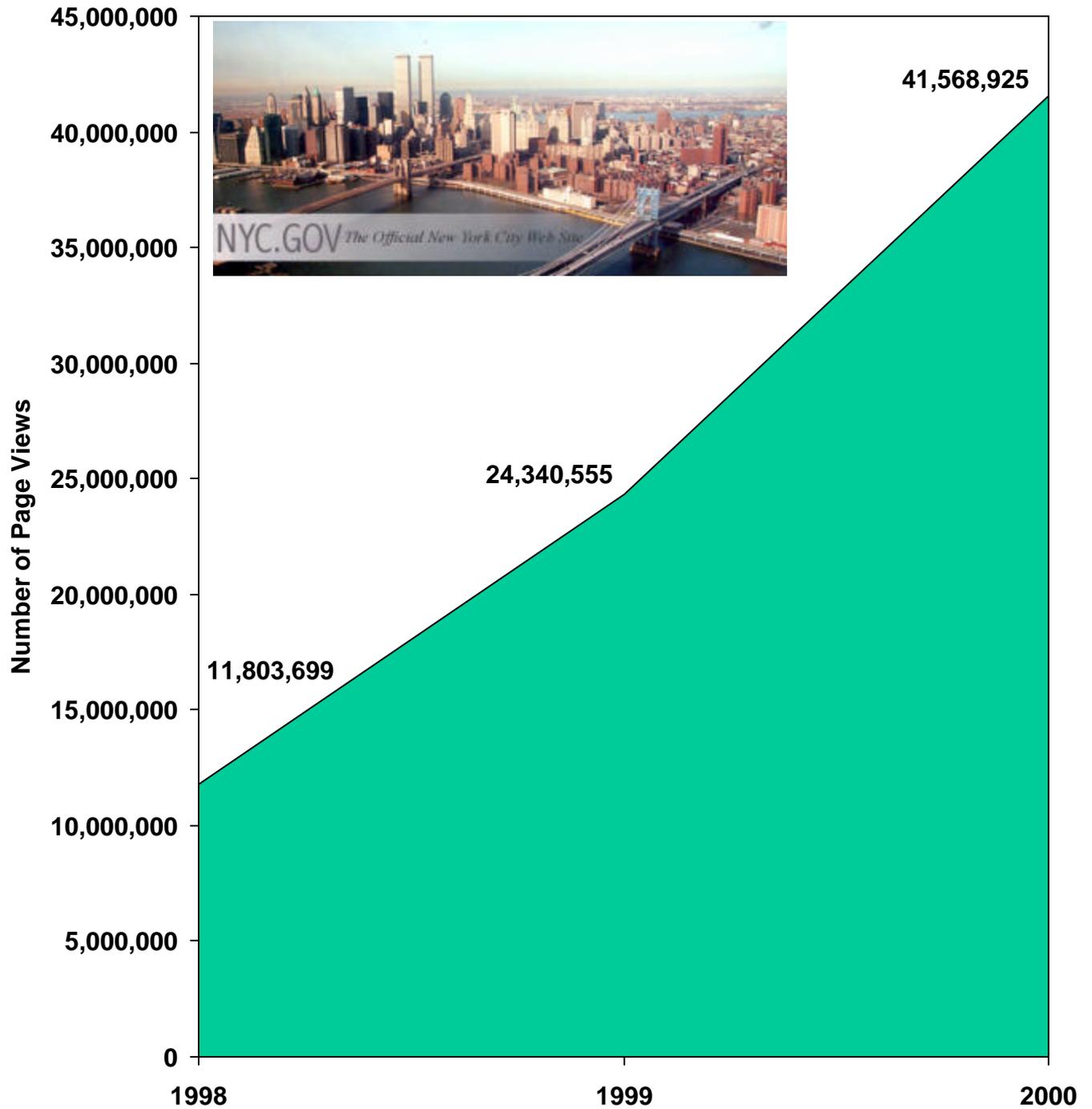
**Restaurant Inspections.** In the first four months of Fiscal 2001 the Department of Health continued to implement the handheld computer project for restaurant inspections. Field testing of hardware and software began in July 2000. Expansion of field testing to 20 additional units will take place in March 2001. The Department expects that the program will be fully implemented by Fall 2001.

**Geographic Information Systems.** In Fiscal 1999 the Technology Steering Committee established a Geographic Information System (GIS) subcommittee. Working cooperatively with the Department of Environmental Protection, DoITT has now the most accurate and up-to-date basemap of the City ever created. Every point on this 450 square mile computer map is within two feet of "absolute" accuracy. This map is now being used by more than 25 City, State and federal agencies including the Police Department to help track crime incidents and identify patterns. This summer the basemap was used by the Department of Health (DOH) to assist in the City's efforts to combat the West Nile Virus. Basemap data, including the location of tire dumps, water bodies and areas where ponding occurs, was related to locations where dead birds were found and to where mosquitoes tested positive for the virus. As a result, DOH was able to target its spraying so that environmentally sensitive areas such as ponds were not exposed to insecticides.

In early Calendar 2001 the City's street centerline map (LION), which contains all City addresses, service areas, political boundaries and census tracts, will be adjusted by the Department of City Planning to fit onto the basemap. Additionally, the City's block and lot map (COGIS) will soon be "registered" to the basemap as well. This will enable the data in hundreds of city databases to be related to the basemap and to each other, creating a powerful data utility. DoITT is now developing an application that will make portions of the basemap available to the public via the Internet with only the use of an Internet browser required.

**High-Speed Telecommunications Plans.** At the 2001 State of the City Address the Mayor announced that the City will be issuing a Request for Proposals to transform an unused water main system that runs under large parts of the Lower Manhattan, downtown Brooklyn and Coney Island into a conduit for high-speed telecommunications, such as fiber optic lines.

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



## PERFORMANCE-BASED SOCIAL SERVICES

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

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

### Foster Care

By March 2001 the Administration for Children's Services (ACS) will begin rewarding contractors that achieve positive results related to quality practice and the recruitment of neighborhood resources. Contractors will be evaluated through Evaluation and Quality Improvement Protocol (EQUIP), a comprehensive process that evaluates the quality of services provided to children and families, as well as the programs and agencies that provide these services. Contract agencies that meet the Administration's threshold may be assigned additional foster care capacity in assigned community districts. With EQUIP, ACS is able to evaluate foster care services, programs and agencies on three levels: process, outcome and quality. The Program Evaluation System (PES) is a qualitative research methodology used within EQUIP that discerns meaningful differences in the quality of foster care programs and allows ACS to rank programs in order of quality based on children's basic welfare, normal growth and development, and achievement of positive outcomes. In July 2000 ACS began the review of therapeutic and kinship boarding homes. The Agency reviewed all foster boarding home programs in contract foster care as well as ACS foster care services as of January 2001.

As of November 2000, 41 out of 45 contract agencies that provide foster boarding home services are voluntarily participating in the Safe and Timely Adoptions and Reunifications (STAR) program, which began in April 2000. This program offers financial incentives to contract agencies that reduce children's length of stay in foster care. In October 2000 ACS released the first quarterly performance report for agencies in the STAR Program, which covered the period of April to June 2000. During the remainder of Fiscal 2001 ACS will continue to produce quarterly performance reports and will begin to measure the savings generated as a result of achieving permanency for children. By July 2001 a portion of the STAR savings will be made available to contract agencies for reinvestment into programs, such as prevention and aftercare, based on demonstrated performance improvements.

In Fiscal 2001 ACS began developing a database, STARDAT, to help agencies monitor their own progress and understand the important trends in their cases and performance. This database will be available through a secure Internet site and will enable each contract agency to view data on its own cases and generate reports for analysis. ACS expects STARDAT to be piloted by the end of February 2001.

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# PERFORMANCE-BASED SOCIAL SERVICES

## Welfare Reform

At the 2001 State of the City Address the Mayor announced several initiatives to address the impending five-year federal limit for public assistance (PA) recipients. The City will provide able-bodied individuals facing the federal five-year time limit in December 2001 with public and private sector jobs subsidized with existing federal welfare funds for up to six months, beginning immediately. Following the six-month period individuals who have not moved off PA will be required to continue to engage in work.

During the reporting period HRA continued to maintain the Mayor's goal of engaging all PA clients in work, work-related activities, work assessment or the work assignment process, or appropriately exempting them from work requirements. During the first four months of Fiscal 2001 the number of unengaged PA cases remained at zero, which HRA has maintained since December 1999. In addition, all eligible PA applicants participated in job search activities while Job Centers processed their applications. Continuing the trend that began in March 1995, the number of persons receiving public assistance (PA) decreased to 537,841 at the end of December 2000, the lowest level since November 1966 and a decline of almost 623,000 persons and 53.7 percent since March 1995. HRA anticipates that this downward trend will continue, due to a greater emphasis on engagement, job placements and work activities combined with training, education and substance abuse treatment services when appropriate.

In Calendar 2001 HRA will focus on reducing the incidence of welfare recidivism, which occurs when recipients return to welfare within three or six months after leaving for employment. The Agency will improve its ability to offer and make available needed benefits and services such as child care and health care, which will help individuals sustain employment. In addition, HRA's job placement vendors and training contractors will prepare clients for jobs. Under the federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996, families receiving Temporary Assistance to Needy Families (TANF) must hold jobs or actively prepare themselves for work, and can receive PA for only five years.

As the Mayor announced in the 2001 State of City Address, HRA's plan is to achieve a revised 125,000 reported job placements in Fiscal 2001 and 150,000 placements in Fiscal 2002. A total of 132,954 job placements, exceeding the Agency's Calendar 2000 plan of 100,000 placements, were reported at the end of Calendar 2000 by HRA, employers for PA recipients and applicants and employers for non-PA food stamp recipients. This is 88 percent more than the 67,000 reported jobs in Calendar 1999. During the first four months of Fiscal 2001 the Agency achieved 37,370 job placements, of which 35,059 were reported placements for PA participants, 67.1 percent more than the 22,360 job placements achieved during the same period in Fiscal 2000. This included 2,311 reported job placements for non-PA food stamp recipients during the reporting period. Both the four-month Fiscal 2001 and Calendar 2000 data count job placements only once for each individual and reflect clients who obtained new jobs that either increased their income by at least \$100 a week if they continued to receive welfare, were sufficient to close their PA or non-PA food stamp cases, or were sufficient to avoid opening PA cases if they were applicants.

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

During the first four months of Fiscal 2001 HRA provided child care assistance to a monthly average of 36,644 children. Every parent who needs child care to leave welfare for work or engage in a work activity received a child care subsidy and help in locating care.

## PERFORMANCE-BASED SOCIAL SERVICES

Since September 2000 HRA staff in the ACS Staten Island office have used the joint Agency for Child Development/HRA Automated Child Care Information System to help provide day care for families in transition from welfare to self-sufficiency. This allows the agencies to share day care information and maintain continuity in day care services after a family leaves welfare. During Fiscal 2001 HRA is implementing the system in its Income Support and Job Centers throughout the City.

In October 2000 ACS' Office of Child Support Enforcement also began working with HRA and the City University of New York on an initiative called Project Poised for Success (POISED). The program promotes parenting skills, employment skills and self-sufficiency, and targets PA recipients who are pregnant or have young children. During the remainder of Fiscal 2001 OCSE will conduct training for POISED staff and parenting instructors on the process of establishing paternity and obtaining child support orders as well as training for staff who will provide information at participant orientations.

During the first four months of Fiscal 2001, a successful substance abuse treatment model at the Queens Hospital Center admitted 44 individuals to the program. The program provides intensive case management to assist families receiving TANF, who are mandated into substance abuse treatment at Health and Hospitals Corporation facilities by HRA. The goal is to treat women's substance abuse disorders and related problems to enable them to move from public assistance to employment. The Department of Mental Health, Mental Retardation, and Alcoholism Services in collaboration with HRA contracted with another program in the Bronx, which became operational in November 2000.

During the reporting period the Department of Probation referred 66 probationers to Employment Services and Placement vendors as part of a joint pilot program in Manhattan that assists both PA and non-PA probationers, some of whom receive services from both agencies, in finding employment and obtaining substance abuse treatment. As promised in the Fiscal 2000 Mayor's Management Report, HRA developed criteria, such as the number of probationers who find jobs and leave welfare, to evaluate the program's effectiveness; the evaluation will be completed by a revised date of December 2001 due to program start-up delays.

In conjunction with the New York City Housing Authority, during the first four months of Fiscal 2001 HRA served 193 welfare families at the Red Hook development in Brooklyn by helping the public housing residents on PA locate and keep employment. The Agency also provided intensive case management as well as child care referrals and individually tailored programs to create independence and achieve self-sufficiency. In addition, during the reporting period 21 residents found employment or reported income. The Agency plans to serve a total of 328 families in Fiscal 2001. The Red Hook social service office refers residents to the Greenwood Job Center in Brooklyn for both PA applications and recertifications. Beginning in Fiscal 2002 HRA will expand this model to three housing developments in the South Bronx.

HRA's Personal Roads to Individual Development and Employment (PRIDE) 2000 program began in July 1999. PRIDE helps PA recipients with physical and mental disabilities maximize their employment potential or obtain Supplemental Security Income (SSI) and Supplemental Security Disability Income (SSDI) benefits if they cannot work. Between July and December 2000 HRA provided approximately 6,272 PRIDE 2000 participants with intensive case management services. This is 39.4 percent more than the approximately 4,500 participants served during the same period in Fiscal 2000, since vendors are working at full capacity after the completion of the start-up phase. The Agency also referred 3,815 PRIDE 2000 participants to service providers for assessment and work activities such as educational and office skills instruction. This was an amount almost equal to the 3,828 participants referred during the same period in Fiscal 2000. By the end of Fiscal 2001 the Agency plans to refer approximately 12,000 additional participants to these contractors.

# PERFORMANCE-BASED SOCIAL SERVICES

## Work Experience Program Participants in Work Assignments

Agency	At End December 2000
Department of Parks and Recreation	3,852
BEGIN Program*	4,193
Human Resources Administration	1,434
Enhanced WEP	4,450
Employment Services and Placement Program WEP	59
Welfare-to-Work	447
Department of Citywide Administration	1,209
Department of Sanitation	1,249
New York City Housing Authority	535
Community-Based Organizations	1,336
Department for the Aging	570
Department of Transportation	89
Board of Education	388
Administration for Children's Services	284
Police Department	207
Department of Housing and Preservation	239
Metropolitan Transit Authority	340
Department of Health	180
State Agencies	76
City University of New York	211
Other Small Agencies**	120
Department of Environmental Protection	4
Taxi and Limousine Commission	44
Department of Finance	41
Fire Department	101
Business Improvement Districts	11
Museo del Barrio	24
Department of Consumer Affairs	13
Department of Records and Information	26
Bronx County Clerk's Office	5
Community Boards	25
Department of Design and Construction	5
Department of Probation	0
Mayor's Office	1
Landmarks Preservation Commission	0
Financial Information Services	0
Comptroller's Office	0
City Commission on Human Rights	0
<b>Total</b>	<b>21,768</b>

\*BEGIN contracted providers arrange for participant placement in nonprofit agencies as well as in literacy, English as a Second Language, General Equivalency Diploma, internship and work-study programs.

\*\*Other Small Agencies include small private or nonprofit agencies.

# PERFORMANCE-BASED SOCIAL SERVICES

## Work Experience Program

The Work Experience Program (WEP) refers able-bodied public assistance recipients to structured work assignments within City, State, federal or nonprofit agencies. Participants are expected to adhere to work schedules of approximately 20 hours a week as a condition of receiving benefits. Well over 200,000 welfare recipients have participated in the program over the past three years. WEP participants may be assigned to a range of duties in individual City agencies, including office and clerical tasks as well as the field assignments discussed in this section. Examples of how WEP participants help City agencies serve the public are given below.

- In cooperation with the Human Resources Administration (HRA), the New York City Housing Authority (NYCHA) deployed 788 WEP participants at NYCHA facilities during the first four months of Fiscal 2001. Since the inception of this program in November 1996, 31,718 WEP participants have been assigned to work in NYCHA developments throughout the City. As part of both the City's welfare-to-work initiative and NYCHA's own efforts to increase the number of employed residents in its developments, approximately 521 residents received job training and other employment assistance during the first four months of Fiscal 2001.
- In the first four months of Fiscal 2001 WEP participants at the Department of Transportation (DOT) continued performing litter and weed removal on the service roads of the City's arterial highways. WEP participants removed 8,247 cubic yards of debris from the highways. In addition, WEP program participants assisted in the removal of stickers from 9,101 signs and poles, compared to stickers removed from 5,429 signs and poles during the same period in Fiscal 2000.

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

- As of the end of October 2000 HRA enrolled 4,629 students in English as a Second Language, Adult Basic Education, General Equivalency Diploma, internship and work-study programs as concurrent WEP activities, 19.7 percent less than the 5,766 students enrolled as of the end of October 1999, due to the continued decline in the Family Assistance Program caseload.
- Public Assistance participants who may be substance abusers according to State criteria are referred for drug treatment assessment and subsequently assigned to concurrent WEP activities and outpatient drug treatment as appropriate. During the first four months of Fiscal 2001 HRA referred 11,417 individuals for assessment after which 4,568 persons, or 40 percent, were referred for intensive substance abuse treatment; 5,227 persons, or 45.8 percent, were referred for substance abuse treatment and concurrent WEP assignments. There were 1,317 persons, or 11.5 percent, who did not need substance abuse treatment and were assigned for full-time WEP participation. The remaining were 17 clients who did not complete assessments and 288 individuals who refused to cooperate after assessment and were either found ineligible for PA or sanctioned. During the first four months of Fiscal 2000 there were 8,105 individuals who were referred for assessment.

## PERFORMANCE-BASED SOCIAL SERVICES

- During the first four months of Fiscal 2001 the Department of Parks and Recreation (DPR) assigned a biweekly average of 2,855 WEP participants to locations citywide. WEP participants assist in the cleaning of parks. During the same period, a biweekly average of 408 of Park's most motivated WEP participants were enrolled in the Parks Career Training (PACT) program. PACT provides intensive skill training in five areas: clerical, custodial, maintenance, horticulture and security. Participants have the opportunity to attend weekly classes in basic education, GED preparation and English as a Second Language as well as commercial and regular driver's licensing. In addition, employment specialists and counselors work with participants to develop resumes and interview skills to help them obtain employment in the private sector.
- During the reporting period DPR's PACT successfully placed 139 participants in full-time employment for 30 days or longer, with a 90-day retention rate of 86 percent. A total of 83 percent were placed in private-sector jobs. In comparison, PACT found employment for 179 participants, 83 percent in private-sector jobs, and had a 90-day retention rate of 81 percent during the same reporting period last year. From its inception through the end of the reporting period, PACT has placed a total of 1,705 participants in full-time employment.
- DPR's Job Assistant Centers (JACs) facilitate WEP participant placements into unsubsidized employment in the private sector through an aggressive job development strategy and a core curriculum of classes designed to equip participants with marketable skills. JAC currently operates in four recreation centers in Brooklyn, the Bronx, Manhattan and Queens. Every two weeks, a group of 10 to 20 participants begins classes at each center. JAC placed 88 WEP participants in full-time jobs during the first four months of Fiscal 2001; 67 of these placements were in private-sector jobs. During the same reporting period in Fiscal 2000 JAC placed 48 WEP participants in full-time jobs, 45 of which were in the private sector.

### Workforce Investment Act

In July 2000 the federal Workforce Investment Act (WIA) replaced the Job Training Partnership Act (JTPA) as the Department of Employment's (DOE) primary funding source. WIA restructures the provision of employment and training services through a one-stop delivery system, the use of vouchers for providing training services and year-round services for youth. Beginning in Fiscal 2001 DOE is responsible for administering funding for dislocated workers and youth and the Human Resources Administration (HRA) is responsible for administering the funding for adults under this new workforce system. A full discussion of these programs appears in the respective agency narrative sections in Volume I of this Report.

The City's One-Stop Center, located in Jamaica, Queens, became operational in July 2000. The WIA-mandated partners also coordinate the provision of services at this facility. One-Stop Centers are the primary access points for WIA-funded services for adults and dislocated workers. These centers provide services to both job seekers and employers. At the Jamaica One-Stop Center, in addition to a resource room with access to labor market information, there are regularly scheduled classes and workshops on job search techniques, computer skills and resume preparation. Counselors conduct assessments of job seekers' skills and make referrals for further training and education according to WIA eligibility standards. Assistance with childcare, transportation and other support services is also provided. Employers interested in hiring workers can benefit from the One-Stop Center through recruitment assistance, screening and labor market information. There are 11 one-stop delivery partners, including the following City agencies: DOE, HRA, the Department of Youth and Community Development, the Department for the Aging and the New York City Housing Authority.

In Fiscal 2001 the Agency and its partners began expansion of the One-Stop Center system. Additional sites are expected to open in Manhattan and the Bronx in Calendar 2001 and one-stop services will be available to all City residents by Fiscal 2002.

# PERFORMANCE-BASED SOCIAL SERVICES

In October 2000 the Human Resources Administration issued a Request for Proposals (RFP) for the provision of intensive and appropriate employment and training services to special populations that face multiple barriers to employment such as individuals with language barriers, workers age 55 or older, domestic violence survivors, veterans, offenders, homeless individuals as well as individuals with mental, physical and emotional disabilities. Payment for these performance-based contracts will be dependent upon job placement and retention. Current contracts to serve special populations will be extended until the new contracts are operational by the end of Fiscal 2001.

In October 2000 the Department of Employment issued a Request for Proposals (RFP) to provide retraining services to dislocated workers with special employment needs as well as customized employer training and on-the-job training under WIA requirements. The Department expects to select providers by a revised date of Spring 2001, with services to begin for 1,400 dislocated workers in Summer 2001. The Department will continue to provide retraining services to dislocated workers through existing contracts until the selection of providers is finalized.

## Other Human Resources Administration Services

**HIV/AIDS Services.** During the first four months of Fiscal 2001 the Human Resources Administration's HIV/AIDS Services Administration (HASA) continued to comply with Local Law 49, which expanded eligibility to individuals who have been diagnosed with clinical symptomatic HIV illness or AIDS at any time. HASA released four quarterly reports and expects to present summarized plans for a performance measurement system by a revised date of June 2001. HASA will fully implement the measures by the end of Calendar 2002 in conjunction with the conclusion of its automation project.

During the first four months of Fiscal 2001 HASA continued to develop a case management system that more fully automates routine caseload, program and service delivery data; this will continue to ensure Local Law 49 compliance and improve client and service analyses. The Administration's central intake unit, ServiceLine, will begin using this system by a revised date of August 2001. The HASA housing unit and three field locations will use the system by a revised date of October 2001; full automation at all 11 field locations will be completed by December 2002.

In January 2001 the Administration's contracts with 14 community-based organizations began operation for a new scatter-site housing program, which will help clients achieve the highest level of independence possible contingent upon clients' needs and abilities by offering access to an array of social services and administrative resources. HASA requires that these performance-based contracts make a total of 1,350 annual placements.

By the end of Fiscal 2001 HASA will expand its current housing contract portfolio for three types of housing for individuals with AIDS and their families. Scatter-site housing programs will provide intensive case management, counseling, and referrals for individuals and families who live in private apartments. Transitional and permanent congregate supportive housing will provide intensive case management, counseling and referrals for individuals who live in congregate care facilities. In addition, HASA will release an open-ended Request for Proposals for these three housing types by the end of Fiscal 2001.

**Protective Services for Adults.** During the first four months of Fiscal 2001 HRA Protective Services for Adults' (PSA) community guardianship and protective service contractors served 988 individuals, 20 percent more than the 790 individuals served during the same period in Fiscal 2000 due to an increase in the number of attorneys assigned to file guardianship petitions. PSA expects that these contractors will serve 1,500 individuals by the end of Fiscal 2001.

# PERFORMANCE-BASED SOCIAL SERVICES

## Homeless Services

The Department of Homeless Services (DHS) has been a leader in improving service delivery through privatization of its facilities. During the first four months of Fiscal 2001 the Department continued to streamline and update its incentive payment program that rewards providers financially for exceeding specific outcome goals. Indicators include placements into permanent housing, substance abuse programs, mental health and medical facilities, or other programs to address client needs; placement of the chronically homeless; and employment placements. In Fiscal 2001 the emphasis of the incentive program is on placement into employment programs and into permanent housing, especially for the chronically homeless.

During the reporting period DHS has continued to privatize its facilities and programs, transitioning from being a direct service provider to overseeing contracts with nonprofit agencies. By November 2000 there was a 26 percent increase in the number of New START Centers operated by nonprofit organizations, and a decrease of 62 percent in the number of City-operated New START Centers since Fiscal 1994. Privatization has allowed the Department to improve the quality of services to clients by converting general beds to program beds, and by creating smaller facilities that allow a more direct and personal relationship with clients and more specialized services to meet clients' specific needs.

In November 2000 the Department's adult New START Centers were notified of their performance incentive awards for Fiscal 2000. Approximately \$786,000 will be paid to both directly-operated and contracted facilities for achieving high performance levels in Fiscal 2000. Thirty-eight out of 42 shelters, or 90 percent, received awards ranging in size from \$500 to \$75,457; the average award was \$13,329. Overall, shelter performance improved from Fiscal 1999 when only 77 percent of the shelters received awards.

During the first four months of Fiscal 2001 the Department continued to reconfigure the office space and hire the necessary staff for the Learning Independence & Family Empowerment (LIFE) program. The Manhattan facility formerly known as the Catherine Street Shelter is now called LIFE and houses a maximum of 87 homeless families. LIFE is an intensive independent living and employment skills development program. As of December 2000 all 87 families in LIFE were engaged in some aspects of the program and an average of 30 families were intensively involved in the on-site job skills workshops, which develop resident confidence, self-esteem, work values and ethics. GED classes and child-care training programs to prepare residents to be licensed child-care providers are available on-site. The program is expected to be fully staffed by the end of Fiscal 2001, which will facilitate the Department's efforts to encourage more families to actively participate.

By the end of Fiscal 2001 the Department plans to directly provide employment and training services to families in the LIFE program. DHS will continue to integrate the LIFE program with outside services by creating and maintaining links with providers in the community. This will encourage families to learn how to access and use community resources in order to foster families' independence and self-sufficiency and prevent the duplication of services.

During the first four months of Fiscal 2001 DHS expanded outreach efforts to encourage people living on the streets and in other public places to accept shelter services by increasing nonprofit providers' outreach staff on late night shifts and adding additional psychiatric and clinical social work staff to outreach teams. This has resulted in 6,847 referrals for services and 1,685 placements in temporary housing, compared to 5,415 referrals for services and 1,514 placements in temporary housing during the same period in Fiscal 2000. Outreach is provided by DHS directly and by six nonprofit providers.

# PERFORMANCE-BASED SOCIAL SERVICES

## Youth and Community Development

Beacons are school-based community centers that are open after school, in the evenings and on weekends year-round; they offer youth and their families a mix of social, educational, vocational and recreational activities. Although there were 81 Beacons opened at the end of Fiscal 2000, currently there are 80 operational Beacons. A school in which a Brooklyn Beacon was housed was closed due to asbestos removal during late Fiscal 2000 and the Department plans to release a Request for Proposals (RFP) in Spring 2001 to relocate the program in the same community. During the first four months of Fiscal 2001 Beacons served 85,814 youth and adults, compared to 87,036 during the same period in Fiscal 2000.

During the first four months of Fiscal 2001 the Department's Neighborhood Development Area (NDA) programs administered 462 contracts and served 39,236 individuals, compared with 41,779 individuals served during the same period in the previous year. As a result of the conversion to outcome-based contracts in July 2000, there is a planned decrease in enrollment for Fiscal 2001 because of the lack of history and uncertainty in projecting customer outcomes. These new outcome-based contracts bring all Community Development programs into full compliance with the federally mandated Results Oriented Management and Accountability (ROMA) requirements.

During the first four months of Fiscal 2001 Community Services Block Grant program contracts assisted participants in obtaining a total of 4,948 outcomes, compared to 6,004 during the same period in Fiscal 2000. This decrease is attributed to the conversion to outcome-based contracts in July 2000. Outcomes are defined as a customer's progress in achieving a targeted goal, such as attaining a General Equivalency Diploma (GED) in adult literacy programs, securing adequate and safe housing in homeless programs or gaining legal residency status in immigration programs, measured in terms of defined milestones. Ten percent of contractors' payments rely on meeting these targeted outcomes.

During Fiscal 2001 the Department began providing technical assistance to DYCD-funded community-based organizations. In Fall 2000 the Department co-sponsored a seminar on topics including information technology, human resources, facilities management, grant development, performance based contracting and budgeting for over 80 organizations.

## Mental Health, Mental Retardation, and Alcoholism Services

In the first four months of Fiscal 2001 the Department of Mental Health, Mental Retardation, and Alcoholism Services continued expanding upon its performance-based contracts. During the reporting period the Department implemented contracts with 32 mental health vocational programs. Performance standards include a high percentage of individuals employed for a minimum number of hours during the year. In addition, the Department implemented contracts with 113 mental health clinical treatment programs, eight intensive case management programs and 12 supportive case management programs. Performance standards for these programs include a high percentage of clients who are satisfied with the services they receive and a low number of psychiatric hospitalizations per client. Assessments of the outcomes of performance-based contracts will be discussed in the Fiscal 2001 Mayor's Management Report.

In the first four months of Fiscal 2001 the Department had performance-based contracts in place with five LINK programs and three LINK integrated case management programs. The LINK program provides community-based transitional care management to mentally ill adults who are being released from the correctional facilities in order to decrease their involvement in the criminal justice system.

# PERFORMANCE-BASED SOCIAL SERVICES

## Services for Seniors

During the first four months of Fiscal 2001 the Department for the Aging (DFTA) provided 490,809 hours of home care to frail seniors, compared to 409,759 hours during the same period in Fiscal 2000. This 20 percent increase in hours is due to the allocation of an additional \$5 million in City funding for home care in Fiscal 2000. During the reporting period the Department provided 12,486 hours of legal services to the elderly, virtually the same amount as during the same period in Fiscal 2000.

As of November 2000, 27 programs providing support services in Naturally Occurring Retirement Communities (NORCs) were serving clients with supportive services such as case assistance, education/recreation, shopping assistance and transportation. NORCs are residential complexes or neighborhoods that are home to a concentration of older people who moved into their residences when they were younger and have since aged. In the first three months of Fiscal 2001 these NORC programs provided 6,561 hours of casework services to NORC residents. One additional program is currently purchasing equipment, hiring staff and renovating its site, and is expected to be operational by Spring 2001.

During the first four months of Fiscal 2001 the Department's Housing and Training Units worked together to develop a leadership-training curriculum for NORC providers. The training will cover the specific skills necessary for this new service delivery model, such as NORC program development and evaluation, partnership building, outreach and marketing strategies, developing and maintaining successful volunteer networks, and working with an advisory board. Training for NORC program directors began in January 2001.

In the first four months of Fiscal 2001 DFTA's nine social adult day service programs provided 4,311 days of social adult day services to participants. Two additional programs were awarded contracts in September 2000, as planned, and are currently renovating their sites and purchasing equipment. The two new programs are expected to begin serving clients by Spring 2001. Social adult day service programs meet the long-term care needs of seniors who are physically frail and/or suffering from Alzheimer's disease or other forms of dementia. Each program provides personal care assistance, socialization, transportation and nutrition in a congregate setting. The Department expects to provide over 24,000 days of social adult day services to program participants in Fiscal 2001.

From June through October 2000 the Department's Caregiver's Assistance Demonstration Program provided 96 caregivers with respite, home training and adaptive equipment. The program is funded by a 12-month federal grant and is operated in conjunction with a major New York hospital and a leading academic research center. The Department plans to serve 200 clients during the grant period from June 2000 through May 2001.

In Fiscal 2001 the Department initiated a new take-home weekend meal program for senior center participants. Based on a survey conducted in July 2000, during the first four months of Fiscal 2001 the Department has been working with 149 centers to determine their capacity to provide weekend meals. A total of 124 sites began serving meals in January 2001, and the remaining 25 sites will be phased in by April 2001. The Department expects to serve 10,000 meals per week by the end of Fiscal 2001. All meals will meet federally mandated nutrition requirements.

# PERFORMANCE-BASED SOCIAL SERVICES

## Hospital Affiliation Agreements

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

- During the first four months of Fiscal 2001 preparatory discussions were held with facility senior leadership at Jacobi Medical Center and North Central Bronx Hospital to renegotiate contracts for the current fiscal year.
- Estimated affiliation expenses for Fiscal 2000 were \$464.4 million, 4 percent higher than the \$446 million planned, primarily due to new enhanced services at five of the six Networks and grant awards to one Network. Other factors include productivity gains that resulted in incentive payments for increasing workload above previous levels. With the implementation of performance-based agreements, the Corporation reduced annual affiliation costs in Fiscal 2000 by an estimated \$70.6 million, compared to Fiscal 1995 when expenses totaled approximately \$535 million, a cumulative savings of \$338.6 million since Fiscal 1995.

# PERFORMANCE-BASED SOCIAL SERVICES

## SOCIAL SERVICE OUTCOMES– SELECTED INDICATORS

The following table reflects the current state of indicators now being developed to reflect outcomes included as performance criteria in contracts with social service providers. Five agencies – the Department of Youth and Community Development, the Department for the Aging, the Department of Employment, the Human Resources Administration and the Department of Homeless Services – present indicators. The notation “NI” represents reporting periods prior to the start of data collection; “NA” represents periods for which data has not been collected.

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Department of Youth and Community Development	Youth Programs - % Achieving Positive Outcomes	NI	75%	75%	75%	75%	NA	75%
Department of Youth and Community Development	BEACONS - % Achieving Positive Outcomes	NI	80%	80%	80%	80%	80%	80%
Department of Youth and Community Development	Neighborhood Development Area Programs - Positive Outcomes	NI	NI	NI	NI	19,950	6,004	4,948
Department of Youth and Community Development	Youth Programs - Positive Outcomes	NI	NI	NI	NI	4,703	793	520
Department of Youth and Community Development	Children & Family Programs - Positive Outcomes	NI	NI	NI	NI	1,489	391	171

# PERFORMANCE-BASED SOCIAL SERVICES

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Department of Youth and Community Development	Adult Education/ Employment Programs – Positive Outcomes	NI	NI	NI	NI	851	257	231
Department of Youth and Community Development	Senior Citizens Programs – Positive Outcomes	NI	NI	NI	NI	3,357	1,770	1,085
Department of Youth and Community Development	Neighborhood Development Programs – Positive Outcomes	NI	NI	NI	NI	3,895	1,618	1,092
Department of Youth and Community Development	Citywide Immigration – Positive Outcomes	NI	NI	NI	NI	3,909	489	420
Department of Youth and Community Development	Other DYCD Projects – Positive Outcomes	NI	NI	NI	NI	2,762	686	1,429
Department of Youth and Community Development	English for Speakers of Other Languages – Number of Positive Outcomes	3,006	4,372	7,521	6,930	7,193	NA	NA
Department of Youth and Community Development	Adult Basic Education – Number of Positive Outcomes	1,142	1469	2,494	1,608	1,823	NA	NA

# PERFORMANCE-BASED SOCIAL SERVICES

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Department of Youth and Community Development	Basic Education in a Native Language – Number of Positive Outcomes	236	265	358	418	421	NA	NA
Department for the Aging	Hours of Regular Home Care Services Provided	NI	NI	NI	1,191,970	1,327,952	409,759	490,809
Human Resources Administration*	Adult Participants – Placements into Employment	1,441	1,881	2,155	2,316	2,598	717	1,497**
Human Resources Administration*	Adult Participants – Percentage Placed into Employment	69.4%	61%	65.1%	63.5%	60.5%	52.5%	35.2%**
Human Resources Administration*	Adult Participants – Participants Working at 90 Days	47%	45%	46.3%	50%	51%	NA	NA
Department of Employment	Youth Participants – Placements into Employment	355	380	449	490	1,136	181	339

\* Responsibility for Adult Program contracts was transferred from the Department of Employment (DOE) to the Human Resources Administration beginning in July 1999. DOE continues to be responsible for administering funding for dislocated workers and youth employment programs.

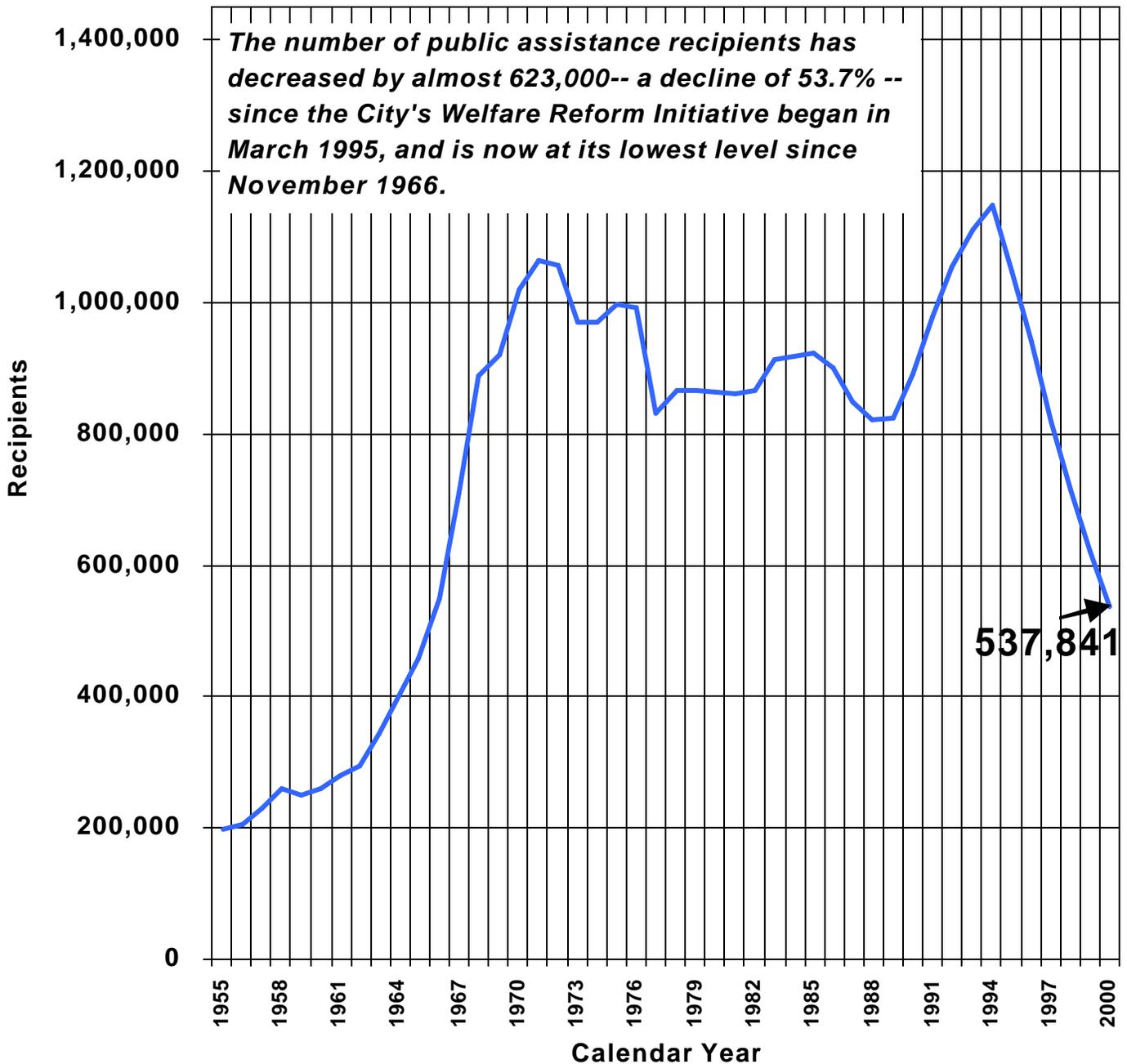
\*\* Not comparable to previous data.

# PERFORMANCE-BASED SOCIAL SERVICES

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Department of Employment	Youth Participants – Percentage Placed into Employment	70.9%	54.4%	64.4%	51.3%	55.5%	53.1%	55.8%
Department of Employment	Youth Participants – Employability Enhancements	345	341	481	745	1,240	270	NA
Department of Employment	Youth Participants – Percentage of Employability Enhancements	68.9%	48.9%	69.0%	78%	60.5%	79.2%	NA
Department of Employment	Youth Participants – Participants Placed Remaining on the Job at 30 Days	60.0%	30.4%	48.3%	60%	59.3%	NA	NA
Department of Employment	Dislocated Workers – Placements into Employment	NI	NI	NI	NI	4,365	1,522	1,017
Department of Employment	Dislocated Workers – Percentage Placed into Employment	NI	NI	NI	NI	69.5%	73%	68.9%

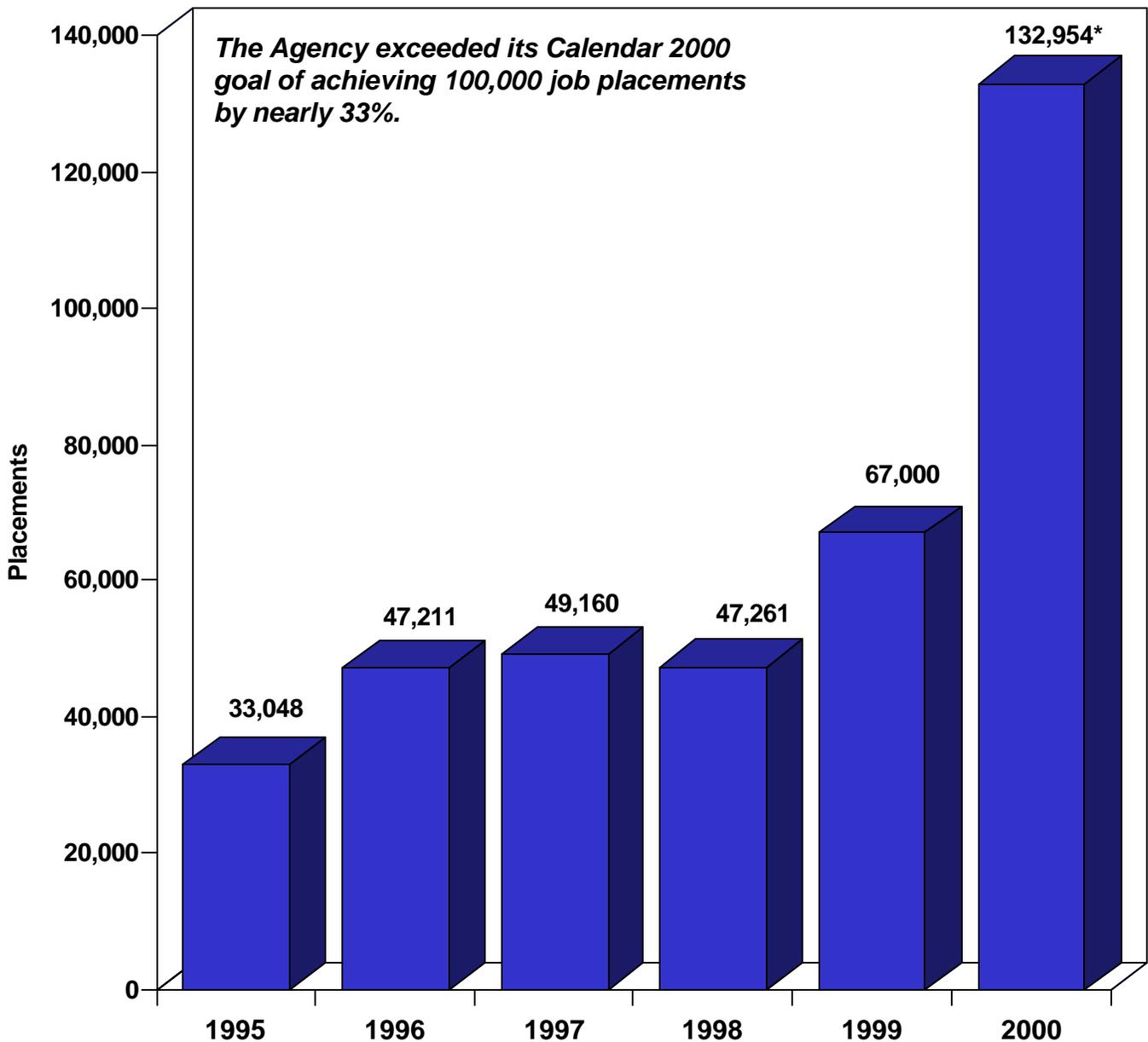
# Human Resources Administration

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



# Human Resources Administration

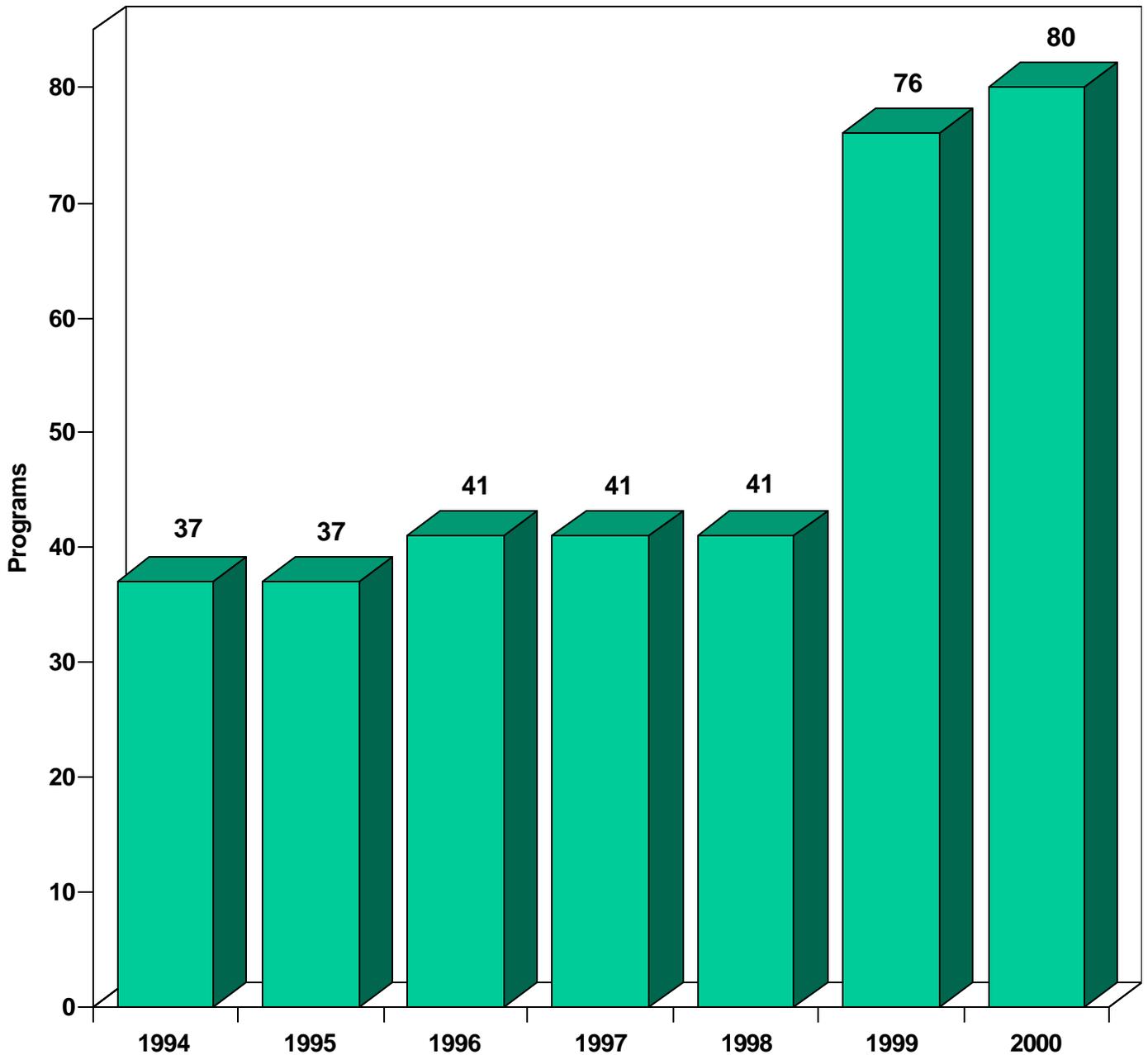
## Public Assistance Job Placements Calendar 1995-2000



\*Beginning in July 2000 this figure includes job placements for non-public assistance food stamp recipients.

# Department of Youth and Community Development

## Number of Beacon Schools October 1994-2000



# QUALITY AND TIMELINESS OF CLIENT SERVICES

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

## CITYWIDE INITIATIVES

In March 2000 the Mayor's Office of Operations established a reporting system to ensure that agencies comply with customer service standards for responding to correspondence from constituents. Agencies report monthly on their responses to correspondence, including responses to regular mail, agency head messages and selected on-line forms received through NYC.GOV, the City's official Web site. In July 2000, agencies with low volumes of correspondence began reporting on a quarterly basis. The Office of Operations also met with selected agencies to discuss methods for improving performance.

In June 2000 Office of Operations staff began making presentations on the Citywide Customer Service Standards to new employees at the Department of Citywide Administrative Services New Employee Orientation. At the orientation, new employees are made aware of the standards for answering phones and responding to correspondence, as well as expectations for service at walk-in locations. The standards are also now included in the new employees' orientation booklet. The Office of Operations staff have made three presentations to approximately 375 new City employees.

## PUBLIC SAFETY

**Fire Department.** During the first four months of Fiscal 2001 the Fire Department conducted 1,194 fire prevention and public safety presentations, a 6 percent increase from 1,130 fire prevention and public safety presentations conducted during the first four months of Fiscal 2000. In the first four months of Fiscal 2001 the Department made 53 high-rise fire safety presentations to tenants, building owners and managers, and community groups. These presentations educate the public on proper fire safety procedures, the correct use of smoke detectors and general fire protection techniques. During the same period the Department distributed 3,700 smoke detectors and 2,819 batteries to residents in high fire-fatality communities.

The Department, in conjunction with the Fire Safety Education Fund, a nonprofit foundation, has designed a fire safety learning center. The Fire Zone, completed in October 2000 and located in Rockefeller Plaza, features an interactive experience to help familiarize the public with key elements of fire prevention and supplies potential life-saving information in the event of a fire or if someone is hurt or sick. School groups that are scheduled weekday mornings and afternoons to experience the Fire Zone's interactive facilities. When school groups are not using the Fire Zone it is open to the public.

**Civilian Complaint Review Board.** In the first four months of Fiscal 2001 Civilian Complaint Review Board (CCRB) personnel made presentations at 19 community meetings on topics such as the Board's mission, jurisdiction and process for filing complaints. In order to give CCRB presentations to immigrant groups throughout the City, Board staff sent 282 requests to these groups during the second quarter of Fiscal 2001. In order to make CCRB presentations to other local groups throughout the City, CCRB sent out 213 requests to high schools and 70 requests to hospitals.

**City Commission on Human Rights.** The City Commission on Human Rights' Community Relations Bureau (CRB) conducted 294 technical assistance sessions to merchant and community organizations during the reporting period, 12 percent higher than the 262 sessions conducted during the first four months of Fiscal 2000. In addition to serving organizations, CRB also assisted a number of individuals, including providing mortgage foreclosure counseling for 213 people. The Commission plans to expand mortgage foreclosure training in Fiscal 2001.

# QUALITY AND TIMELINESS OF CLIENT SERVICES

## INFRASTRUCTURE AND COMMUNITY SERVICES

**Department of Transportation.** The Department of Transportation's Call Center, (CALLDOT), handles a daily weekday average of 1,400 transportation-related calls, a 40 percent increase from the inception of CALLDOT three years ago. To further improve CALLDOT service, in conjunction with the Department of Information Technology and Telecommunications, DOT implemented an Automatic Call Distributor (ACD) in February 2000. Of the approximately 127,020 calls received during the first four months of Fiscal 2001, the Interactive Voice Response (IVR) system, an automated telephone system that answers frequently asked questions and/or directs callers to appropriate sources, handled 52 percent or about 66,000 calls; Call Managers handled 48 percent or about 61,000 calls.

In July 2000 CALLDOT began to answer requests for more detailed traffic information on roadways, bridges and tunnels, and street or roadway construction activities including street closures and alternate routes. As the demand for more detailed information is increasing, the Department is expanding services to include travel directions for the public.

In November 2000 a new Customer Pothole Repair Callback was implemented. This system provides information on the disposition of citizens' pothole complaints. The system is now fully operational and Call Managers contact customers daily to report the actual dates that potholes were repaired.

DOT continues to coordinate with the Department of Health and Bellevue Hospital in Manhattan on issuing Parking Permits for People with Disabilities (PPPD). 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. The average wait for a permit has been reduced from six months to 10.4 weeks as of the end of December 2000.

DOT has prioritized timely response to problems affecting traffic safety and vehicular movement. The Department installed 99.4 percent of new traffic signals within six months of approval during Calendar 2000, surpassing its objective of 95 percent. The percent of small street defects (potholes) repaired within 30 days has increased from 25 percent during the first six months of Fiscal 1998 to 71 percent during Calendar 2000. During the first four months of Fiscal 2001 and in each of the last four full fiscal years, DOT has replaced or repaired 100 percent of priority regulatory signs within nine days.

**Department of Environmental Protection.** Beginning in September 1999 customers could pay their water/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. NPCs allow customers to pay bills for a \$1 fee in the neighborhoods in which they live or work, and accept payment in the form of cash, check or money order. Customers are given a receipt immediately. The total number of NPCs increased to 402 locations during the first four months in Fiscal 2001, compared to 10 locations during the same period in Fiscal 2000.

During the reporting period the Department of Environmental Protection (DEP) Help Center customer service agents answered 95 percent of incoming calls, compared with 93 percent during the same period in Fiscal 2000. A total of 73 percent of the calls were answered within 20 seconds in the first four months of Fiscal 2001, compared with 75 percent during the same period in Fiscal 2000.

The Department received 4,018 catch basin complaints during the first four months of Fiscal 2001 and resolved 94.5 percent of the complaints within 30 days. In comparison, it received 3,562 complaints during the same period of Fiscal 2000, resolving 94.1 percent within 30 days.

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During the first four months of Fiscal 2001 the Department continued its residential water survey program, offering a range of free services that help customers conserve water in their homes. During the reporting period 6,354 water surveys were completed and 5,673 water savings kits were distributed. The Department also began marketing the services in July 2000 through an insert in its water/sewer bills. As a result of their effort, requests for these services increased. The Department fully expects to meet its Fiscal 2001 goal of performing 12,000 surveys and distributing 6,000 kits.

**Department of Design and Construction.** The Department of Design and Construction (DDC) developed an automated Interactive Voice Response (IVR) system that enables contractors to link to DDC's telephone system and obtain information on the progress of payment requisitions as they pass through DDC's internal check and balance systems. IVR provides contractors 24-hour, seven-day-a-week access to the status of their payments. Better access to payment information will help to ensure strong business relationships with contractors. The system was fully operational in November 2000. Notification to vendors via outreach to industry trade associations and e-mail messages to contractors and pre-qualified consultants will be complete in February 2001.

The Department is developing a protocol that will enable the electronic file transfer of design drawings to consultants and utility companies. Benefits include reduction in the time and cost to deliver the drawings and improved coordination of infrastructure construction projects with utility companies. A phased implementation, beginning with one client, is scheduled to begin in March 2001 and conclude by Summer 2001.

**Department of Sanitation.** In the first half of Fiscal 2001 the Department of Sanitation worked with the E-Government Office to identify complaint and service requests that could be handled on line through interactive forms. After identifying all of the existing forms and requests, simplified on-line forms were developed. The Department expects to launch forms for the removal of derelict vehicles and vacant lot cleaning in the second half of Fiscal 2001.

**New York City Housing Authority.** During the first four months of Fiscal 2001 the public made approximately 16,500 inquiries at NYCHA kiosks, compared to approximately 16,869 inquiries during the same period last year. The five kiosks, located in the borough application offices, provide information on the application process, apartment layouts in various developments and other general information in both English and Spanish.

The average time for NYCHA to resolve or abate emergency complaints remained at one day during the first four months of Fiscal 2001. The average time to resolve non-emergency complaints reached a low of 13 days.

## HEALTH AND HUMAN SERVICES

**Department of Health.** In January 2001 the Department of Health (DOH) launched the "Provider Access Line," which will serve as a single point of contact to the Department for health care providers in New York City. The establishment of a single telephone number will provide opportunities to increase provider awareness about reportable diseases, conditions and events; improve reporting compliance; and enhance access to the Department.

In the first four months of Fiscal 2001 the Department continued work on the Call Center, which will provide the general public, health care providers and clients with a single access point for all Department services and programs. The Call Center will consolidate many of the telephone numbers and hotlines currently maintained by separate DOH programs. Construction of space for the Call Center is currently underway. It is expected that staff will be centralized in the new location in April 2001. Implementation will begin by a revised date of Summer 2001, dependent upon the construction schedule.

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In the first four months of Fiscal 2001 the Department received 18 patient complaints and three patient compliments through its Patient Complaint/Patient Compliment form. The form became available in the Department's walk-in clinics in February 2000 and monitors and tracks patient feedback. All complaints were responded to within the 30-day time period mandated by the City's Patient Bill of Rights initiative.

**Health and Hospitals Corporation.** In May 2000 each Health and Hospitals Corporation (HHC) Network established a multi-disciplinary Customer Service Team chaired by the Senior Vice President to develop, monitor and assist in the implementation of Network-based Customer Service activities. These activities were identified from the Fiscal 2000 customer service satisfaction survey in which more than 16,000 face-to-face interviews were conducted in English, Spanish, Chinese, Russian and Creole.

During Fiscal 2001 the Corporation will continue to work with each facility to develop a customized Web site that will link each HHC facility with the HHC home page on NYC.GOV, the City's official Web site. These sites will provide facility-specific specialty service information, key contacts and timely information about hospital programs, benefit information, educational opportunities and health-related events. These sites will complement facility information HHC began featuring on its home page in Fiscal 2000.

**Human Resources Administration.** During the first four months of Fiscal 2001 the Human Resources Administration's (HRA) Award Program, which is part of the Professionalism, Accountability and Integrity (PAI) Civility Values Program, ensured that civility and professionalism are characteristic of each interaction among staff and the public. The Award Program acknowledged 489 staff members who exemplified these values during the reporting period. By the end of January 2001 approximately 8,000 employees participated in expanded PAI training that addressed cultural diversity, communication skills and employee accountability. An additional 6,000 HRA employees, for a total of over 14,000 employees, will receive expanded PAI training by February 2001.

During the first four months of Fiscal 2001 the Interactive Voice Response System for HRA's Infoline received over 370,000 calls, 29 percent more than the 286,470 calls received during the same period in Fiscal 2000. HRA will install a new system by a revised date of June 2001.

**Administration for Children's Services.** In collaboration with the Mayor's Office of Operations, the Administration for Children's Services' (ACS) Office of Child Support Enforcement (OCSE) continued to more fully automate the professional license application process, which ensures that license applicants do not have outstanding child support delinquencies. After successfully implementing a pilot with the Department of Consumer Affairs and the Department of Health, the automated process to replace the manual process of scanning all child support certification forms from license applicants was extended to the Fire Department in November 2000.

In Fiscal 2000 OCSE was awarded a Mayor's Office of Operations Customer Service grant for the purchase of an electronic queuing management system. The system will help decrease customer waiting time and will permit the more efficient use of staff. ACS expects to complete the contracting process and begin installing the system by the end of Fiscal 2001.

**Department for the Aging.** During the first four months of Fiscal 2001 the Department for the Aging continued to develop a new electronic imaging module for the Senior Citizen Referral and Entitlement Network (SCREEN), an automated system that streamlines SCRIE application processing. Due to new technical issues related to file conversion that were identified during the evaluation process, implementation of the new system is now projected by the revised date of Fiscal 2002. During Fiscal 2001 the Department will develop plans for converting paper files to computerized records.

In February 2001 the Department will release Chinese, Russian and Korean translations of the "Complete Guide to Health Coverage for Older New Yorkers," a 40-page book of information on health care programs. The Department will also publish updates of the Spanish and English versions of the guide in February 2001.

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During the first four months of Fiscal 2001 the Department maintained the average processing time for completed Senior Citizen Rent Increase Exemption Program (SCRIE) applications of 34 days and expects to maintain this level of performance for the remainder of Fiscal 2001. Average processing time has been reduced from 60 days at the end of Calendar 1996. The Department received 3,242 initial applications for SCRIE, a 39 percent increase from a revised 2,328 initial applications received in the first four months of Fiscal 2000. The increase in initial applications was due to increased outreach efforts and publicity about the availability of the benefit, including over 17,000 pieces mailed to Social Security offices, community case management services agencies and elected officials at the end of Fiscal 2000. The Department continued to develop a new electronic process to review SCRIE tax abatements electronically transmitted to the Department of Finance. DFTA is developing a plan to ensure data confidentiality and security, and expects to implement the system by the end of Fiscal 2001.

**School Construction Authority.** In October 2000 customer satisfaction surveys were mailed to school principals for the School Construction Authority (SCA) projects completed in Fiscal 2000. Results from the 1,063 surveys mailed will be reported in the Fiscal 2001 Mayor's Management Report. In August 1999 SCA mailed a customer satisfaction survey to all principals of schools in which it completed projects during Fiscal 1999. A total of 925 surveys were distributed; 224 survey responses were received as of June 2000. Of the responses received, 43 required corrective action and all 43 were promptly resolved.

In Fiscal 1999 SCA designed and implemented a complaint tracking system to identify and promptly handle community concerns about SCA projects. From July through October 2000, 63 complaints were received. As of December 2000, 62 of the complaints were resolved and one is pending. In comparison, between July and December 1999 SCA received 62 complaints and had resolved 58 by December 1999.

**City University of New York.** Final survey results of the National Survey of Student Engagement (NSSE) were published in November 2000. NSSE surveyed baccalaureate students to elicit data on reading and writing skills required by the curriculum, as well as faculty and student perceptions about the quality of their education. The results cited Medgar Evers College as a particularly strong performer in terms of academic challenge, based on time spent preparing for class, number of assigned readings and papers, and emphasis on analysis and synthesis of ideas in course work. Overall, CUNY colleges consistently scored below the national benchmark on measures of student interaction with faculty and the degree to which the campus environment is supportive. Survey results have been distributed to college presidents and chief academic officers for review.

## REGULATORY AND ADMINISTRATIVE SERVICES

**Department of Consumer Affairs.** In the first half of Fiscal 2001, the Department of Consumer Affairs (DCA) instituted a more streamlined telephone customer service operation by combining the call functions of the Licensing and Consumer Services divisions. Consumers can now call one hotline to get a wider range of consumer and licensing information. This addition enhances the Fiscal 2000 implementation of an Automatic Caller Distribution (ACD) phone system, which has resulted in less waiting time for consumers as it allows mediators to respond more quickly to long queues.

In December 2000 the DCA Commissioner announced the creation of the Identity Theft Hotline. The Identity Theft Hotline is intended to educate New Yorkers about identity theft, the criminal act of gaining access to another person's crucial personal information such as a social security number, date of birth, and bank account information. The Hotline offers consumers a number of tips for guarding against this crime and access to the Identity Theft Guide, which describes preventive measures and steps to take when they suspect they may be victims of this crime.

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**Department of Buildings.** During the first four months of Fiscal 2001, 52.3 percent of all new permit applications were filed using the Department of Buildings' (DOB) PC Filing, an increase from 14.7 percent during the first four months of Fiscal 2000. PC Filing gives applicants the option of submitting their filings on computer diskette instead of paper forms.

It took an average of 15.38 business days for DOB to respond to Priority B complaints during the reporting period, compared to 45.21 business days during the same period in Fiscal 2000. During Fiscal 2000 the Department revised the entire complaint process by reducing the number of complaint tracking categories. Revisions were also made to improve coordination with the DOB centralized call center. In addition, during the first four months of Fiscal 2001 the Department reduced Priority B complaint response time by 9.6 percent as the Quality of Life Team addressed outstanding illegal conversion complaints citywide.

During Fiscal 2000 the Department completed the installation of a queue system in the Bronx, Manhattan, Brooklyn and Staten Island borough offices. The Queens borough office became operational in August 2000. This system helps eliminate long lines, increases efficiency and provides detailed statistics on waiting times. As of the end of December 2000 over 119,000 customers were served and the average wait time was 27 minutes

In July 2000 the Department implemented a central call center. A single telephone number, 212-227-7000, can now be used to register a complaint with the Department in any one of the five boroughs. The call center is equipped with an Interactive Voice Response system, which provides callers with options for obtaining 24-hour general information about the Department, easy access to the Building Information System database, and referral information for other agencies. Callers also have the option of speaking directly with trained representatives during regular business hours. As of December 31, 2000 the call center handled 21,823 calls.

**Taxi and Limousine Commission.** In June 2000 the Commission held a public hearing on proposed rules that require any new taxicab put into service to be wheelchair accessible and all for-hire vehicle bases to make wheelchair-accessible vehicles available to persons requiring such service, or arrange for alternative equivalent service. In November 2000 the Commission unanimously voted to adopt an amended rule that requires all licensed for-hire bases to provide wheelchair-accessible service by October 31, 2001 but delayed the taxicab requirement in order to determine the type of wheelchair-accessible vehicle that is best suited for the rigors of taxicab service.

In connection with TLC's program to place into service wheelchair-accessible vehicles throughout the For-Hire Vehicle and Taxi industries, \$1 million has been appropriated in TLC's Fiscal 2001 budget through the collaborative efforts of the Giuliani Administration and the New York City Council. The funding will provide an incentive to for-hire vehicle and taxi operators by reimbursing the cost of converting a vehicle for wheelchair-accessible service. A total of 75 percent, or \$750,000, of the available funding, will be allocated to the for-hire vehicle industry; 25 percent, or \$250,000, of the available funding will be allocated to the taxi industry.

**Department of Finance.** During Fiscal 2001 the Department's Treasury Division will continue to expand the use of electronic funds transfer (EFT) in lieu of paper checks to pay vendors. During the first four months of Fiscal 2001 the Department enrolled 1,721 vendors in the EFT program. As of December 2000 a total of 4,027 vendors were enrolled. To facilitate vendor enrollment in the EFT program, as of February 2001, all vendor check stubs will be printed with an EFT enrollment contact number.

During Fiscal 2001 the Department continued to expand the availability of new payment methods. In December 2000 the Department amended its rules to authorize payment of real property taxes by electronic funds transfer. To address taxpayers' concerns over the loss of mail "float," the interest revenue saved or generated while the payment is in transition, the rules provide that the Department wait 48 hours after the tax due date before debiting the taxpayer's account. A pilot program began in January 2001 and resulted in 44 electronic transfers, totaling payments of over \$316.5 million.

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In the first half of Fiscal 2001 the Department of Finance worked to develop a pilot program for accepting business tax returns electronically via the Internet starting in the second half of Fiscal 2001. The program, named NYCeFile, will allow taxpayers or their accounting representatives to file these forms on or before their respective due dates, with payments being debited from their accounts by Automated Clearing House Transfer.

During the first quarter of Fiscal 2001 the Department introduced its "Virtual Agency" initiative. This project will allow businesses and individual taxpayers to perform much of their business transactions with the Department electronically. During the reporting period, the Department inventoried every one of its points of public interaction with a view toward identifying short- and long-term electronic alternatives. The process has resulted in a list of 119 short-term "Virtual Agency" projects that leverage a range of existing technologies, from the telephone and the fax to fully interactive Web pages.

In August 2000 the Department initiated the Hearings by Web program to allow respondents to present a written defense for parking summonses over the Internet. Since the launch of the application, the Department has received 1,392 hearing requests and adjudicated 1,204 summonses over the Internet.

The Department operates 406 Neighborhood Payment Centers (NPC) in the City and outlying suburbs. These centers offer taxpayers and motorists the convenience of paying parking summonses, real estate taxes or water bills in a variety of neighborhood locations. During the first four months of Fiscal 2001 NPCs processed over \$6 million in parking summons payments, \$6.49 million in real estate payments and over \$283,000 in water bill payments through 118,967 parking summons, 304 real estate and 1,342 water bill transactions, respectively.

**Department of Information Technology and Telecommunications.** In the first quarter of Fiscal 2001 DoITT Call Center Services moved forward with the integration of the telephone help desk as part of the existing network services currently provided by the Call Center. Specifically, the voice and data software applications have been rolled across all workstations in the call center. All call center staff have been cross-trained in both applications. Consolidations of Automated Call Distribution System queues are under review and targeted for changes to allow any agent to handle either type of call. This will position the Call Center to be able to facilitate the move to Voice Over Internet Protocol technology, a new technology that will allow transmission of voice messages over the City's high-speed fiber optic lines, and to take advantage of the economies of scale afforded by the operation of a central facility.

**Department of Citywide Administrative Services.** In addition to redesigning the CityStore home page on NYC.GOV, the City's official Web site, the Department of Citywide Administrative Service (DCAS) began to offer on-line purchasing with credit cards in July 2000. Customers can now purchase CityStore items at any time over the Internet. Future enhancements, including increased site speed, are planned for Fiscal 2001.

In conjunction with the Department of Information Technology and Telecommunications, in Fiscal 2000 DCAS began development of an on-line version of the Green Book, the official City of New York directory, for the City's intranet. It will be available by June 2001.

# QUALITY AND TIMELINESS OF CLIENT SERVICES

## CUSTOMER SERVICE – SELECTED INDICATORS

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Fire Department	% Hazard Complaints Resolved in One Day	88%	87%	83%	86%	90%	86%	87%
CCRB	Full Investigations as a Percent of Completed Cases	NI	42%	50%	46%	42%	42%	45%
CCRB	Backlog of Cases (Based on Date of Incident)	NI	1,035	1,079	1,016	877	1,288	779
Department of Transportation	Parking Permits for People with Disabilities – Average Applications Backlog	NI	1,450	211	0	0	0	0
Department of Transportation	Street Lights: % Responded to Within 10 Days	NI	98.4%	97.5%	98.6%	96.9%	98.1%	96.6%
Department of Transportation	% Traffic Signals Installed Within Six Months of Approval	NI	44.0%	82.0%	72.0%	99.5%	100%	98.5%
Department of Transportation	Priority Signs: % Replaced or Repaired in Nine Days	NI	100%	100%	100%	100%	100%	100%
Department of Transportation	Potholes: % Repaired Within 30 Days	NI	26%	44%	64%	65%	40%	54%
Department of Environmental Protection	% Leak Complaints Requiring Excavation Responded to Within 30 Days	80.3%	84.1%	87.7%	86.7%	86.6%	87.2%	93%
Department of Environmental Protection	% Catch Basin Complaints Resolved Within 30 Days	NI	85.9%	97.1%	97.4%	95.4%	94.1%	94.5%

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Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Department of Environmental Protection	% Sewer Backup Complaints Resolved Within 24 Hours	97.4%	97.7%	99.5%	99.8%	99.8%	99.7%	99.9%
Department of Housing Preservation and Development	Emergency Complaint Inspections Completed	93,146	96,359	95,800	109,367	110,588	29,198	35,302
New York City Housing Authority	Average Elevator Complaint Resolution Time (Hours)	NI	NI	4.0	6.2	5.5	5.3	5.3
New York City Housing Authority	Average Non-Emergency Complaint Resolution Time (Days)	NI	NI	25	22	21	16	13
Department of Design and Construction	% of Projects Completed On Time or Early	NI	53%	64%	77%	88%	93%	87%
Department of Sanitation	Written Complaint Response Time (Days)	8.2	7.1	7.5	8.0	7.7	6.8	9.1
Department of Sanitation	Telephone Complaint Response Time (Days)	1.8	2.0	2.0	1.7	2.1	2.2	1.9
Department of Parks and Recreation	Complaints Received	2,636	3,385	2,577	3,352	2,842	1,294	1,267
Department of Parks and Recreation	Complaints Resolved	1,961	2,518	2,336	3,062	2,607	1,204	1,149
Department of Health	Average Days to Receipt of Birth Certificates (Mailed Requests)	9	6	4	6	7	9	7
Department of Health	Average Days to Receipt of Death Certificates (Mailed Requests)	22	9	7	9	10	12	10

# QUALITY AND TIMELINESS OF CLIENT SERVICES

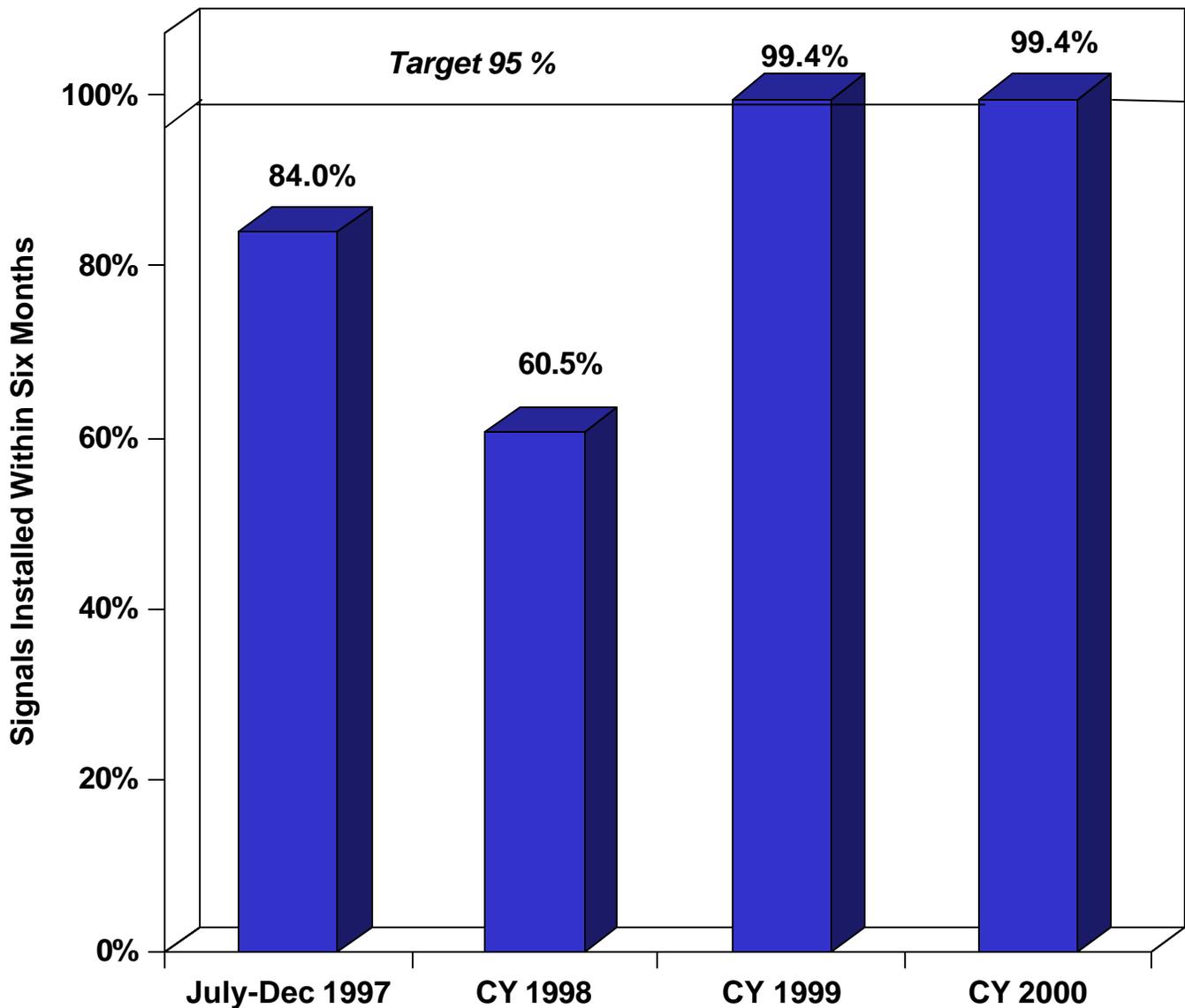
Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Department of Health	Average Time to Inspect Immediate Critical Complaints (Days)	1.0	0.42	0.29	1.26	0.57	0.89	0.41
Health and Hospitals Corporation	Days to First Mammography Appointment	13	8	5	4	3	3	4
Health and Hospitals Corporation	Average Days to First Gynecology Appointment	15	10	10	8	8	8	10
Health and Hospitals Corporation	Outpatient Care – Average Waiting Time to First Nonurgent Appointment (Days)	11	8	6	5	5	5	7
Human Resources Administration	Average Days to Initiate Home Attendant / Housekeeper Services	32.2	30.9	27.6	27.1	25.1	24.9	23.7
Human Resources Administration	AIDS Cases Referred for Home Care Within 48 Hours	88.5%	86.1%	85.3%	85.7%	87.2%	89.0%	89.7%
Human Resources Administration	AIDS Cases Served by Vendor Within 48 Hours of Referral for Home Care	94.0%	96.6%	93.6%	94.0%	88.9%	85.8%	95.1%
School Construction Authority	% of Projects Completed On Time or Early	15%	26%	56%	70%	74%		
Department of Consumer Affairs	Unlicensed Home Improvement Contractors - Complaint Processing Time (Days)	NI	26	30	22	26	26	23
Department of Consumer Affairs	Licensed Home Improvement Contractors - Complaint Processing Time (Days)	NI	61	52	30	29	28	30

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Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000	Jul-Oct 1999	Jul-Oct 2000
Department of Consumer Affairs	Electronics Store Complaint Processing Time (Days)	NI	41	37	28	29	23	27
Department of Buildings	Complaints Registered	26,365	30,975	36,351	36,303	41,077	13,894	17,277
Department of Buildings	Complaints Resolved	21,043	31,057	32,853	37,435	47,270	15,555	15,855
Department of Buildings	Average Days to First Plan Examination	6.8	6.8	8.2	8.2	6.1	6.8	7.5

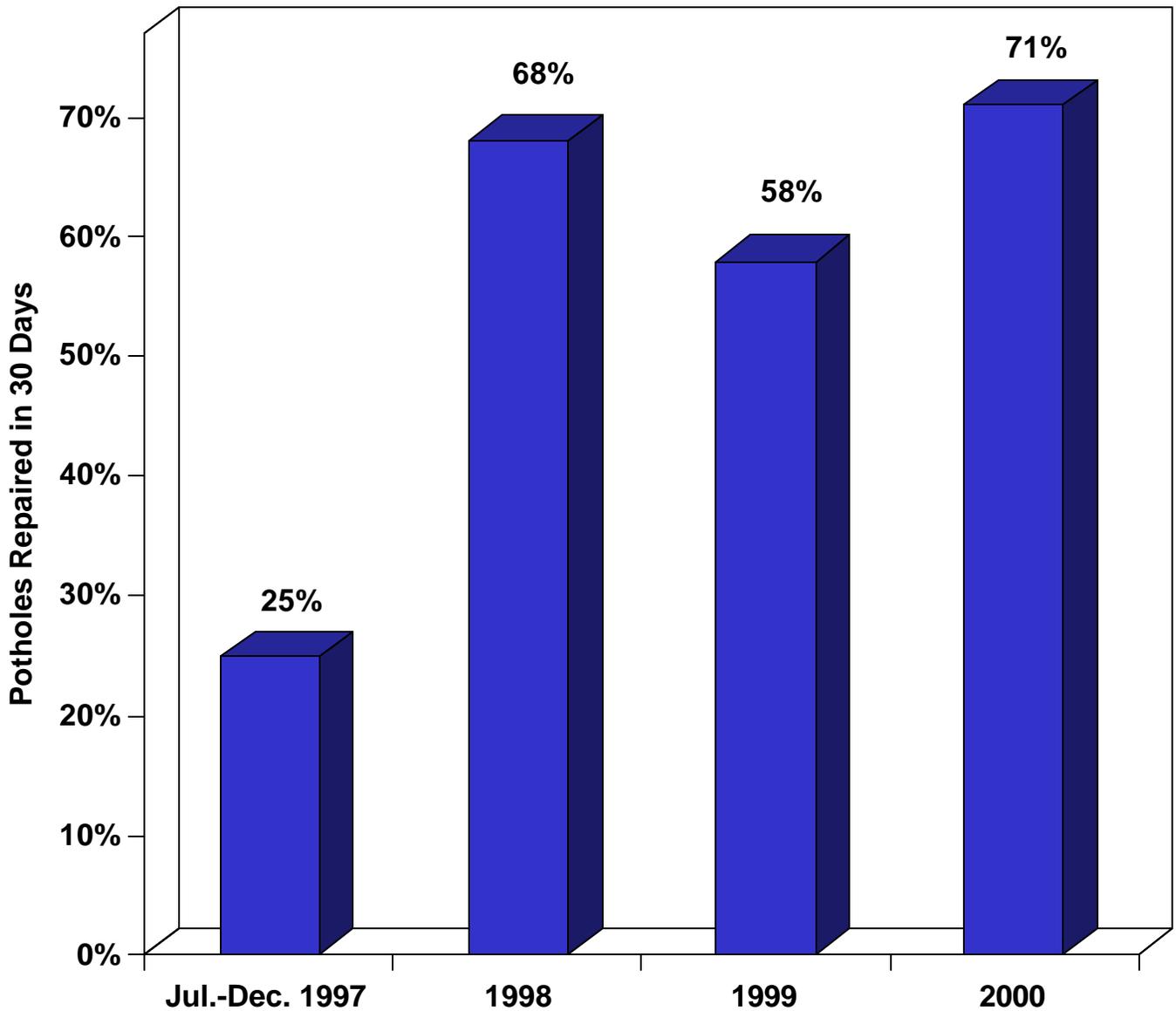
# Department of Transportation

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



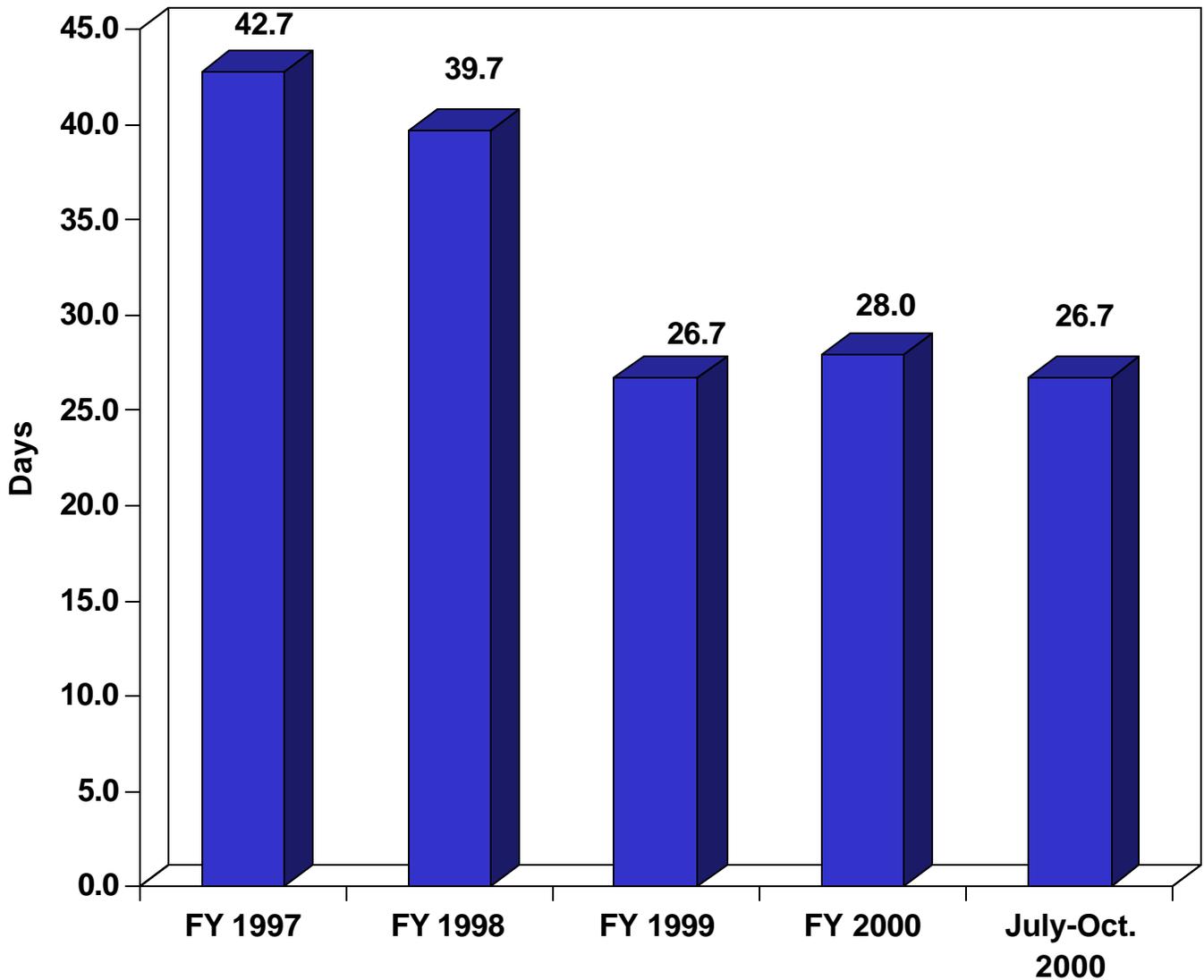
# Department of Transportation

## Pothole Repairs Completed Within 30 Days July 1997 - December 2000



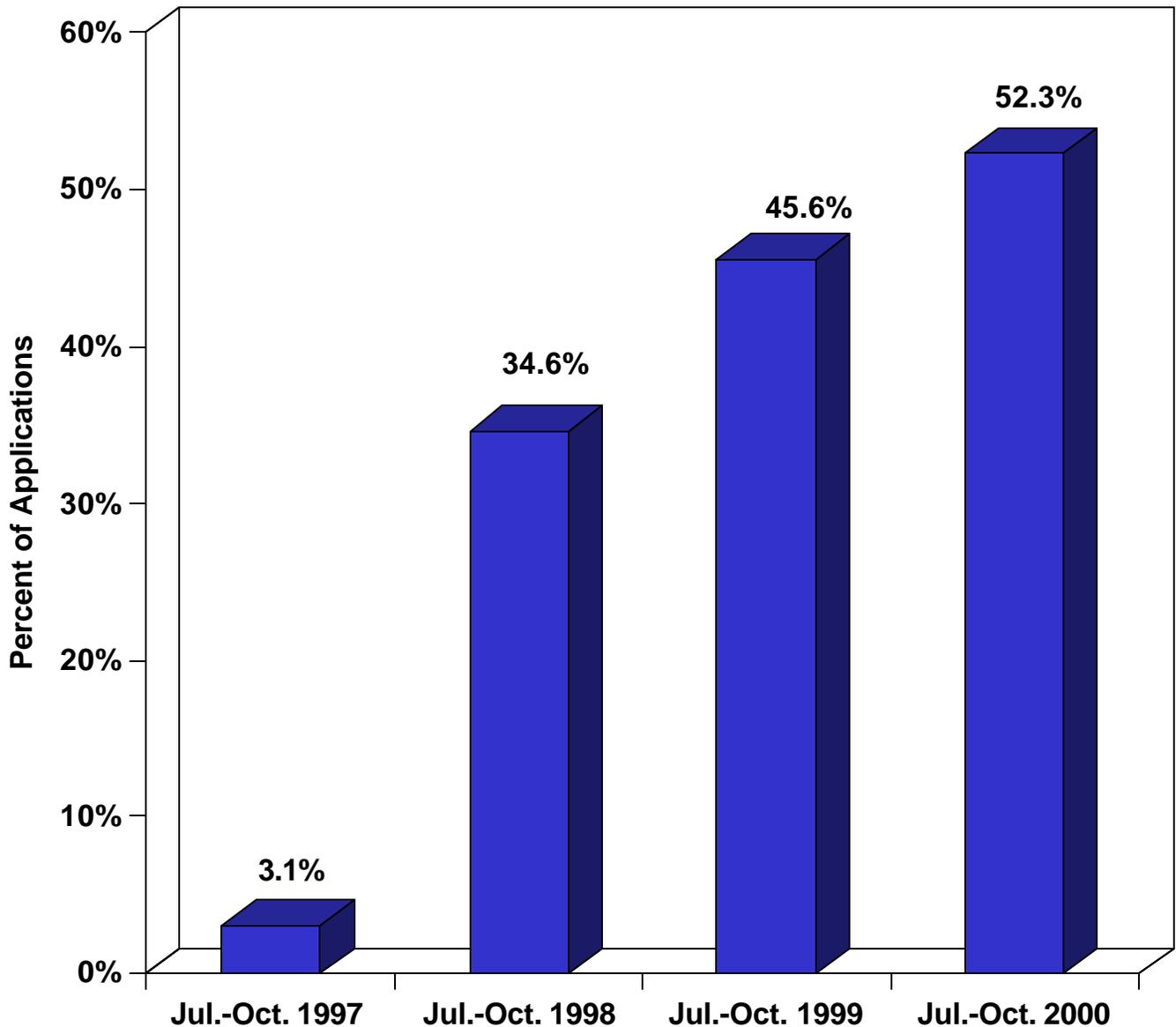
# Department of Consumer Affairs

## Average Complaint Processing Time (Electronics Stores, Licensed/Unlicensed Home Improvement Contractors) Fiscal 1997-October 2000



# Department of Buildings

## Percent of New Permit Applications Using Computer Disk Filing July - October 1997 - 2000



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

# AGENCY ACHIEVEMENTS BY BOROUGH

## THE BRONX

### Public Safety

Major felony crime in the Bronx, which is reported by the CompStat system, declined by 1.9 percent from Calendar 1999 to 2000 and by 53.8 percent from Calendar 1993 to 2000.

The Police Department's Northern Manhattan Initiative (NMI), which began in Fiscal 1997, pioneered the concept of concentrating anti-drug efforts on precincts that have severe narcotics problems. As of October 2000 there were narcotics initiatives in 37 precincts, including eight in the Bronx. Each initiative targets all available police resources to eliminate the drug problem from its precinct. During the first four months of Fiscal 2001 officers assigned to the Central Bronx Initiative made 2,262 drug arrests and executed 39 search warrants. During the reporting period the South Bronx Initiative made 1,724 drug arrests, down 10 percent from the 1,910 arrests made during the first four months of Fiscal 2000.

During the period January 1 through October 31, 2000, NYPD expanded its use of closed-circuit television (CCTV) technology to help produce significant changes in criminal activity within housing developments. During Calendar 1999 the Department completed the installation of 135 cameras in the Bronx River Houses. The Bronx River Houses experienced a 44 percent decrease in crime during January-October 2000 compared to the same 10-month period in 1999.

The Department of Housing Preservation and Development's (HPD) Safe At Home initiative, a component of Mayor Giuliani's comprehensive anti-drug strategy, combines concentrated housing development and preservation activity with intensified law enforcement efforts in targeted areas of the South Bronx. This initiative is expected to promote long-term community safety, stability and renewal in neighborhoods that were previously beset by illegal drug activities and building dilapidation.

The Police Department conducted a gun amnesty program in the Bronx from April 4 through July 15, 2000. A total of 279 firearms were surrendered during the program.

Average response time by Fire Department (FDNY) units to all emergencies in the Bronx was 4 minutes 47 seconds during the first four months of Fiscal 2001, compared to 5 minutes 6 seconds during the same period of Fiscal 2000.

During the first four months of Fiscal 2001 FDNY average response time to Segments 1-3 life-threatening medical emergencies was 6 minutes 29 seconds, compared to 9 minutes 29 seconds during the same period of Fiscal 1995, prior to the merger with EMS.

In Spring 2001, the Fire Department anticipates the construction of two new ambulance support stations in the Bronx, in Bathgate and University Heights.

The Fire Department is completely renovating several firehouses throughout the City. Engine Company 73 in the Bronx is under construction, which began in April 2000 and is expected to be completed in July 2001.

In the Bronx, the Department of Probation served 85 individuals in the Stop the Violence Against Women project during the reporting period, compared to 120 individuals during the same period in Fiscal 2000. The project provides emergency assistance to domestic violence victims. As a result of this decrease, DOP will reach out to the precincts in the Bronx and will work with them on an ongoing basis to increase the number of referrals.

# AGENCY ACHIEVEMENTS BY BOROUGH

## Infrastructure

The Department of Transportation (DOT) has made safety improvements on major corridors throughout the City. In Fall 2000 the Department installed oversized 12-inch red lenses on traffic signals, improved pavement markings and signs, high visibility crosswalks and international pedestrian crossing signals on the Grand Concourse at East 170<sup>th</sup> and East 183<sup>rd</sup> streets. These measures further enhance the Department's pedestrian safety demonstration project on the Grand Concourse between East 165<sup>th</sup> and East 170<sup>th</sup> streets. This pilot program resulted in the reduction of pedestrian accidents by 45 percent, as well as the reduction of vehicular speeds on the northbound service road by 33 percent and on the southbound service road by 12 percent.

In the first four months of Fiscal 2001 DOT completed reconstruction work on the bridge structures of Jerome Avenue/Moshulu Parkway and Gun Hill Road/New York City Transit (NYCT)-Dyre Avenue in the Bronx. The Jerome Avenue Bridge was opened to traffic nine months ahead of schedule. The Department included an incentive/disincentive clause in the Gun Hill Road contract to ensure on-time completion of the work. The contractor earned the maximum incentive payment, the City saved approximately \$250,000 in railroad contracts and resident engineering costs, and the bridge was completed four months ahead of schedule.

The Westchester Avenue/Hutchinson River Parkway Bridge supports a transit structure and has low clearance over the highway below for larger capacity trucks. DOT will install an Intelligent Transportation Systems solution to detect overheight vehicles by the end of Calendar 2001. The system will flash signs directing vehicles over nine feet in height to exit the parkway. The project also includes sound-activated cameras that will document damage to the bridge for recoupment of costs by the City.

In October 2000 DOT completed construction of a new 400-foot access road from northbound Stillwell Avenue to the main eastbound roadway of Pelham Parkway in the Bronx. The \$150,000 roadway project was designed and built by in-house personnel to ease congestion on Eastchester Road, the area surrounding several major health care, emergency service and police facilities. Motorists now can easily access the Hutchinson River Parkway, the Bruckner Expressway and the New England Thruway.

The Department of Environmental Protection (DEP) is remediating a former landfill located at Pelham Bay in the Bronx. As a result of illegal disposal practices that occurred while the landfill was active, the site is on both the State's list of inactive hazardous waste sites and the federal Environmental Protection Agency's (EPA) Superfund list. The Department has been working with a contractor to determine the most successful way to ensure plant growth on the site. As part of this effort, approximately 30 acres were seeded in Fall 2000. In Spring 2001 DEP will plant trees to the perimeter of the landfill and provide general maintenance of the site as needed.

The Department of Design and Construction (DDC) began reconstruction of sewers in the area bounded by Westchester Avenue, Bruckner Boulevard and Middletown Road in the Bronx, valued at \$17 million, in September 2000; completion is expected by October 2002.

In the first four months of Fiscal 2001 DDC completed installation of sanitary sewers on Dean Avenue between Philip Avenue and Lafayette Avenue in the Bronx.

In February 2000 DDC began construction at the Crossroads Diagnostic Reception Center in the Bronx, a youth residence managed by the Administration for Children's Services (ACS). This \$15 million project, involving a complete renovation of several buildings and landscaping of the 10-acre property, will be completed in three phases. Phase I, including asbestos abatement, demolition and removal, was completed in July 2000. Phase II, involving renovations, began in August 2000 and is scheduled for completion in December 2001. Phase III, including removing construction debris, installing utilities, and

## AGENCY ACHIEVEMENTS BY BOROUGH

landscaping, is in final design. Construction is expected to begin in June 2001 with completion scheduled for December 2001.

DDC began construction of ACS' new Hunts Point Recreation Center in the Bronx in December 1999. The project, valued at \$4.5 million, is scheduled for completion in August 2001.

### Community Services

Fifty-one children from the Melrose Houses in the Bronx currently participate in the New York City Housing Authority's (NYCHA) I Have a Dream (IHAD) program. A collaboration between the IHAD Foundation, NYCHA, local nonprofit organizations and private funders, the program provides educational, social and cultural enrichment opportunities targeted to 3<sup>rd</sup> and 4<sup>th</sup> grade students.

Streets in the Bronx were rated 84.0 percent acceptably clean during the first six months of Fiscal 2001, compared to 88.0 percent during the first six months of Fiscal 2000 and 69.5 percent during the same period of Fiscal 1994.

During the first four months of Fiscal 2001 the Department of Parks and Recreation (DPR) acquired 24.81 acres of parkland. These acquisitions included the 2.7-acre Edgewater Park in the Bronx. From Fiscal 1994 through December 2000, 104.73 acres of Bronx land were converted into new parkland.

During the first four months of Fiscal 2001, 95.6 percent of inspected small parks, playgrounds, sitting areas and greenstreets were rated acceptable for cleanliness, compared to 95.5 percent during the first four months of Fiscal 2000 and 63 percent during the same period of Fiscal 1994.

In Fiscal 2000 Partnerships for Parks continued to coordinate the Bronx River Corridor Project, which began in Fall 1997 with a \$182,500 grant from the federal Urban Resources Partnership (URP). The grant, which was extended through December 2000, has been used to educate riverside communities about the Bronx River and to fund community-led clean-up efforts such as the Bronx River Golden Ball event. In coordinating the overall Bronx River Corridor Project, Partnerships for Parks has worked with over 60 community groups, nonprofit organizations and government agencies at the City, State and federal levels. The project is supported in part by private donations. In the first four months of Fiscal 2001 Partnerships for Parks hired a conservation specialist, secured teams of AmeriCorps volunteers, and worked with the New York Restoration Project to assign a crew to address systematic river management issues.

DPR activated the dormant Fountain of the Planets in Flushing Meadows-Corona Park in October 2000. The fountain underwent an extensive renovation as part of a \$3.4 million multi-faceted project to upgrade more than 32 acres of the park.

In August 2000 DPR began a \$700,000 renovation and excavation project at Seton Falls Park in the Bronx. The reconstruction will restore a freshwater marsh, trails and storm drainage, and include installation of a new \$100,000 waterfall.

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

The New York Public Library (NYPL) has created a program of "Spruce-Up Projects," which provide limited building renovations for branches in need of repair but not scheduled for full renovation under the Capital Construction program. Completed "Spruce-Up Projects" included the Castle Hill Branch in the Bronx.

# AGENCY ACHIEVEMENTS BY BOROUGH

## Economic Development

The Economic Development Corporation is designing a modern, fully-enclosed wholesale seafood market at the Hunts Point Food Distribution Center in the Bronx. The new facility, the Fulton Fish Market at Hunts Point, will be a state-of-the-art food distribution facility with approximately 285,000 square feet, climate control and ample customer parking. The design phase will be complete in Summer 2001 and construction will be completed by December 2002.

Wave Hill, an educational and science institution dedicated to exploring the interaction between human beings and the natural environment, has initiated a Visual Arts Program to provide a new Bronx venue for displaying contemporary art, working with high-school interns and giving artists opportunities to create new work in a landscape. The Department of Cultural Affairs expects to complete renovation of the Glyndor House at Wave Hill to be compliant with the American Disabilities Act (ADA) in the second half of Fiscal 2001.

In the first half of Fiscal 2001 the Department of Cultural Affairs completed renovation of the Wildlife Conservation Society's Lakeside Visitor Center and roof reconstruction at the Wildlife Conservation Society Animal Medical Center at the Bronx Zoological Park.

## Health and Human Services

The number of new reported AIDS cases in the Bronx decreased from 2,929 in Calendar 1993 to 1,138 in Calendar 2000. There were 118 new lead poisoning cases in Calendar 2000, compared to 315 in Calendar 1995.

The number of persons receiving public assistance in the Bronx declined by 12.1 percent from 209,100 persons at the end of October 1999 to 183,700 persons at the end of October 2000. The number of persons in the Bronx certified eligible only for Medicaid increased by 11.2 percent, from 107,400 persons at the end of October 1999 to 119,400 persons at the end of October 2000.

The Department of Employment's Opportunity Areas for Out-of-School Youth Demonstration Grant, funded by the U.S. Department of Labor, provided a variety of continuous employment and educational services to out-of-school, unemployed youth, ages 16 to 24, from the South Bronx area of the New York City Empowerment Zone. As of October 2000, 613 youth were enrolled, 251 youth had graduated from job-readiness training and/or received a General Equivalency Diploma (GED), and 260 had been placed into jobs.

In September 2000 the Health and Hospitals Corporations' (HHC) Jacobi Medical Center received the State Department of Health's approval for major reconstruction projects. Phase I of the project involves building a new inpatient pavilion that will include facilities for trauma care and diagnostic services.

In October 2000 HHC's Lincoln Medical and Mental Health Center opened its newly renovated Women's Health Center. This renovated clinic provides 16 examination rooms, a treatment room and a reception area. The \$1.5 million renovation of Lincoln's Women's Health Center is part of a larger effort to modernize its primary care clinics.

During the first four months of Fiscal 2001 the Department of Health continued to work on the Hunts Point Childhood Health Promotion Initiative. Since the inception of the program, a total of 252 families have been provided case management services, which include home visits, home environmental assessments and abatement activities, and social service referrals.

From October 1999 through September 2000 the School Construction Authority (SCA) created 464 student seats, two transportable projects and one modular project in the Bronx. As announced by the Mayor in his January 2001 State of the City address, SCA will accelerate the construction of one new school in the Bronx. Construction is planned to begin by June 2001.

# AGENCY ACHIEVEMENTS BY BOROUGH

## BROOKLYN

### Public Safety

Major felony crime in Brooklyn, which is reported by the CompStat system, declined by 4.8 percent from Calendar 1999 to 2000 and by 56.2 percent from Calendar 1993 to 2000.

Through the Targeted Offender Program (TOP) in Brooklyn North, the New York City Police Department (NYPD) monitors violent repeat offenders on parole. During the first four months of Fiscal 2001 TOP was responsible for the arrest of 76 parole violators and approximately 145 arrests for other offenses.

NYPD, in conjunction with the Brooklyn District Attorney's Office, conducted a Gun Amnesty Initiative from July 1 through July 30, 2000 in which the public was encouraged to anonymously surrender all types of firearms including rifles, shotguns, handguns and assault weapons. A total of 534 weapons were surrendered, 86 percent of which were revolvers or semi-automatic handguns.

During Fiscal 2000 the Police Department received a grant to develop a program in Strategic and Tactical Command (SATCom) Brooklyn North to address the crime of stalking. New protocols and training programs focusing on risk assessment, workplace violence and the development of new investigative techniques to address both stalking and violations of Orders of Protection. The program became fully operational on November 13, 2000.

In cooperation with the Kings County District Attorney, the Board of Education, the Administration for Children's Services and various local nonprofit organizations, during the reporting period NYPD developed special response protocols for the Truancy Reduction Alliance to Contact Kids (TRACK) in Brooklyn. TRACK is designed to combat truancy and reduce youth crime and victimization during school hours. It will be expanded to all boroughs in Fiscal 2001. As a part of this expansion, the School Safety Division will establish a Truancy Unit to coordinate Borough School Safety Captains and Sergeants assigned to specific precincts.

The Department of Housing Preservation and Development's (HPD) Safe At Home initiative, a component of Mayor Giuliani's comprehensive anti-drug strategy, combines concentrated housing development and preservation activity with intensified law enforcement efforts in targeted areas of Bedford Stuyvesant and Bushwick in Brooklyn. This initiative is expected to promote long-term community safety, stability and renewal in neighborhoods that were previously beset by illegal drug activities and building dilapidation.

During the first four months of Fiscal 2001 HPD continued to conduct special training sessions for owners and property managers, including one session in the new Brooklyn Safe At Home area. HPD surveys buildings to detect signs of drug dealing in specific Anti-Abandonment areas, selected 7A Program buildings, and targeted Safe At Home areas in Brooklyn. During the first four months of Fiscal 2001 HPD surveyed all 195 distressed buildings in the new Bushwick Safe At Home area.

Average response time by Fire Department units to all emergencies in Brooklyn was 4 minutes 12 seconds during the first four months of Fiscal 2001, compared to 4 minutes 24 seconds during the same period of Fiscal 2000. During the first four months of Fiscal 2001 FDNY average response time to Segments 1-3 life-threatening medical emergencies was 6 minutes 9 seconds, compared to 8 minutes 34 seconds during the same period of Fiscal 1995, prior to the merger with EMS.

Design work is in progress for a new ambulance support station at Kings County Hospital in Brooklyn; construction is expected to begin in summer 2001. In February 2001 the Department of Citywide Administrative Services (DCAS) will enter into a contract for a new ambulance support station in Brooklyn Heights; by March 2001 DCAS expects to acquire two more ambulance support stations, in New Lots and Greenpoint.

## AGENCY ACHIEVEMENTS BY BOROUGH

The Fire Department is completely renovating several firehouses throughout the City. Design for Engine Company 210 in Brooklyn began in February 2000, with construction expected to start in Spring 2001.

The Brooklyn East field office of the City Commission on Human Rights (CCHR), with the assistance of CCHR's Research Division, continued to provide home mortgage information to organizations that work with banks to promote stable neighborhoods in Cypress Hills and City Line. Specifically, they have been encouraging lending by local banks so that sub-prime lenders, whose mortgages are more prone to foreclosure, will not become the major lenders in these neighborhoods.

In Brooklyn, the Department of Probation's Juris Monitor program targets domestic violence offenders for whom community supervision is considered appropriate by the District Attorney. Each offender wears an electronic bracelet, and a monitor is placed in the home of the individual in need of, or seeking, protection. When the offender comes within a predetermined distance of the monitored home, the offender's bracelet triggers an alarm that notifies a monitoring company, which in turn alerts NYPD and DOP. During the first four months of Fiscal 2001, four individuals were sentenced to take part in Juris Monitor, compared to 14 individuals during the same period in Fiscal 2000. Of the 11 individuals currently on Juris Monitor, one violated conditions and was remanded to custody, compared to five individuals during the same period in Fiscal 2000.

During the reporting period the Department of Probation's Community Service Unit continued to remove graffiti in all boroughs. Through the Mayor's Anti-Graffiti Task Force, probationers removed over 480,000 square feet of graffiti in neighborhoods including Sunset Park and Borough Park in Brooklyn.

### Infrastructure

Through its Traffic Calming Program, the Department of Transportation (DOT) is developing new strategies to make roadways safer and more conducive to pedestrian movement. In Spring 1999 DOT retained a consultant to assess and implement techniques to reduce the negative impact of traffic on residential communities; improve safety for pedestrians, bicyclists and motorists; and improve traffic flow and access to cultural, recreational and institutional sites in downtown Brooklyn neighborhoods. Numerous community meetings were held during Spring and Fall 2000 to obtain public input regarding traffic issues in the area. The pilot program, which includes measures such as neckdowns, raised crosswalks, raised intersections, widened medians and signal timing changes, will be implemented by March 2001. The Department and its consultant will evaluate the pilot program and develop traffic calming strategies and an areawide traffic management plan; completion is expected in Spring 2001.

In the first four months of Fiscal 2001 DOT completed construction of an entrance ramp to the Belt Parkway from Cropsey Avenue in Brooklyn; landscaping will be completed in Spring 2001.

The contract for the reconstruction of the Williamsburg Bridge subway was extended to include platform installation, bearing replacement, and completion of additional New York City Transit work, such as replacement of plates along the subway tracks over Ridge Street; expected completion is March 2001. The reconstruction of the Williamsburg Bridge subway structure was selected as the 2000 Bridge Project of the Year by a major construction industry publication. The award recognizes the contribution of key development team members and the innovative solutions implemented by DOT.

In August 1999 DOT awarded a Design-Build contract for the rehabilitation of two masonry arch bridges over Shore Road Drive in Brooklyn. Erection of the road decks and supporting structures was completed in Fall 2000. The project is now 95 percent complete. Both bridges will be opened to traffic simultaneously in mid-February 2001 as a result of a City-imposed accelerated schedule.

In December 2000 DOT completed replacement of the Brooklyn Bridge promenade deck and beams parallel to the span used to support the road deck. The replacement of the deteriorated sections of promenade railing with identical replicas of the existing steel will continue through Fall 2001. Virtually all of the work is done from the promenade, closing the left roadway lane as little as possible.

## AGENCY ACHIEVEMENTS BY BOROUGH

The Department of Environmental Protection (DEP) is remediating former landfills located at Pennsylvania Avenue and Fountain Avenue in Brooklyn. As a result of illegal disposal practices that occurred while the landfills were active, the sites are on both the State's list of inactive hazardous waste sites and the federal Environmental Protection Agency's (EPA) Superfund list. The Pennsylvania Avenue landfill is expected to be closed by June 2001. Design of the Fountain Avenue Landfill Pier and a leachate collection and treatment system for Fresh Creek Basin were completed in May 2000; construction on both contracts is scheduled to begin in Calendar 2001.

During the reporting period the Department of Design and Construction (DDC) started roof replacement at two homeless shelters in Brooklyn.

In December 2000 DDC completed the renovation of the Brownsville Health Center in Brooklyn during Fiscal 2000. Construction is scheduled for completion in March 2001. Construction at the Bedford tuberculosis clinic in Brooklyn is scheduled for completion by DDC in June 2001.

### Community Services

On October 24, 2000 the New York City Housing Authority (NYCHA) signed a Memorandum of Understanding (MOU) for the period October 24, 2000 through November 23, 2001 with a major retail store as part of the Hope VI Program. Under the MOU, NYCHA will establish training sites at Prospect Park Houses in Brooklyn. The retail store will provide materials, equipment and instructors who will train two residents at each site in customer service, cashier skills, ethics, interview preparation, job-readiness and basic math. In turn, these residents will train other residents in cashier and customer service skills. The retail store will also provide NYCHA with information on entry-level job vacancies at stores citywide, enabling residents who have successfully completed the training program an opportunity to apply for employment.

In September 2000 contracts were awarded for a portion of Phase IV of the Interim Export Program, which includes approximately 1,600 tons per day of Department of Sanitation-managed refuse generated in Brooklyn districts. With the September 2000 implementation of this portion of Phase IV, all Brooklyn districts are now exporting their refuse.

In Fall 2000 the Department of Sanitation's Fall leaf and yard waste program expanded to include Community Board 6 in Brooklyn. The program now includes 14 community boards in Brooklyn.

Streets in Brooklyn were rated 81.0 percent acceptably clean during the first six months of Fiscal 2001, compared to 84.9 percent during the first six months of Fiscal 2000 and 62.2 percent during the same period of Fiscal 1994.

From Fiscal 1994 through December 2000, 252.91 acres of Brooklyn land were converted into new parkland. During the first four months of Fiscal 2001 the Department of Parks and Recreation (DPR) acquired 24.81 acres of parkland. These acquisitions included the Bushwick II Ballfields, the Hull Street Garden Addition and the Mother Cabrini Park Addition in Brooklyn.

During the first four months of Fiscal 2001, 89.1 percent of inspected small parks, playgrounds, sitting areas and greenstreets were rated acceptable for cleanliness, compared to 95.4 percent during the first four months of Fiscal 2000 and 66 percent during the same period of Fiscal 1994.

DPR now has 15 Computer Resource Centers citywide. During the reporting period new centers were opened at the Sunset Park and Fort Hamilton Recreation Centers in Brooklyn. An additional nine centers are scheduled to open citywide by the end of Calendar 2002.

In August 2000 the 70-acre Salt Marsh Nature Center in Marine Park, Brooklyn opened. The \$4 million nature center, managed by the Urban Park Rangers, features a one-mile walking trail into the salt marsh and outdoor activities that include fishing, canoeing and a monthly lecture series.

## AGENCY ACHIEVEMENTS BY BOROUGH

The Healthy Homes Initiative is funded through a grant from the federal Department of Housing and Urban Development (HUD) to assist owners and tenants in identifying environmental hazards in their homes. Working in conjunction with the Department of Health (DOH), Neighborhood Housing Services, Hunter College and Bridge Street Development Corporation, in the first four months of Fiscal 2001 the Department of Housing Preservation and Development (HPD) identified 23 buildings in the Bedford Stuyvesant area of Brooklyn and referred them to DOH for program services.

### Economic Development

- In June 2001 construction will be completed on a minor league stadium at Steeplechase Park in Coney Island, Brooklyn, which will serve as the permanent home of the Brooklyn Cyclones, a Mets-affiliated minor league team. In addition to the new stadium, approximately \$30 million will be invested in Boardwalk area improvements, including the installation and renovation of public bathrooms, changing facilities and sitting areas. Other plans for Coney Island area redevelopment include the creation of a sports hall of fame and expansion of the New York Aquarium.
- In January 2001 the Economic Development Corporation (EDC) closed a \$2.5 million Urban Development Action Grant (UDAG) loan with a start-up business that manufactures and sells glass-based, synthetic stone building tiles, which are made from recycled glass and concrete using a proprietary process. The facility, located at the Brooklyn Navy Yard, promotes the environmental benefits of waste reduction and recycling by creating a market for discarded glass, and will create 56 jobs by December 2002.

In November 2000 EDC issued a Request for Proposals for the Bathgate In-Place Industrial Park in Brooklyn. EDC is seeking a long-term lease for the purpose of developing a light- or medium-performance manufacturing area.

The Brooklyn Children's Museum expanded the scope of its Capital Master Plan. The Plan will enable the Museum to significantly increase the amount of space devoted to educational programs, visitor amenities and a new main entrance to the building. The \$25 million expansion will enhance the Museum's 100-year-old reputation as an innovative educational institution and strengthen its ties to the community.

### Health and Human Services

The number of new reported AIDS cases in Brooklyn decreased from 3,967 in Calendar 1993 to 1,542 in Calendar 2000. There were 364 new lead poisoning cases in Calendar 2000, compared to 775 in Calendar 1995.

The number of persons receiving public assistance in Brooklyn declined by 15.2 percent, from 227,900 persons at the end of October 1999 to 193,200 persons at the end of October 2000. The number of persons in Brooklyn certified eligible only for Medicaid increased by 7.8 percent, from 208,200 persons at the end of October 1999 to 224,400 persons at the end of October 2000.

In June 2000 the Mayor announced HealthStat, a comprehensive citywide initiative to provide uninsured New Yorkers with access to public health insurance programs. In July 2000 the Health and Hospitals Corporation's (HHC) Woodhull Medical and Mental Health Center in Brooklyn was selected as an enrollment site for Child Health Plus. Space was made available in the lobby of Woodhull to distribute information and assist clients in the application process.

As of November 2000 the computerized asthma monitoring system, installed in Woodhull Medical and Mental Health Center and linked with eight schools in August 2000, was expanded to 13 schools in three community school districts. The system records daily peak flow meter readings and diagnoses asthma severity; it also provides instructions on retesting and medication.

## AGENCY ACHIEVEMENTS BY BOROUGH

In October 2000 HHC's North Brooklyn Health Network opened the Greenpoint Primary Care Center. The Center provides obstetrics/gynecology, family planning, pregnancy testing, HIV counseling and testing, pediatric care, a Prenatal Care Assistance Program, and Women Infants and Children program services.

The rebuilding project at HHC's Kings County Hospital Center (KCHC), Phase I, is continuing ahead of schedule. This project, originally scheduled to be completed in March 2002, is now scheduled to be completed by Fall 2001. In October 2000 HHC began design work for Kings County Hospital Center, Phase II, which will include renovation of ambulatory care, diagnostics, imaging and emergency services, and is scheduled to begin construction in January 2002.

In October 2000 the Women's Health Ambulatory Care Clinic moved to newly renovated space at Kings County Hospital Center. The facility offers two exam rooms per provider for a total of 27, three new procedure rooms, a patient education classroom and administrative offices for breast health and family planning. In August 2000 HHC, in partnership with a nonprofit organization, opened a 24 bed residential, therapeutic community at KCHC for patients of methadone treatment programs who desire to become abstinent.

In December 2000 HHC received approval from the State Department of Health for major inpatient and outpatient capital improvements at Coney Island Hospital in Brooklyn.

In Fall 2000 the Department of Health (DOH) developed a program plan for its infant mortality initiative. The goal of the initiative is to reduce the disparity in infant mortality rates among communities in New York City through partnerships with the communities. The program will be implemented initially as a pilot project in six community districts in Brooklyn.

In the first four months of Fiscal 2001 DOH continued to develop the Child Health Initiative, an integrated approach to addressing issues facing children in high-risk communities. The purpose of the initiative is to reduce childhood morbidity due to lead poisoning, asthma, vaccine-preventable illness and injury. The initiative's components will include provider education efforts and community resource teams deployed in target neighborhoods in Bedford-Stuyvesant and Bushwick.

As of October 2000 DOH established four contracts for lead-safe houses to provide shelter for families whose homes are being treated for lead paint hazards. Dwelling units in Bedford-Stuyvesant and Bushwick in Brooklyn are expected to be operational in Spring 2001.

From October 1999 through September 2000 the School Construction Authority created 3,021 student seats, one new school, nine transportable projects and two modular projects in Brooklyn.

### Regulatory and Administrative Services

In coordination with the Taxi and Limousine Commission's (TLC) Commuter Van Industry Committee, consisting of representatives from the Commuter Van Industry and several City agencies, in May 2000 the Department of Transportation identified four on-street parking sites in downtown Brooklyn to serve as common terminus stops/layover areas for authorized commuter vans. These sites in Brooklyn are expected to ease traffic congestion at the terminus of several commuter van lines. The sites will be made available for use in February 2001.

# AGENCY ACHIEVEMENTS BY BOROUGH

## MANHATTAN

### Public Safety

Major felony crime in Manhattan, which is reported by the CompStat system, declined by 5.3 percent from Calendar 1999 to 2000 and by 57.2 percent from Calendar 1993 to 2000.

The Police Department's Northern Manhattan Initiative (NMI), which began in Fiscal 1997, pioneered the concept of concentrating anti-drug efforts on precincts that have severe narcotics problems. As of October 2000 there were narcotics initiatives in 37 precincts, including seven in Manhattan. Each initiative targets all available police resources to eliminate the drug problem from its precinct. During the first four months of Fiscal 2001 officers assigned to the East Harlem Initiative made 1,310 drug arrests and executed 29 search warrants. During the first four months of Fiscal 2001 officers assigned to the Northern Manhattan Initiative made 2,605 drug arrests, up 10 percent from the 2,375 arrests made during the same period of Fiscal 2000. During the first four months of Fiscal 2001 the Central Harlem Initiative made 1,407 drug arrests, down 29 percent from the 1,973 arrests made during the first four months of Fiscal 2000.

A Police/Youth Team Building Workshop was piloted in Washington Heights in Manhattan between October and December 2000, involving officers from the local precincts and a neighborhood youth group, the Fresh Youth Initiatives. This pilot, which is designed to foster good community relations and dialogue with youth, is expected to be expanded to Crown Heights in Brooklyn in February 2001. Also during the reporting period, Community Mobilization Workshops for Model Block residents were conducted in Washington Heights. Community improvement tactics were discussed, enabling the residents to work with NYPD in the battle against narcotics in their neighborhoods.

During Summer 1999 NYPD developed special response protocols for the Juris Monitor program, 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 offender wears an electronic bracelet, and a monitor is placed in the home of the individual in need of, or seeking, protection. In April 2000 the program was expanded to include Manhattan and Staten Island.

In September 1998 the Department introduced a new electronic photo-imaging system that automatically provides investigators with both a warrant and a suspect photograph. Installations at all borough court sites and the Midtown Community Court are now complete, and viewing terminals are available at all local precinct detective squads. By the end of Fiscal 2001 NYPD will equip every precinct with handheld digital cameras to capture electronic images of suspects.

The Department of Design and Construction (DDC) has awarded design and construction manager contracts for the second Public Safety Answering Center, which is to be constructed at 109 Park Row in Manhattan.

Average response time by fire units to all emergencies in Manhattan was 4 minutes 45 seconds during the first four months of Fiscal 2001, compared to 4 minutes 58 seconds during the same period of Fiscal 2000. During the first four months of Fiscal 2001 FDNY average response time to Segments 1-3 life-threatening medical emergencies was 5 minutes 56 seconds, compared to 8 minutes 39 seconds during the same period of Fiscal 1995, prior to the merger with EMS.

During Fiscal 2000 the Fire Department received additional capital funding for the construction of new simulator and classroom space at the present training facility on Randall's Island. Site construction design and utility work began in December 2000 with the remainder of the project slated to begin in Spring 2001 and be complete in Spring 2003.

## AGENCY ACHIEVEMENTS BY BOROUGH

The Fire Department is completely renovating several firehouses throughout the City. The design phase for Engine Company 1 in Manhattan will begin in January 2001 and construction is to begin in September 2001. Engine Company 1 is expected to be complete by September 2002.

The Department, in conjunction with the Fire Safety Education Fund, a nonprofit foundation, has designed a fire safety learning center. The Fire Zone, completed in October 2000 and located in Rockefeller Plaza, features an interactive experience to help familiarize the public with key elements of fire prevention, and supplies potential life-saving information in the event of a fire or if someone is hurt or sick. School groups are scheduled weekday mornings and afternoons to experience the Fire Zone's interactive facilities. When school groups are not using the Fire Zone it is open to the public.

During the reporting period the Department of Probation's Community Service Unit continued to remove graffiti in all boroughs. Through the Mayor's Anti-Graffiti Task Force, probationers have removed over 480,000 square feet of graffiti in neighborhoods including Harlem in Manhattan.

### Infrastructure

The Department of Transportation's (DOT) improvement plan for Herald Square, the area surrounding the intersection of 34<sup>th</sup> Street, Avenue of the Americas and Broadway in midtown Manhattan, began a one-year trial period in August 2000. The plan widens sidewalks on both the Avenue of the Americas and Broadway, as well as on both the Herald and Greeley squares' mid-avenue triangles; extends corners to increase sidewalk space for pedestrians; and shortens pedestrian crossing distances. Additionally, the block of West 33<sup>rd</sup> Street between Broadway and Fifth Avenue was reversed to one-way westbound traffic to improve traffic circulation in the area and vehicular and pedestrian safety at the intersection of West 33<sup>rd</sup> Street and Fifth Avenue. The intended result, to increase pedestrian safety and manage busy traffic, will be assessed during the trial period.

DOT has revised traffic and parking regulations in selected areas of midtown Manhattan to facilitate traffic flow and protect the safety of pedestrians and motorists. Right turns were prohibited during the day on Fifth Avenue between 47<sup>th</sup> and 55<sup>th</sup> streets to ease congestion around Rockefeller Center. Parking regulations on several cross-streets were revised to prohibit standing during peak periods, providing additional parking on selected westbound streets as well as westbound access.

To implement the traffic and pedestrian plan for the proposed reconfiguration of Columbus Circle, the Department of City Planning (DCP) is working with the departments of Transportation, Environmental Protection, Parks and Recreation and Design and Construction to refine the Circle's permanent design, subject to review by the Art Commission. Construction is expected to begin in Fiscal 2002. The rebuilt Columbus Circle will improve traffic flow, create new public space, enhance pedestrian access and harmonize with the redevelopment planned for the Coliseum site. In November 2000 a groundbreaking ceremony for the 2.1 million square-foot development, known as Columbus Center, was held. The center is expected to open in Calendar 2003 and contain a new concert hall for Jazz at Lincoln Center, a hotel, and commercial and residential space. A consultant team was selected in August 1999. The design for this project, which began in February 2000, is scheduled for completion in June 2001 pending approval of the landscaping design by the City agencies involved.

The \$136 million reconstruction of the landmark Macombs Dam Bridge over the Harlem River continued during the reporting period. Installation of structural components is underway to prepare for deck replacement on the 155<sup>th</sup> Street viaduct, scheduled for completion by the end of March 2001. As part of this project, the historic Hooper Fountain, which dates from 1894, was fully rehabilitated in Fall 2000. Completion of the entire reconstruction is expected in Spring 2003.

The rehabilitation of the lower outer roadways on the Queensboro Bridge continued during the first four months of Fiscal 2001. Planned construction, including the south outer roadway, was completed in July 2000, one month ahead of schedule. The change in traffic patterns, including designation of the north outer roadway as a pedestrian and bicycle path and designation of the south outer roadway for Queens-bound

## AGENCY ACHIEVEMENTS BY BOROUGH

vehicular traffic only, began in mid-September 2000. Rehabilitation of the City Shops on the Manhattan side of the bridge and the installation of truss covers to prevent debris falling on the roadways will be completed in mid-March 2001. Bulkhead repairs on the Queens side of the East River under the Queensboro Bridge were completed in August 2000. The final work item, rehabilitation of the necklace lighting, will be completed in September 2001.

The refurbishment of the Manhattan Bridge's landmark arch and colonnade continues during Fiscal 2001. Work on the colonnade was completed in December 2000. The south lane of the lower roadway is expected to reopen to traffic in early April 2001. Work includes reconstruction of the roof; waterproofing; installation of drainage systems and architectural illumination for the arch and colonnade; and the rehabilitation, cleaning, and graffiti protection of the masonry. For the Bridge plaza, roadways and traffic islands were realigned, granite block paving were installed, lighting was improved and trees were planted. The entire bridge project is approximately 80 percent complete and should be completed by May 2001.

In Fall 2000 DOT implemented new parking initiatives in the Theater District of Manhattan. Approximately 290 single-space parking meters in the area were removed and replaced by 47 multi-space municipal meters and new signage.

In November 2000 DOT instituted an 18-month commercial meter pilot program. This program mandates that all commercial vehicles parked on 43<sup>rd</sup> through 48<sup>th</sup> streets between Fifth and Sixth avenues pay at designated parking meters and also introduces a congestion pricing concept. Commercial vehicles pay the standard three-hour limit and are charged \$1.00 for the first hour, \$2.00 for the second hour and \$3.00 for the third hour. As part of the implementation of this initiative, uniformed DOT parking personnel were deployed to these sites during the hours of operation to assist the public with the new meter technology and parking regulation changes. A total of 5,000 flyers were disseminated to local merchants and truckers to notify them of the new parking regulations.

A groundbreaking ceremony for construction of the Whitehall ferry terminal was held in September 2000. Construction will continue in multiple phases so that both ferry slips will remain available at all times. Improvements to the terminal include better pedestrian circulation and connections to subways and buses. Ferries began operating from the new Wall Street Ferry Pier at Pier 11 in December 1999. The Wall Street ferry terminal building was officially opened to the public in November 2000. Preliminary hours of operation are 1:00 P.M. to 8:00 P.M., Monday through Friday.

In August 2000 ferry service began between Liberty Landing, New Jersey and Battery Park City, Manhattan. By the end of February 2001 ferry service will begin operating between Glen Cove, Long Island and Pier 11.

In March 2001 Department of Design and Construction (DDC) will begin a project to reconstruct Avenue of the Americas from 56<sup>th</sup> to 59<sup>th</sup> streets in Manhattan. The project, totaling \$10.4 million, includes the installation of new reinforced concrete pavement, granite curbs and concrete sidewalks, new traffic signs, traffic signals and street lighting. DDC is working with DOT to address traffic issues. Completion is slated for July 2001.

In August 2000 DDC completed the reconstruction of Chatham Square in Manhattan. The project, totaling \$8.9 million, included the replacement of water mains, roadway reconstruction and the landscaping of a new sidewalk plaza at the intersection of Division Street and the Bowery.

In Fiscal 1998 the Landmarks Preservation Commission (LPC), in conjunction with the Department of Transportation, the Department of Design and Construction, and the Alliance for Downtown New York, completed the design for streetscape improvements in Manhattan's Stone Street Historic District. Construction on the project was completed in late August 2000. The Department of Design and Construction acted as the contracting agency for this project. In December 2000 the Commission held a ribbon cutting ceremony to celebrate the completion of the project.

## AGENCY ACHIEVEMENTS BY BOROUGH

Pursuant to the LPC's rule for historic district master plans, the Commission held two public hearings on a proposal for a new rule regulating changes to storefronts on Madison Avenue within the Upper East Side, Metropolitan Museum and Carnegie Hill Historic Districts. This master plan will allow the staff to issue permits expeditiously for new storefronts and storefront modifications. The Commission approved the Madison Avenue Storefront Master Plan in November 2000. The plan became effective in December 2000.

### Community Services

Streets in Manhattan were rated 81.3 percent acceptably clean during the first six months of Fiscal 2001, compared to 82.9 percent during the first six months of Fiscal 2000 and 60.3 percent during the same period of Fiscal 1994.

During the first four months of Fiscal 2001, 95.2 percent of inspected small parks, playgrounds, sitting areas and greenstreets were rated acceptable for cleanliness, compared to 96.0 percent during the first four months of Fiscal 2000 and 68 percent during the same period of Fiscal 1994.

From Fiscal 1994 through December 2000, 26.8 acres of Manhattan land were converted into new parkland. In October 2000 Foley Square Park officially opened following a large-scale redesign and reconstruction to unify six open spaces to form one five-acre park in Lower Manhattan.

The Department of Parks and Recreation (DPR) now has 15 Computer Resource Centers citywide. During the reporting period a new center was opened at the Hamilton Fish Recreation Center in Manhattan. An additional nine centers citywide are scheduled to open by the end of Calendar 2002.

Several renovations and groundbreakings took place in the first four months of Fiscal 2001. In September 2000 DPR held a groundbreaking ceremony at Happy Warrior Playground at P.S. 163 in Manhattan. In August 2000 DPR held a groundbreaking ceremony at the renovated Ballfield #6 in Manhattan's East River Park.

On June 21, 2000, Central Park's North Meadow was reopened, following a two-year, \$4.6 million restoration. The 28-acre meadow has 12 state-of-the-art ballfields, six soccer fields, 60 new benches, 6,400 feet of improved pedestrian paths and seven new drinking fountains.

DPR plans to reconstruct and expand the entire southern end of Union Square Park. The park will be expanded by incorporating underused portions of 14<sup>th</sup> Street and Union Square West. The new park space will allow for improved east-west pedestrian flow as well as additional plantings. Construction began in October 2000 and is scheduled for completion in March 2002.

- Renovation of the Library for the Performing Arts, located in Manhattan, is underway and will be complete by the end of Calendar 2001. The planned renovation includes larger and more accessible galleries, an enhanced performing environment in the Bruno Walter Auditorium, and a new technology training room for public instruction.
- The NYPL Adopt-a-Branch Program combines private donations with City monies to fund urgently needed renovations at various branches. Nine of the Library's 85 branches are undergoing major renovations, including six receiving Adopt-a-Branch support, five branches in Manhattan and one in the Bronx. As of October 2000 private donations totaling \$7.5 million have been raised for the Adopt-a-Branch Program.
- In the first four months of Fiscal 2001 three NYPL branch libraries were reopened after extensive renovations, the New Dorp Regional Branch and the South Beach Branch in Staten Island and the Kips Bay Branch Library in Manhattan. NYPL plans to reopen six fully renovated branches during Fiscal 2001. The Donnell Media center, a state-of-the-art facility, is nearing completion of a full renovation.

## AGENCY ACHIEVEMENTS BY BOROUGH

- NYPL has created a program of “Spruce-Up Projects,” which provide limited building renovations for branches in need of repair but not scheduled for full renovation under the Capital Construction program. Completed “Spruce-Up Projects” included the 125<sup>th</sup> Street Branch in Manhattan and the Castle Hill Branch in the Bronx.

### Economic Development

- In December 2000 the State of New York and the City signed a formal retention agreement with the New York Stock Exchange. The State and the City will construct a new state-of-the-art trading facility, which will consist of a new office tower and approximately 1.3 million square feet of office space in Lower Manhattan.
- In 1998 the Economic Development Corporation (EDC) issued an RFP for the development of Piers 9, 13 and 14 in Manhattan. In November 2000 EDC selected the Guggenheim Foundation to develop a museum in Downtown Manhattan. This new Downtown Guggenheim will transform the area into a mixed-use, 24-hour neighborhood, and contribute to the cultural diversity of the City. EDC and the developer are in design development and expect construction to be completed within six years.

EDC has begun the development of the Harlem Piers Master Plan, which was designated pursuant to a 1998 RFP and will revitalize West 125<sup>th</sup> Street in the Harlem Piers area and provide waterfront access to local residents. The Plan features linear open space connections, adjacent park areas and revenue-generating components to sustain maintenance costs. The Plan also reviews the feasibility of constructing a new pier on the waterfront. Construction is scheduled to begin in Summer 2002.

- In August 2000 EDC designated a respondent to an RFP for two parcels of land located at the intersection of Upper Park Avenue and East 120<sup>th</sup> Street in Harlem and began negotiations for the purchase of this property. The respondent, a moving and storage company providing services primarily to the arts and antiques industry, proposes to construct additional storage space at one site and purchase and renovate the warehouse it now leases at the second site.

In the Ten-Year Capital Strategy released in January 2001, the City commits \$240 million for Lincoln Center's overall renovation plan. The City has increased its commitment to Jazz at Lincoln Center's new education/performance/ broadcast facility on Columbus Circle from \$9 million to \$19 million. The 100,000 square foot facility will include a 1,100-seat concert theatre, a 600-seat performance atrium, a jazz café, an educational center, a jazz hall of fame and a full recording/broadcasting/Web-casting facility.

- In March 1999 EDC began the restoration of the Tweed Courthouse in Manhattan to its original grandeur. Renovations include reconstructing the monumental staircase on Chambers Street; completion is scheduled for December 2001. Upon completion, the Museum of the City of New York will move to the site.

In the first half of Fiscal 2001 the Department of Cultural Affairs, in conjunction with the Board of Education, completed three projects with the Administration for Children's Services at the new Children's Center at Bellevue in Manhattan: a series of art quilts, the construction of a mosaic mural at the children's entrance, and a three panel mosaic mural at the building's main entrance.

### Health and Human Services

The number of new reported AIDS cases in Manhattan declined from 5,362 in Calendar 1993 to 2,136 in Calendar 2000. There were 80 new lead poisoning cases in Calendar 2000, compared to 183 in Calendar 1995.

The number of persons receiving public assistance in Manhattan declined by 11.5 percent, from 106,000 persons at the end of October 1999 to 93,800 persons at the end of October 2000. The number of persons in Manhattan certified eligible only for Medicaid increased by 8.7 percent, from 90,500 persons at the end of October 1999 to 98,400 persons at the end of October 2000.

## AGENCY ACHIEVEMENTS BY BOROUGH

The Administration for Children's Services new Children's Center was dedicated in November 2000 and will open for use in April 2001. The new Children's Center, located on the Bellevue campus, houses Emergency Children's Services, Placement and Evaluation Services, Pre-Placement Services and the Satterwhite Training Academy. The facility serves as the initial intake and processing center for abused and neglected children entering the Agency's care during nonbusiness hours.

In October 2000 the Healthcare Association of New York State presented the Health and Hospitals Corporation's (HHC) Harlem Hospital Center with the 2000 Community Health Improvement Award during its annual meeting. The award honored Harlem's Injury Prevention Program. Since the program's inception in 1988 injuries to children in the Harlem community were reduced by 50 percent, adolescent suicide attempts were reduced by 61 percent and major injury hospital admissions were reduced by 55 percent. Factors contributing to the program's success include education, elimination of community hazards, creation of safe play areas and development of safe activities for children that are supervised by adults.

In October 2000 HHC began design work at Harlem Hospital Center, Phase II. Harlem Hospital renovations will include the psychiatric and pediatric emergency rooms and inpatient nursing units, with design work to be completed in September 2001.

The DNA annex at Bellevue Hospital became fully operational at the beginning of October 2000, providing the space needed to expand evidence examination. The new annex provides a 300 percent increase in space for evaluation of evidence prior to DNA analysis.

In September 2000 HHC's Bellevue Hospital Center received State Department of Health approval for major reconstruction projects. Bellevue Hospital will build a new outpatient center.

During the first four months of Fiscal 2001 Department of Health (DOH) continued to implement Asthma SMART (Symptom Management and Referral for Treatment), a two-year pilot program in East Harlem. Asthma SMART tracks critical events in a child's asthma management, including observations of poorly controlled asthma that may occur in a classroom, in a school nurse's office, at home, at a physician's office or in a hospital Emergency Department. Five primary care sites participating in the program are operational, and Emergency Departments at three hospitals have begun Asthma SMART activities.

As of October 2000 DOH established four contracts for lead-safe houses to provide shelter for families whose homes are being treated for lead paint hazards. Dwelling units in Washington Heights in Manhattan are expected to be operational in Spring 2001.

Renovation of the ballfield at George Washington High School in upper Manhattan were completed by a nonprofit corporation working with the Board of Education in November 2000.

# AGENCY ACHIEVEMENTS BY BOROUGH

## QUEENS

### Public Safety

Major felony crime in Queens, which is reported by the CompStat system, declined by 9.3 percent from Calendar 1999 to 2000 and by 60.1 percent from Calendar 1993 to 2000.

The Police Department's Northern Manhattan Initiative (NMI), which began in Fiscal 1997, pioneered the concept of concentrating anti-drug efforts on precincts that have severe narcotics problems. As of October 2000 there were narcotics initiatives in 37 precincts, including six in Queens. Each initiative targets all available police resources to eliminate the drug problem from its precinct. During the first four months of Fiscal 2001 officers assigned to the Northwest Queens Initiative made 1,129 drug arrests and executed 34 search warrants. During the same period the Southeast Queens Initiative made 1,849 drug arrests, up 18 percent from the 1,571 arrests made during the first four months of Fiscal 2000.

During the period January 1 through October 31, 2000, NYPD expanded its use of closed-circuit television (CCTV) technology to help produce significant changes in criminal activity within housing developments. During Calendar 1999 the Department completed the installation of 260 cameras in the South Jamaica Houses in Queens. The South Jamaica Houses experienced a 29 percent reduction in crime compared to the same 10-month period in 1999.

In conjunction with Safe Horizon and the Queens County District Attorney, NYPD is participating in the establishment of a Queens Child Advocacy Center, which will open in Calendar 2001.

In cooperation with the Human Resources Administration and the Mayor's Commission to Combat Family Violence, in June 1999 NYPD implemented the first phase of the expanded Mayor's Alternative to Shelter (ATS) program in the 105<sup>th</sup> Precinct in Queens. Victims of domestic violence participating in ATS receive home and personal alarm systems, telephone answering machines, caller ID boxes and pre-programmed cellular telephones that can be used to contact 911 in the event of an emergency. The Department has established special protocols for high-priority response to ATS alarms. During Fiscal 2000 the program was expanded to nine additional precincts throughout the City. As of the end of the reporting period, there are 25 participants in the program.

Average response time by fire units to all emergencies in Queens was 4 minutes 54 seconds during the first four months of Fiscal 2001, compared to 5 minutes 15 seconds during the same period of Fiscal 2000. During the first four months of Fiscal 2001 FDNY average response time to Segments 1-3 life-threatening medical emergencies was 6 minutes 9 seconds, compared to 8 minutes 28 seconds during the same period of Fiscal 1995, prior to the merger with EMS.

Design for a new ambulance support station in the Rockaway section of Queens has been completed; construction is expected to begin in Summer 2001. In February 2001 the Department of Citywide Administrative Services (DCAS) will enter into a contract for a new ambulance support station in Springfield Gardens.

The Research Division of the City Commission on Human Rights worked with its Flushing, Queens office, assisting it in mapping locations of residents participating in an ongoing campaign to prevent illegal solicitations by real estate brokers. In this effort, brokers are forbidden to solicit homeowners who register with the Department of State to sell their homes.

In Queens, the Department of Probation's Stop Grant project offers short-term specialized counseling to domestic violence offenders before they are placed in a treatment program. The program also prepares victim impact statements for Pre-Sentence Investigations (PSI) for cases identified as domestic violence felonies. During the first four months of Fiscal 2001 the pilot program prepared victim impact statements for three Pre-Sentence Investigations and 12 violations of probation that involved domestic violence, compared to the eight Pre-Sentence Investigations and seven violations that were conducted during the

## AGENCY ACHIEVEMENTS BY BOROUGH

same period in Fiscal 2000. The Department met with the Queens County District Attorney's Office to increase the number of referrals; the District Attorney enhanced the conditions of probation by requesting that probationers attend a batterer's program for 52 weeks, doubling the duration time previously requested. In October 2000 the Queens Stop Grant project became part of the citywide domestic violence program.

During the reporting period the Department of Probation's Community Service Unit continued to remove graffiti in all boroughs. Through the Mayor's Anti-Graffiti Task Force, probationers have removed over 480,000 square feet of graffiti citywide. In Queens the Community Service Unit works with a local coalition to discourage new acts of vandalism after a targeted area is cleared of graffiti. As a result of the partnership, in October 2000 NYPD's Queens North patrol borough reported making 17 arrests in the targeted area, six of which were for graffiti.

### Infrastructure

DOT continued to implement measures to improve pedestrian safety on Queens Boulevard. In Fall 2000 DOT installed midblock signalized crosswalks at 68th and 70th avenues and relocated vehicular slip ramps away from newly installed pedestrian crossings. Additional capital improvements implemented as of December 2000 include median extensions, median widenings, pedestrian ramp modifications and neckdowns at selected intersections on Queens Boulevard between 67th and 70th roads. The Department is also installing fencing to discourage jaywalking. As of January 2001, 475 linear feet of fencing was installed and a total of approximately 3,500 linear feet of fencing will be installed by Spring 2001.

Beginning in January 2001 DOT personnel were deployed at five locations to educate the public on how to safely cross Queens Boulevard. In February 2001 the Department will install approximately 400 signs that encourage pedestrians to cross with care and remind the public of locations where fatalities have occurred. Also scheduled by the end of February 2001 is a reduction in the speed limit from 35 to 30 miles per hour between 51<sup>st</sup> Street and 51<sup>st</sup> Avenue, creating a uniform speed limit along the entire eight-mile length of Queens Boulevard.

By the end of Fall 2001 DOT will begin implementing similar capital improvements along the area of Queens Boulevard between the Long Island Expressway and 67<sup>th</sup> Road and between 70<sup>th</sup> Road and Union Turnpike. Improvements include median extensions, median widenings, neckdowns and crosswalk upgrades. Additionally, in Fall 2001 installation will begin of approximately 10,500 linear feet of fencing from Elliot Avenue to 67<sup>th</sup> Road and from 70<sup>th</sup> Road to Union Turnpike. The Department will also install another red light camera on Queens Boulevard by May 2001.

By the end of Fiscal 2001 DOT will release a Request for Proposals to study and provide recommendations for improvements to the portion of Queens Boulevard between the Long Island Expressway and Van Dam Street.

In late August 2000 DOT converted 57<sup>th</sup> and 59<sup>th</sup> avenues to one-way operation as recommended in the Environmental Impact Statement for the Queens Center Mall expansion. This conversion will improve traffic circulation in the vicinity of the mall as well as both vehicular and pedestrian safety at the Woodhaven Boulevard intersection, which was cited as one of the top 10 high-vehicle-accident locations in the City in recent years.

In January 2001 DOT implemented a new off-peak and weekend traffic signal coordination between 50<sup>th</sup> Street and 57<sup>th</sup> Avenue, completing both signal retiming and adjustments from Van Dam Street to Union Turnpike. The new timing is designed to discourage speeding and allow additional pedestrian crossing time.

The rehabilitation of the lower outer roadways on the Queensboro Bridge continued during the first four months of Fiscal 2001. Planned construction, including the south outer roadway, was completed in July 2000, one month ahead of schedule. The change in traffic patterns, including designation of the north outer roadway as a pedestrian and bicycle path and designation of the south outer roadway for Queens-bound

## AGENCY ACHIEVEMENTS BY BOROUGH

vehicular traffic only, began in mid-September 2000. Rehabilitation of the City Shops on the Manhattan side of the bridge and the installation of truss covers to prevent debris falling on the roadways will be completed in mid-March 2001. Bulkhead repairs on the Queens side of the East River under the Queensboro Bridge were completed in August 2000. The final work item, rehabilitation of the necklace lighting, will be completed in September 2001.

In July 2000 the Department of Design and Construction (DDC) began reconstruction work in the South Jamaica area, including street reconstruction and replacement of water mains, storm sewers and sanitary sewers. The project is scheduled for completion in January 2002.

In Fall 2000 DDC began construction on two projects for Jamaica, Queens to incorporate the former Jamaica Water Supply system into the City's system. The first project, which began construction in November 2000, includes the installation of new water mains and the replacement of old undersized, unlined mains. The project, involving 52 locations, is scheduled for completion in May 2002. The second project, which began construction in October 2000, will replace 782 obsolete hydrants with new ones that can be locked in summer. The project is scheduled for completion in October 2001.

DDC's design has progressed on two projects to install lateral sewers to the north and south of Conduit Avenue in Queens, which will connect neighborhoods to the new, substantially expanded Springfield Boulevard storm water removal system and further relieve flooding conditions in these neighborhoods. Construction began in January 2001; completion is expected in Fall 2001.

In the first four months of Fiscal 2001 DDC completed construction of combined sewers on Murray Street between Northern Boulevard and 35<sup>th</sup> Avenue, and on Carlton Place between Linden Place and Leavitt Street in Queens.

In December 2000 the City Planning Commission approved a proposal to rezone 45 blockfronts on Broadway and 31<sup>st</sup> Street in Astoria, Queens. The proposed zoning amendments would enable existing commercial uses to conform to zoning and permit new or different retail and office uses to be located on portions of these busy thoroughfares that are not presently zoned for commercial use.

In December 2000 the City Planning Commission initiated public review of a proposal to facilitate a new central business district in Long Island City, Queens. The zoning text and map change would establish a special district that would allow for a mix of commercial, industrial and residential uses and encourage development of the largest office buildings near transit stations. The zoning would also include urban design requirements and offer incentives for new public open spaces.

In November 2000 LPC designated one new historic district in Ridgewood, Queens, containing 30 properties. The Stockholm Street Historic District designation brings the City's total number of historic districts to 77.

### Community Services

The Project Home program is a joint venture between Neighborhood Housing Services (NHS) and the New York Housing Authority (NYCHA) to rehabilitate 70 vacant single-family buildings in southern Queens and sell them to NYCHA residents. NHS will serve as NYCHA's partner and project manager, offering pre-purchase and post-purchase counseling and coordinating the closings on these houses. As of September 2000 all 70 buildings were purchased and construction was substantially completed. NHS is working toward obtaining all required certifications in order to close on these properties.

Seventy-nine children from Ravenswood Houses in Queens currently participate in NYCHA's I Have a Dream (IHAD) program. A collaboration between the IHAD Foundation, NYCHA, local nonprofit organizations and private funders, the program provides educational, social and cultural enrichment opportunities targeted to 3<sup>rd</sup> and 4<sup>th</sup> grade students.

## AGENCY ACHIEVEMENTS BY BOROUGH

On October 24, 2000 NYCHA signed a Memorandum of Understanding (MOU) for the period October 24, 2000 through November 23, 2001 with a major retail store as part of the Hope VI Program. Under the MOU, NYCHA will establish training sites at Averno/Edgemere Houses in Queens. The retail store will provide materials, equipment and instructors who will train two residents at each site in customer service, cashier skills, ethics, interview preparation, job-readiness and basic math. In turn, these residents will train other residents in cashier and customer service skills. The retail store will also provide NYCHA with information on entry-level job vacancies at stores citywide, enabling residents who have successfully completed the training program an opportunity to apply for employment.

In December 2000 the Department of Sanitation completed an Environmental Assessment Statement for the final portion of Phase IV of the Interim Export Program covering all Queens districts. The Department of Sanitation expects this final portion of Phase IV to begin before the required Fresh Kills closure date of December 31, 2001.

Streets in Queens were rated 89.4 percent acceptably clean during the first six months of Fiscal 2001, compared to 91.2 percent during the first six months of Fiscal 2000 and 81.9 percent during the same period of Fiscal 1994.

In Fiscal 2000, under supervision of the Department of Design and Construction, design work began for two new Queens Borough Public Library branches of approximately 18,000 square feet each in Long Island City and Cambria Heights. The Long Island City branch will replace two rental facilities of 1,300 square feet and 3,200 square feet, and will include state-of-the-art public access computers, a meeting room and an Adult Learning Center. The new Cambria Heights branch will replace a rental facility of 5,000 square feet, providing an expanded collection of library materials, state-of-the-art public access computers, a meeting room and lower-level space to accommodate increased delivery of public services. Construction bidding documents will be issued in Fall 2001 for both projects.

During the first four months of Fiscal 2001, 90.3 percent of inspected small parks, playgrounds, sitting areas and greenstreets were rated acceptable for cleanliness, compared to 94.0 percent during the first four months of Fiscal 2000 and 73 percent during the same period of Fiscal 1994.

From Fiscal 1994 through December 2000, 133.88 acres of Queens land were converted into new parkland. In September 2000 the Department of Parks and Recreation (DPR) held the grand opening of the Flushing Meadows-Corona Golf Center. The refurbished center now features a new miniature Pitch and Putt golf course, clubhouse, lighting, and rehabilitated fairways and sand traps.

### Economic Development

During the first half of Fiscal 2001 the design for the restoration and upgrade of the Louis Armstrong House in Queens was completed. The Armstrong house, a designated City landmark listed on the National Register of Historic Places, will be restored to its 1960s appearance and will include a new visitors' center and gallery. The first phase of the construction is expected to begin before the end of Fiscal 2001.

In August 2000 the Economic Development Corporation (EDC) issued an RFP for the redevelopment of unused portions of a major hospital in Jamaica, Queens. The project will include renovations of existing buildings as well as new construction. Proposals may include age-restricted and medically supportive housing, biomedical research, residences and day care facilities. Responses were due by October 2000 and are currently being reviewed by EDC.

The Department of Cultural Affairs' Material for the Arts program is scheduled to move to its new 20,000 square foot facility located at 3300 Northern Boulevard, Long Island City when renovations are complete in Spring 2001. Upon reopening, the distribution center will have twice as much usable space as the current facility and will be open for more hours each week.

# AGENCY ACHIEVEMENTS BY BOROUGH

## Health and Human Services

The number of new reported AIDS cases in Queens decreased from 1,875 in Calendar 1993 to 838 in Calendar 2000. There were 225 new lead poisoning cases in Calendar 2000, compared to 387 in Calendar 1995.

The number of persons receiving public assistance in Queens declined by 16.7 percent, from 84,100 persons at the end of October 1999 to 70,100 persons at the end of October 2000. The number of persons in Queens certified eligible only for Medicaid increased by 5.2 percent, from 127,000 persons at the end of October 1999 to 133,600 persons at the end of October 2000.

In September 2000 the Administration for Children's Services selected two providers in Queens to expand Head Start Services. Services are expected to begin by Spring 2001.

During the first four months of Fiscal 2001 the Health and Hospitals Corporation's (HHC) Queens Health Network expanded its primary care capacity by opening new clinics in Springfield Gardens and Sunnyside. The Springfield Gardens center, which opened in August 2000, provides primary and preventive health care for children, women and men. Women's services include prenatal and post partum care, gynecology services, pap smears, breast exams, colposcopic exams, pregnancy testing, preventive and primary care. In October 2000 the Sunnyside Medical Center was opened. The Sunnyside Medical Center provides family, pediatric, women's health, adult primary and specialty services, and counseling.

In August 2000 HHC opened the Queens Health Network Women's Medical Center at South Conduit in Springfield Gardens. Women's services include prenatal and postpartum care, gynecology services, pap smears, breast exams, colposcopic exams, pregnancy testing, as well as preventive and primary care. The Center is a joint venture with a community pediatrician.

Rebuilding projects at HHC's Queens Hospital Center, Phase I, continue ahead of schedule. The project, originally scheduled to be completed in January 2002, is now scheduled to be completed by Fall 2001. Based on a site visit conducted at Elmhurst and Queens Hospital by the federal Health Resources Services Administration (HRSA) to evaluate the facilities' Ryan White Title III program effectiveness, in August 2000 HRSA notified the Queens Health Network that both hospitals successfully completed the review, and their HIV clinical practice was identified as a national model.

In the first four months of Fiscal 2001 Department of Health (DOH) continued to develop the Child Health Initiative, an integrated approach to addressing issues facing children in high-risk communities. The purpose of the initiative is to reduce childhood morbidity due to lead poisoning, asthma, vaccine-preventable illness and injury. The initiative's components will include provider education efforts and community resource teams deployed in target neighborhoods in Jamaica.

As of October 2000 DOH established four contracts for lead-safe houses to provide shelter for families whose homes are being treated for lead paint hazards. Dwelling units in Jamaica are expected to be operational in Spring 2001.

From October 1999 through September 2000 the School Construction Authority (SCA) created 5,688 new student seats, three new schools, 14 transportable projects, and three modular projects in Manhattan. In addition, in October 2000 SCA completed one transportable project that created 116 seats.

As announced by the Mayor in his January 2001 State of the City address, SCA will accelerate the construction of six new schools and five new school additions in Queens. Construction is planned to begin in June 2001.

# AGENCY ACHIEVEMENTS BY BOROUGH

## STATEN ISLAND

### Public Safety

Major felony crime in Staten Island, which is reported by the CompStat system, declined by 5.5 percent from Calendar 1999 to 2000 and by 64.3 percent from Calendar 1993 to 2000.

The Police Department's Northern Manhattan Initiative (NMI), which began in Fiscal 1997, pioneered the concept of concentrating anti-drug efforts on precincts that have severe narcotics problems. As of October 2000 there were narcotics initiatives in 37 precincts, including one in Staten Island. Each initiative targets all available police resources to eliminate the drug problem from its precinct. The Staten Island Initiative made 826 arrests during the first four months of Fiscal 2001, down 26 percent compared to 1,120 arrests made during the same period in Fiscal 2000.

During the period January 1 through October 31, 2000, NYPD expanded its use of closed-circuit television (CCTV) technology to help produce significant changes in criminal activity within housing developments. During Calendar 2000 NYPD completed installation of 125 cameras in the Stapleton Houses in Staten Island. The Stapleton Houses experienced a 32 percent decrease in crime compared to the same 10-month period in 1999.

The Child Advocacy Center in Staten Island conducted 76 investigations of child abuse and made 17 arrests during the reporting period, compared to 67 investigations resulting in six arrests for the same period in Fiscal 2000.

During Summer 1999 NYPD developed special response protocols for the Juris Monitor program, 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 offender wears an electronic bracelet, and a monitor is placed in the home of the individual in need of, or seeking, protection. In April 2000 the program was expanded to include Manhattan and Staten Island.

Average response time by Fire Department units to all emergencies in Staten Island was 4 minutes 55 seconds during the first four months of Fiscal 2001, compared to 5 minutes 14 seconds during the same period of Fiscal 2000. During the first four months of Fiscal 2001 FDNY average response time to Segments 1-3 life-threatening medical emergencies was 6 minutes 14 seconds, compared to 8 minutes 5 seconds during the same period of Fiscal 1995, prior to the merger with EMS.

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

The Department of Probation (DOP) will establish one or more new contract for the delivery of drug testing technology, including the purchase of substance abuse measurement instruments, breath analysis and other instant-result testing kits. One or more contracts will be awarded by the end of Fiscal 2001 based on the State requirements contract. In addition, DOP will develop a Request for Proposals for procurement of drug treatment services under contract. Current contracts for outpatient services expire at the end of Fiscal 2001. With testing and treatment services under contract, the process of universal screening will be implemented in Staten Island Adult Services by June 2001.

# AGENCY ACHIEVEMENTS BY BOROUGH

## Infrastructure

The Department of Transportation (DOT) has made safety improvements on major corridors throughout the City. During the first four months of Fiscal 2001 the Department continued to implement measures to improve safety on Hylan Boulevard in Staten Island. In July 2000 DOT installed rush hour regulations creating curbside travel lanes in the morning and evening peak periods on Hylan Boulevard between Steuben Street and Guyon Avenue.

In an effort to upgrade its Staten Island Ferry fleet and accommodate the demand for ferry service, DOT will replace its aging Kennedy-Class ferry boats. Construction of the first ferry will begin by Summer 2001 and be completed by the end of Calendar 2002, pending selection of a contractor. The new boats will provide capacity for 800 to 900 more passengers on four decks and be equipped with state-of-the-art pollution control features. Each boat will have two elevators to provide access for people with disabilities. The highest deck, known as the hurricane deck, will be accessible to passengers for the first time on the new ferries, presenting riders with harbor views.

The \$85 million renovation of the St. George ferry terminal is expected to begin in late Spring 2001. Planned improvements to the 50-year old facility include upgraded utility and fire protection systems, increased retail space, installation of air conditioning in the waiting room, and the addition of elevators to improve access for persons with disabilities.

In January 2001 an agreement was announced to expand regularly scheduled express bus service between the South Shore of Staten Island and Manhattan. The MTA will provide two new bus routes and private operators will provide the two remaining routes. The Department purchased 50 fareboxes to allow the private buses to participate in the One City, One Fare program.

The Department of Environmental Protection (DEP) is remediating a former landfill, located at Brookfield Avenue in Staten Island. As a result of illegal disposal practices that occurred while the landfill was active, the site is on both the State's list of inactive hazardous waste sites and the federal Environmental Protection Agency's (EPA) Superfund list.

In the first four months of Fiscal 2001 the Department of Design and Construction (DDC) completed the construction of new sanitary sewers on Crown Avenue in the Arden Heights section of Staten Island. In August 2000 DDC completed the construction of new sanitary and storm sewers on St. George Road in the Lighthouse Hill section. The project, totaling \$20 million, included environmental landscaping, stream bank stabilization of Richmond Creek, and the installation of new specialized retention basins and sediment traps designed to filter storm sewer water flowing into the Creek.

During the first four months of Fiscal 2001 DDC started construction of Phase I of the Staten Island Children's Museum, which includes the gut renovation of a historical barn, with completion scheduled in September 2001. Thereupon, Phase II of the project, the construction of a connector building between the barn and existing museum, is expected to begin.

## Community Services

Streets in Staten Island were rated 95.3 percent acceptably clean during the first six months of Fiscal 2001, compared to 96.8 percent during the first six months of Fiscal 2000 and 89.5 percent during the same period of Fiscal 1994.

In the first four months of Fiscal 2001 three New York Public Library (NYPL) branch libraries were reopened after extensive renovations: the New Dorp Regional Branch and the South Beach Branch in Staten Island and the Kips Bay Branch Library in Manhattan. NYPL plans to reopen six fully renovated branches during Fiscal 2001.

NYPL has created a program of "Spruce-Up Projects," which provide limited building renovations for branches in need of repair but not scheduled for full renovation under the Capital Construction program.

## AGENCY ACHIEVEMENTS BY BOROUGH

The St. George Library Center in Staten Island is currently undergoing a "spruce-up" that will be completed in March 2001.

From Fiscal 1994 through December 2000, 1,462.05 acres of Staten Island land were converted into new parkland. During the first four months of Fiscal 2001 the Department of Parks and Recreation (DPR) acquired 24.81 acres of parkland. These acquisitions included the 19.83-acre Long Pond Park Additions and the 1.11-acre Blue Heron Park Addition in Staten Island.

During the first four months of Fiscal 2001, 95.0 percent of inspected small parks, playgrounds, sitting areas and greenstreets were rated acceptable for cleanliness, compared to 98.4 percent during the first four months of Fiscal 2000 and 92 percent during the same period of Fiscal 1994.

The Department of Design and Construction, in coordination with DPR, is developing new recreational facilities for 38 acres of the eastern portion of Bloomingdale Park in Staten Island, with minimal disturbance to woodland and wetlands. Facilities include walking/bicycle trails, baseball/softball fields, soccer fields, tennis courts, basketball courts, a comfort station and playground. Construction of MacGuire Avenue will also be completed. Design is scheduled for completion in February 2001; construction is scheduled to begin in April 2001 and conclude in September 2001.

Construction at Clove Lakes Park in the Sunnyside section of Staten Island by DPR is scheduled for completion by the end of February 2001. It will include a walking path, gardens, benches, marble tables topped with chess and checker boards, and gaming facilities such as horseshoe pits and courts for shuffleboard and boccie.

### Economic Development

- In June 2001 construction will be completed on the baseball stadium that will serve as the permanent home of the Staten Island Yankees minor league team. The stadium will host approximately 40 games per year and will be used for other entertainment, sporting, cultural, recreational, community and civic events. The games and events scheduled will serve as a catalyst for economic development in the St. George area.

### Health and Human Services

The number of new reported AIDS cases in Staten Island declined from 304 in Calendar 1993 to 105 in Calendar 2000. There were 31 new lead poisoning cases in Calendar 2000, compared to 46 in Calendar 1995.

The number of persons receiving public assistance in Staten Island declined by 11.7 percent from 14,500 persons at the end of October 1999 to 12,800 persons at the end of October 2000. The number of persons in Staten Island certified eligible only for Medicaid increased by 8 percent from 12,500 persons at the end of October 1999 to 13,500 persons at the end of October 2000.

In the first four months of Fiscal 2001 Department of Health (DOH) continued to implement a comprehensive insect-borne disease surveillance and control plan to address the West Nile virus. In October 2000 the Department, with assistance from the federal Centers for Disease Control, conducted the Staten Island West Nile Virus Serosurvey. The project involved a door-to-door survey of 634 households, consisting of 877 people, in randomly selected Staten Island neighborhoods. Participants anonymously responded to a questionnaire and provided blood samples. Survey findings will provide information on who is most at risk for mosquito bites and the symptoms, if any, of people who were exposed to the virus but unaware of their infection. Preliminary results of the serosurvey were released in January 2001; complete analyses of the results are expected by June 2001.

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

# **APPENDIX INDICATORS ADDED AND DELETED**

## **NEW INDICATORS IN THE PRELIMINARY FISCAL 2001 MAYOR'S MANAGEMENT REPORT**

The following table lists new performance measures appearing in the Preliminary Fiscal 2001 Mayor's Management Report. A total of 42 indicators have been added to the Report.

# APPENDIX INDICATORS ADDED AND DELETED

## I. PUBLIC SAFETY

### Department of Juvenile Justice

Average Length of Stay (ALOS) While in Detention

- ?? Single Case While in Detention
  - Juvenile Delinquents
    - o ALOS in Secure Detention
    - o ALOS in Nonsecure Detention
  - Juvenile Offenders
- ?? Multiple Cases While in Detention
  - Multiple Juvenile Delinquent Cases Only
  - At Least One Juvenile Offender Case

## II. INFRASTRUCTURE AND COMMUNITY SERVICES

### Department of Transportation

Bridge Sweeping

- ?? Linear Feet Completed

### Department of Parks and Recreation

- ?? Citywide Acceptability Rating for the Overall Condition of Large Parks

- ?? Citywide Acceptability Rating for the Cleanliness of Large Parks

Acceptable by Feature (Large Parks):

- Litter
- Glass
- Graffiti
- Weeds
- Sidewalks
- Pavement
- Benches
- Fences
- Lawns
- Trees
- Athletic Fields
- Horticultural Areas
- Trails
- Water Bodies

# APPENDIX INDICATORS ADDED AND DELETED

## III. HEALTH AND HUMAN SERVICES

### Human Resources Administration

#### Fair Hearings

?? Issues Decided in Favor of Agency (%)

#### Total Reported Job Placements

?? Non-Public Assistance Food Stamp Recipients

**Note:** Indicators for Adult Employment Programs have been transferred from the Department of Employment to the Human Resources Administration. Responsibility for adult program contracts was transferred to HRA beginning July 1999; HRA is responsible for administering funding for adult programs beginning July 2000 under the federal Workforce Investment Act.

### Board of Education

#### Summer School

?? Registered

- Mandated (Grades 3-8)

- Mandated to Attend

- Enrollment

- Attendance Rate

- Non-Mandated

- Enrollment

- Attendance Rate

- High Schools

- Enrollment

- Attendance Rate

- Overall

- Enrollment

- Attendance Rate

?? Percent of Student Promoted Upon Completing Summer School

- Mandated (Grades 3-8)

- High School

#### Building Dept. Violations (Hazardous)

- Total Backlog

# APPENDIX INDICATORS ADDED AND DELETED

## IV. REGULATORY AND ADMINISTRATIVE SERVICES

### Taxi and Limousine Commission

- ?? Average Time to Schedule a Hearing
- ?? Total Violations Adjudicated to Final Disposition
  - Generated from Consumer Complaints
  - Generated from Summonses

### Department of Information Technology and Telecommunications

- ?? Public Pay Telephone Inspections Performed

# APPENDIX INDICATORS ADDED AND DELETED

## INDICATORS DELETED FROM THE PRELIMINARY FISCAL 2001 MAYOR'S MANAGEMENT REPORT

The following table lists quantitative indicators deleted from the Preliminary Fiscal 2001 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 44 indicators have been eliminated from the Report, of which 21 have been replaced by new or revised indicators.

**Note:** Regulatory Performance indicators, formerly appearing in the Citywide Indicators section, have been moved to their respective agency indicator tables. No indicators have been deleted except as noted below.

# APPENDIX INDICATORS ADDED AND DELETED

## I. PUBLIC SAFETY

### Department of Juvenile Justice

#### Secure Detention

- ?? Average Length of Stay (Days)
  - Alleged and Adjudicated Juvenile Delinquents
  - Alleged and Convicted Juvenile Offenders

- ?? Pre-Adjudicated In-Care Days
  - Alleged Juvenile Delinquents
  - Alleged Juvenile Offenders

#### Nonsecure Detention

- ?? Average Length of Stay (Days)
- ?? Pre-Adjudicated In-Care Days
  - Alleged Juvenile Delinquents

These indicators have been replaced by the Average Length of Stay (ALOS) measures described above. The new Criminal Justice Information System (CJIS) allowed DJJ to develop new indicators; DJJ is now able to compare ALOS of youth with multiple cases to youth with only one case.

## II. INFRASTRUCTURE AND COMMUNITY SERVICES

### Department of Transportation

#### Streets and Arterial Highways:

##### Strip-Paving

- ?? Number of Locations

Data for the number of locations strip-paved is no longer reported; the existing indicator Number of Square Yards Strip-Paved is a more accurate measurement.

### Department of Environmental Protection

#### Lead Inspection Program indicators:

- ?? Complaints Received
- ?? Complaints Responded To
- ?? Total Inspections Conducted
- ?? Total Violations Issued
- ?? Case Resolution Rate

The Lead Inspection Program was transferred to the Department of Health in November 1999.

# APPENDIX

## INDICATORS ADDED AND DELETED

Department of Housing Preservation and Development

Total Violations Removed:

- ?? Certification Squad
- ?? Housing Court Squad
- ?? HLB Squad
- ?? Dismissal Request Squad
- ?? Complaint Squad

The breakdown of violations by squad is not informative, since personnel may remove violations other than those specific to their program.

### III. HEALTH AND HUMAN SERVICES

**Note:** Indicators for Adult Employment Programs have been transferred from the Department of Employment to the Human Resources Administration. Responsibility for adult program contracts was transferred to HRA beginning July 1999; HRA is responsible for administering funding for adult programs beginning July 2000 under the federal Workforce Investment Act.

#### Human Resources Administration

Disposition of Fair Hearing Requests

- ?? Adjourned Hearings

The State Office of Temporary and Disability Assistance adjourns all public assistance (PA) and non-PA food stamp fair hearings, which are outside of the Agency's control.

#### Department of Health

Food Establishment Inspections:

- ?? Passing Initial Inspections

This indicator was replaced by Percent of Food Service Establishments Requiring a Reinspection After Failing Initial Inspection. The new indicator focuses on food establishments with serious violations.

Lead Poisoning Prevention:

- ?? Initial Assessments Made Within 3 Days.

This indicator was replaced by Percent of New Cases identified with Initial Inspection of Primary Address Completed Within 7 Days. The new indicator more accurately reflects the Department's performance standard.

# APPENDIX

## INDICATORS ADDED AND DELETED

### Department of Youth and Community Development

- Neighborhood Youth Alliance
  - Number of Youth Served
- YOUTHLINK
  - Number of Youth Served
- Street Outreach Initiative
  - Number of Youth Served

These indicators represent only a small portion of youth programs administered by the Agency and are already incorporated in the general category of Youth Programs.

### Board of Education

- Students Promoted (Regular Classes):
  - Kindergarten

During the 1999-2000 school year the Board revised their calculation method to eliminate promotional data for the kindergarten program.

- ?? General Education and Resource Room
  - Pupils at or Above Grade Level in Reading (CTB-R):
    - All Grades, District Schools
    - Grade 3
    - Grade 5
    - Grade 6
    - Grade 7

- ?? General Education and Resource Room
  - Pupils at or Above Grade Level in Mathematics (CTB-M):
    - All Grades, District Schools
    - Grade 3
    - Grade 5
    - Grade 6
    - Grade 7

These indicators have been replaced with new indicators measuring students' performance in grades 3 through 8, regardless of whether students are taking City or State tests in particular grades.

- Maintenance/Repair:
  - New Work Orders Responded to in 30 Days

The Board implemented a new maintenance management system, known as Passport, and now responds to all valid work order requests. The indicator table continues to report the percent of work orders completed in 90 days.

# APPENDIX INDICATORS ADDED AND DELETED

## IV. REGULATORY AND ADMINISTRATIVE SERVICES

### Department of Business Services

Minority/Women-Owned Business Enterprise Program

?? Citywide Contract Dollars Eligible for M/WBEs

?? Citywide Contract Dollars Awarded to M/WBEs

The legislation implementing this program has lapsed.

### Department of Citywide Administrative Services

Redeployment:

- Hiring Pools
- Job Fairs
- Employees Redeployed

The Department no longer coordinates redeployment as a citywide personnel management strategy.

### Vehicle Fleets and Maintenance

Department of Parks and Recreation:

?? Vehicles Serviced for Preventive Maintenance

This indicator has been removed as part of the ongoing citywide standardization of vehicle fleet indicators. Indicators report the downtime rate and cost of maintenance for each agency and vehicle category.