

INTRODUCTION

The Summary Volume of the Preliminary Fiscal 1999 Mayor's Management Report assesses the performance of City agencies during the first four months of Fiscal 1999, with data presented for key indicators through December 1998 where available; and articulates the Administration's plans and priorities. These priorities are:

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

CONTINUING DEVELOPMENT OF THE MAYOR'S MANAGEMENT REPORT

The Preliminary Fiscal 1999 Mayor's Management Report (MMR), as required by the City Charter, focuses on agency performance during the period July through October 1998. Charts found throughout the MMR also present data for key indicators through December 1998 or January 1999 where available, and long-term trend data are also presented for many key indicators. The Report details agency performance for the first four months of Fiscal 1999, and presents preliminary objectives and performance targets for Fiscal 2000. Wherever possible, these plan data have been updated to reflect the City's Financial Plan of January 1999. As in each Preliminary MMR, agency goals and objectives for Fiscal 1999 and 2000 have been thoroughly revised to reflect current planning, operational strategies, and resource allocations.

The most important change to the format and content of the Preliminary Fiscal 1999 MMR is in the agency indicator tables found in Volume II of the Report. Actual performance data for the first four months of Fiscal 1999 are now compared directly to the first four months of the previous fiscal year, rather than to four-month plan figures. The uncertainty of the planning process for this short time period makes four-month plan figures less valuable, and often less accurate, than the corresponding plan figures for the entire fiscal year. In addition, users of the MMR have commented that the inclusion of the prior year's four-month actual figures, to allow evaluation of the trend in four-month performance, would add value to the Report. Performance for the first four months of Fiscal 1999 can be compared with plan figures for the whole of Fiscal 1999, as well as with actual performance for the first four months of Fiscal 1998.

Two other noteworthy changes are included in the Preliminary Fiscal 1999 MMR. First, agency Highlights and Achievements sections in Volume I have been reshaped into a condensed bullet format, in order to focus more clearly on critical information concerning ongoing programs. Descriptions of new programs and policy directions in future MMRs will employ fuller language, while updates of programs already described will continue to be condensed. Second, a new indicator table concerning the City's coordinated Year 2000 program appears in the Citywide Indicators section of Volume II. These indicators summarize for each agency the number of critical automated systems for which Year 2000 remediation is needed and the status of agency work.

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

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

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

NEIGHBORHOOD QUALITY OF LIFE

The Administration's central achievements in its first term were in the area of the quality of life for citizens and neighborhoods. This section summarizes recent progress and ongoing initiatives in public safety, traffic, street and roadway conditions, sanitation, parks and playgrounds, housing, and public health.

PUBLIC SAFETY

REDUCTIONS IN FELONY CRIMES

During the first six months of Calendar 1998, 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. New York ranked 163 of the 197 U.S. cities with a population over 100,000 reporting preliminary data to the FBI during the first half of Calendar 1998, an improvement over the first six months of Calendar 1997, when New York ranked 150th out of 189 cities, and the first six months of Calendar 1993, when it ranked 87th out of 181 cities. New York is now the nation's safest large city.

As reported in COMPSTAT preliminary statistics, which reflect State Penal Law Offenses, the total number of crime complaints reported to the New York City Police Department (NYPD) for the seven major felonies in Calendar 1998 declined by 11 percent compared to Calendar 1997 and by 51 percent compared to Calendar 1993. Since Mayor Giuliani took office, the most significant decrease in crime complaints was reported in murder, which declined by 18 percent from Calendar 1997 to Calendar 1998 and by 67 percent from Calendar 1993 to Calendar 1998. In Calendar 1998 NYPD recorded the lowest number of murders in the City in 36 years.

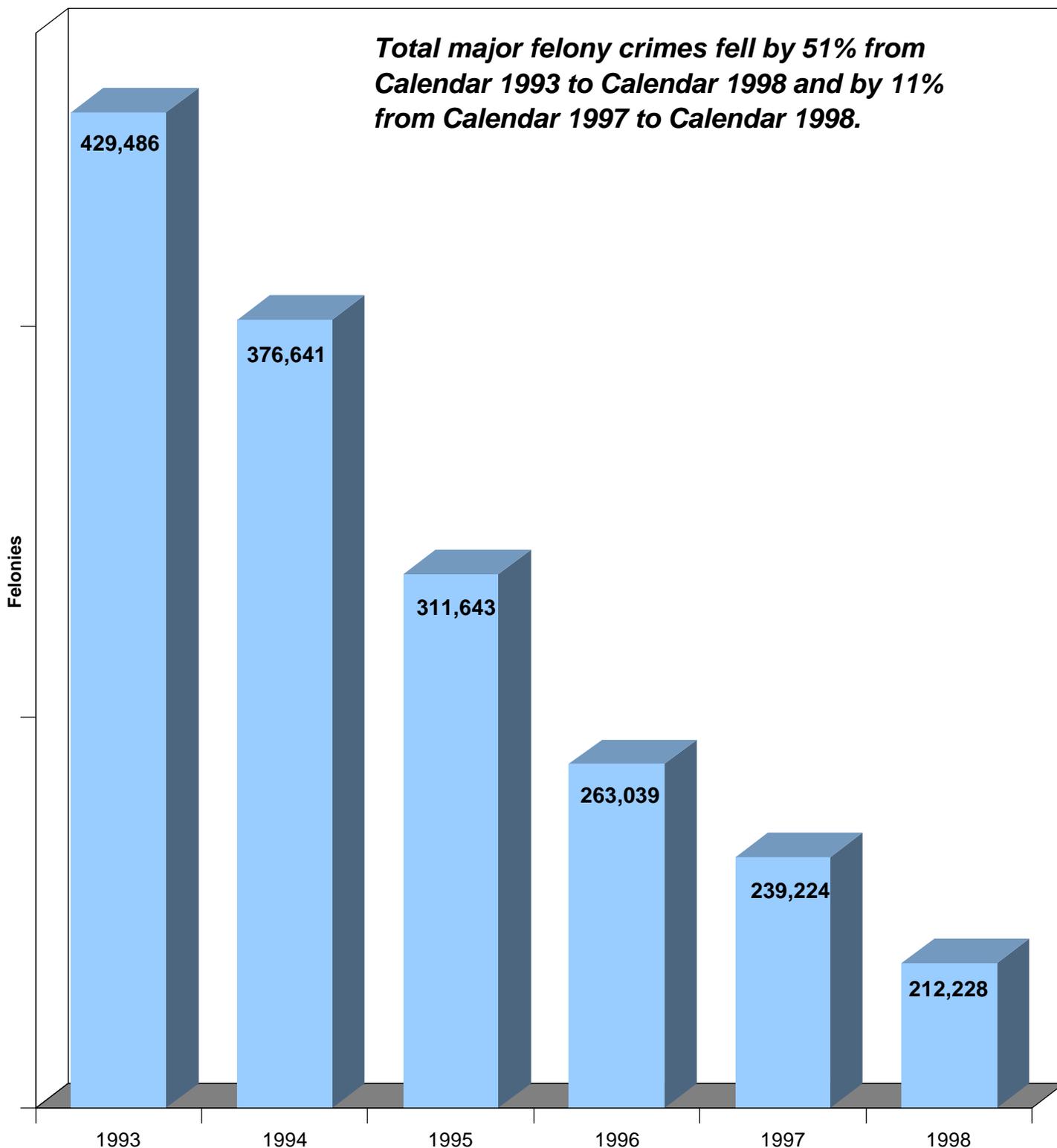
ANTICRIME STRATEGIES

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

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

New York City Police Department

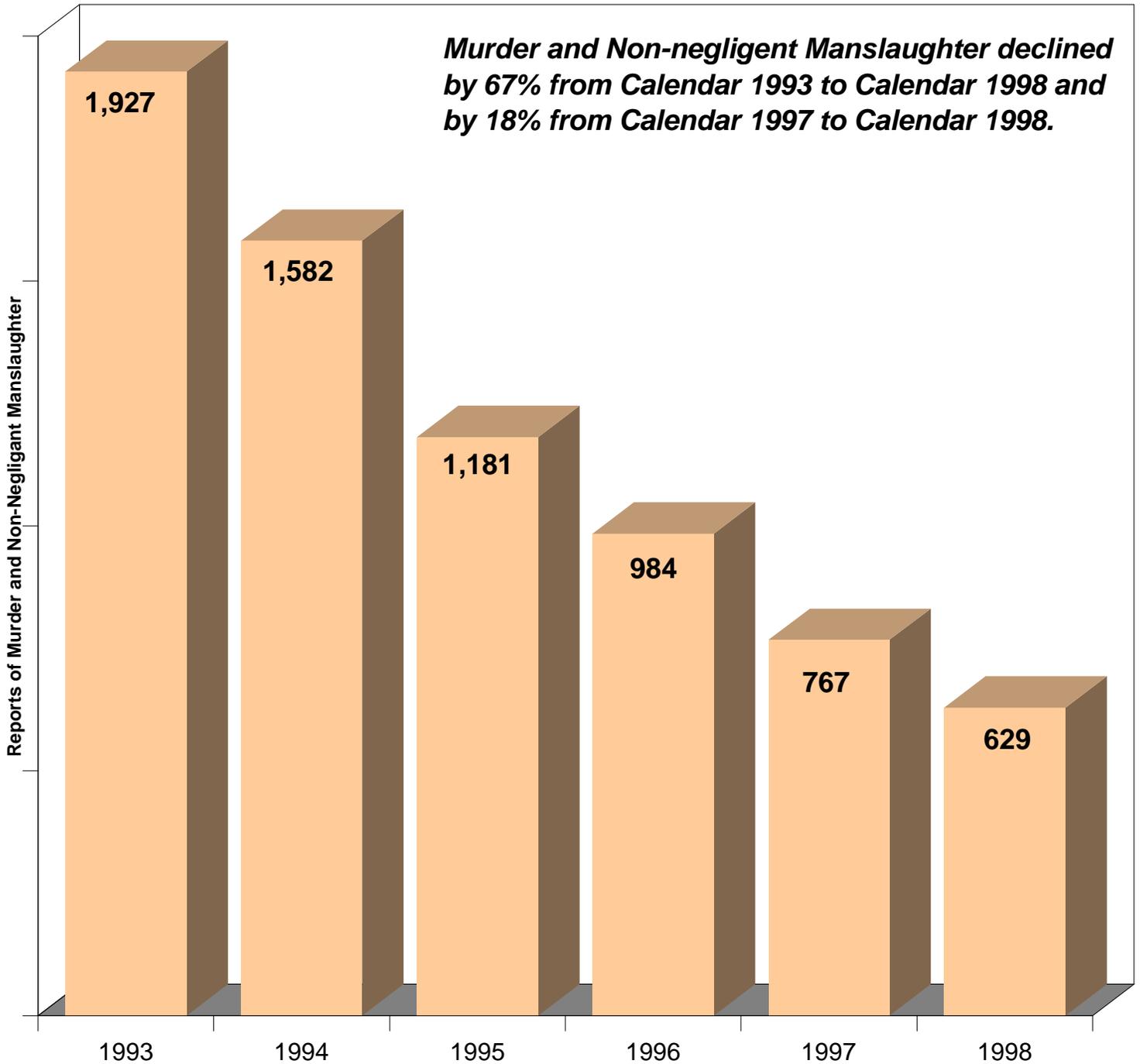
Seven Major Felony Categories* Calendar 1993-1998



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

New York City Police Department

Murder and Non-Negligent Manslaughter Calendar 1993-1998



Figures are based on preliminary data

NEIGHBORHOOD QUALITY OF LIFE

In order to continue and extend the successful application of the Department's anticrime strategies, Mayor Giuliani has proposed as part of the City's January 1999 Financial Plan that the police force be increased by approximately 1,500 uniformed officers. The additional officers will be employed particularly to intensify the Department's efforts against narcotics and associated violence, and to ensure that the City's five-year string of record crime reductions will continue.

Gun Strategy

During the first four months of Fiscal 1999, NYPD's citywide Street Crime Unit made 1,799 arrests for violent street crimes, including robbery, assault, and weapons possession, up 15 percent from 1,561 arrests during the same period of Fiscal 1998. Unit officers recovered 371 guns during the first four months of Fiscal 1999, up 8 percent from 343 guns recovered during the same period of Fiscal 1998.

In August 1998 the Department of Consumer Affairs (DCA) issued violations with potential fines of \$53,000 to 15 stores, 30 percent of the businesses surveyed, for illegally selling "realistic looking" toy guns.

Narcotics

Since early 1996 NYPD has launched six Narcotics Initiatives, which are the linchpin of the Administration's strategy to reduce drug abuse and violent crime. Initiatives are ongoing in northern Brooklyn, northern Manhattan, the South Bronx, southeast Queens, central Harlem, and Staten Island. Four new initiatives will be phased in beginning late in February 1999, in East Harlem, southern Brooklyn, northern Queens, and central Bronx.

The new Narcotics Initiatives in the South Bronx and Southeast Queens began in November 1997. During the first four months of Fiscal 1999 the South Bronx Initiative produced 3,681 drug arrests, executed 155 search warrants, and helped reduce major felony crime in its cachement area by 17 percent. During the same period, the Southeast Queens Initiative produced 1,645 arrests, executed 89 search warrants, and helped reduce major felony crime in its cachement area by 21 percent.

The Department implemented the Central Harlem and Staten Island Initiatives in July 1998. Since inception, officers assigned to the Central Harlem Initiative made 2,887 drug arrests, executed 44 search warrants, and helped reduce major felony crime in the 28th and 32nd Precincts by 20 percent. The Staten Island Initiative produced 552 arrests, executed 38 search warrants, and helped reduce major felony crime in its cachement area by 12 percent.

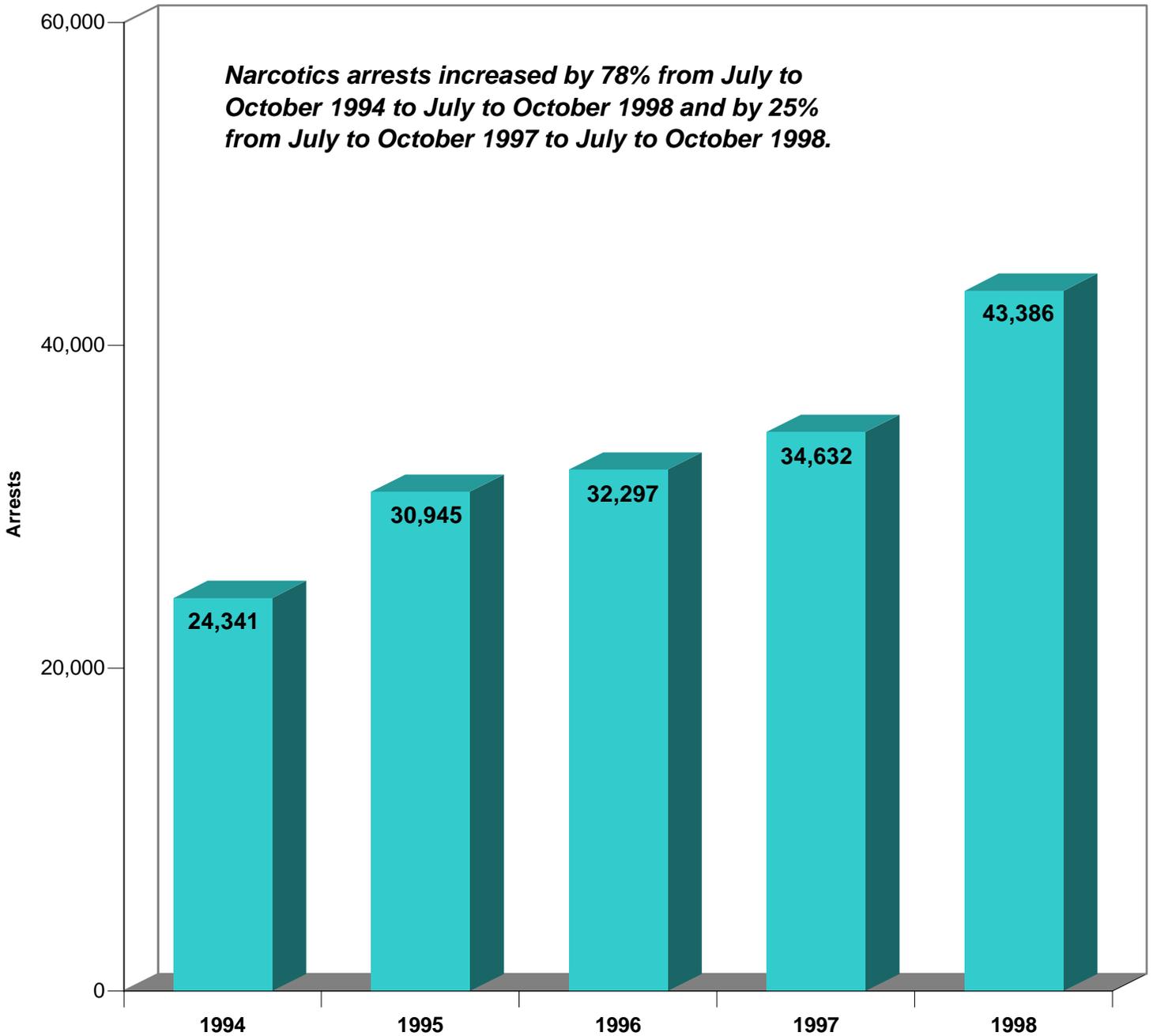
Total narcotics arrests have increased 17 percent in Calendar 1998 compared to Calendar 1997 and 91 percent compared to Calendar 1993. As a result of the Mayor's Anti-Drug Initiative, misdemeanor narcotics arrests have increased dramatically over the past five years, up 26 percent compared to Calendar 1997 and 204 percent compared to Calendar 1993. Arrests for narcotics violations, a less serious category than misdemeanors, increased 12 percent compared to Calendar 1997 and 516 percent compared to Calendar 1993.

During the first four months of Fiscal 1999 the Narcotics Control Unit of the Department of Housing Preservation and Development (HPD) screened and referred to NYPD 160 formal complaints, compared to 148 during the same period last year. It also initiated 62 eviction cases by referring evidence to HPD's Landlord Tenant Litigation Division, compared to 83 cases in the first four months of Fiscal 1998. The Department brought to closure 72 evictions of known drug traffickers and others involved in criminal activity during the reporting period, compared to 105 during the same period last year.

Safe At Home is a new component of Mayor Giuliani's comprehensive anti-drug strategy. It combines concentrated housing development and preservation activity with intensified law enforcement efforts in

New York City Police Department

Total Narcotics Arrests July-October 1994-1998



*These data include total felony, misdemeanor, and violation narcotics arrests.
Based on preliminary data.*

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targeted neighborhoods. This initiative is expected to reduce crime and promote long-term community safety, stability and renewal in neighborhoods that were previously beset by illegal drug activities.

NYPD and HPD are implementing Safe At Home in two target areas, which include designated blocks surrounding the Boston Road corridor in the 42nd Precinct in the South Bronx, and designated blocks surrounding the Fulton Street and Nostrand Avenue intersection in the 79th Precinct in the Bedford Stuyvesant section of Brooklyn. Safe At Home will build upon the successful efforts to reduce crime in these precincts by developing new housing opportunities and addressing many of the environmental factors that encourage crime.

During the reporting period the Department of Probation continued to work with NYPD to contact probationers through the enforcement program Operation Night Light. The program resulted in 11,963 field visits and 7,950 contacts with probationers who had been identified as drug offenders, gang members, or domestic violence offenders, and who were failing to abide by the conditions of their probation sentences. During the first four months of Fiscal 1999, 258 warrants were executed, and arrests made, of probation violators.

Closed Circuit Television

The Police Department's Housing Bureau continues to enhance security at New York City Housing Authority (NYCHA) housing projects through Closed Circuit Television (CCTV) cameras. NYPD installed CCTV cameras and monitoring equipment at the Albany Housing Development in Brooklyn and Grant Houses in Manhattan in Fiscal 1998. In the last six months of Calendar 1998 major felony crime in the Albany Houses declined by 37 percent compared to the same period of Calendar 1997. The Department is currently in the process of installing 66 additional cameras at the Grant Houses in Manhattan. In the last six months of Calendar 1998 major felony crime in the Grant Houses fell by 26 percent compared to the same period of Calendar 1997. NYPD has begun the installation of 259 CCTV cameras covering 27 buildings at the South Jamaica Houses in Queens. CCTV system installations are currently being planned for the Bronx River Houses in the Bronx, and Stapleton Houses in Staten Island, with possible expansion to additional NYCHA developments in Fiscal 2000.

Quality of Life Enforcement

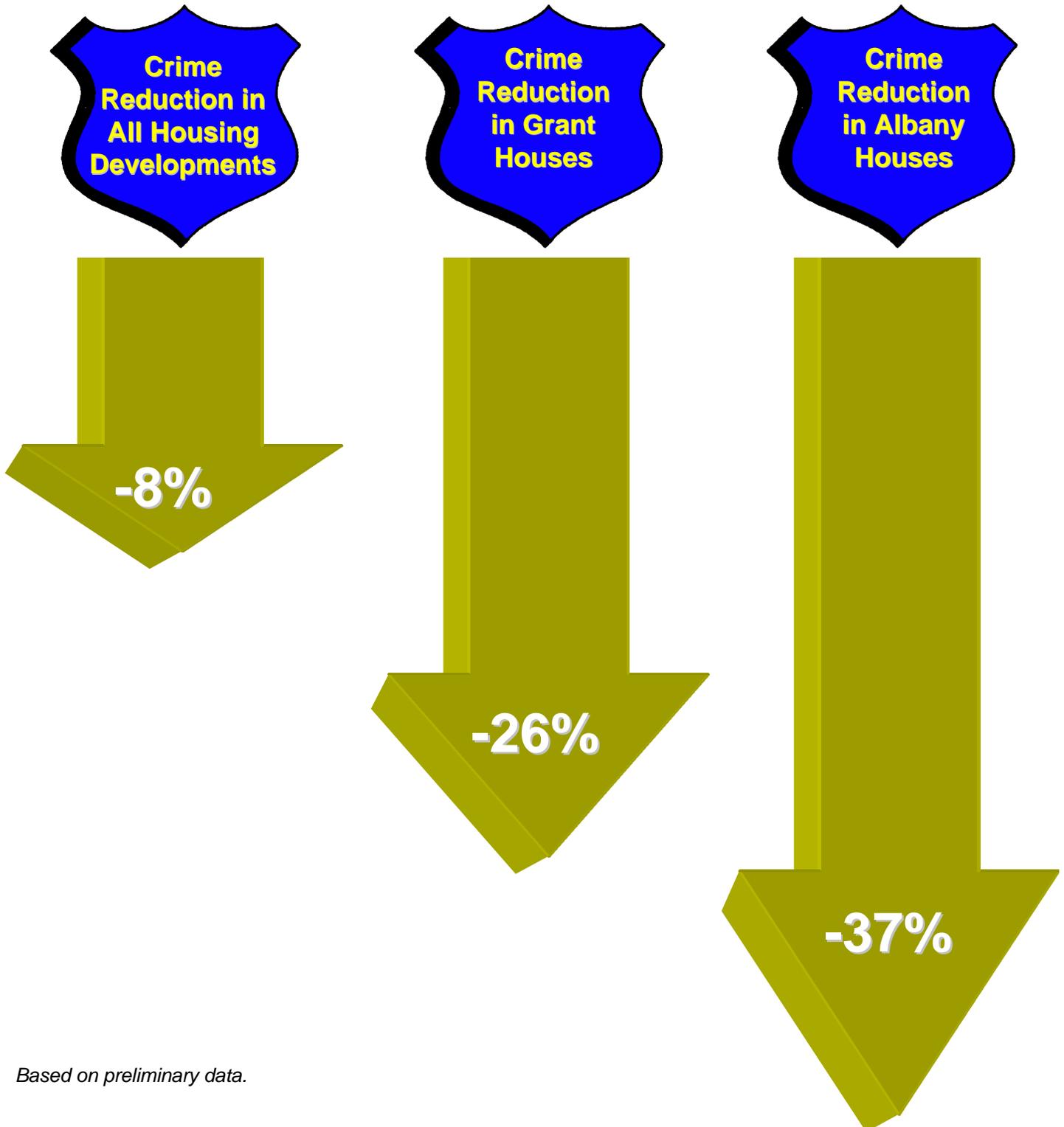
The NYPD Legal Bureau's Civil Enforcement Initiative, using the Nuisance Abatement Law, obtained court-ordered closings for 252 locations during the first four months of Fiscal 1999, up 79 percent from 141 during the same period of Fiscal 1998.

In February 1998 Mayor Giuliani launched the Multiple Agency Response to Community Hotspots (MARCH) initiative to coordinate agency responses to quality of life problems in locations identified by communities. The Department of Environmental Protection (DEP) is working in collaboration with the Police Department and other participating agencies to inspect these locations; it also enforces compliance with the appropriate sections of the air and noise code. DEP participated in 17 MARCH inspections in Manhattan, Brooklyn, the Bronx and Queens during the first four months of Fiscal 1999, for a total of 44 inspections since the MARCH program's inception.

After successfully defending challenges to the City's adult zoning restrictions in both State and federal courts, including the U.S. Supreme Court, the Law Department has commenced 60 Nuisance Abatement Law actions against adult use establishments which failed to comply with the newly effective law. As part of a multi-agency effort, the Department of Buildings (DOB) continues work to ensure that adult establishments are in compliance with the Zoning Resolution. To date, 44 of the original 144 adult establishments determined to be in violation have been closed, either voluntarily or by court order.

New York City Police Department

Closed Circuit Television Cameras in Housing Developments Major Felony Crime Reductions July-December 1997-1998



Based on preliminary data.

NEIGHBORHOOD QUALITY OF LIFE

TRAFFIC ENFORCEMENT AND SAFETY

The Administration's campaign for traffic safety and courtesy has yielded results in saving human lives. Traffic fatalities continue to decline: from Calendar 1997 to 1998 pedestrian deaths fell by 30 percent, while all traffic-related fatalities declined by 27 percent. In the first four months of Fiscal 1999 the Department of Transportation (DOT) continued to implement traffic engineering measures to improve pedestrian and motorist safety. The Department completed its program to refurbish and repair speed limit signs citywide which began in March 1998. As of October 1998, a total of 748 new signs had been installed and 1,033 signs replaced. Additionally, 110 new speed limit signs were installed at bridge and tunnel entrances and highway exit ramps. The Department installed 116 speed humps citywide during the period from July through October, 111 of which were installed near schools.

In April 1998 NYPD established periodic TrafficStat meetings, similar in format and purpose to the Department's monthly CompStat meetings on crime. TrafficStat enhances the Department's ability to monitor, evaluate, and develop strategies, and helps it allocate resources to address current highway and traffic concerns effectively. DOT is working with the Police Department to improve safety at dangerous locations identified by NYPD's TrafficStat program. In this program, NYPD conducts preliminary investigations to identify critical locations in each precinct. DOT then conducts detailed follow-up investigations to develop traffic engineering solutions including traffic signal modifications, turn restrictions, improved signage and parking controls.

DOT has also made safety improvements at a total of 29 high pedestrian-accident intersections throughout the City since Fiscal 1997. DOT has identified ten additional high pedestrian accident intersections and will begin safety improvements, including installation of 110 regulatory and warning signs in January 1999.

In the first four months of Fiscal 1999, NYPD's Surface Transportation Enforcement District coordinated two Operation Safe Taxi initiatives within Manhattan. These initiatives, which encourage all police personnel to address unsafe driving offenses by medallion taxi drivers, resulted in 1,878 moving violations, 1,030 Taxi and Limousine Commission (TLC) summonses, and eight arrests.

In November 1998 Mayor Giuliani announced the City's Holiday Traffic Control Plan, which was designed to ease traffic congestion during the season that has typically produced New York's worst traffic problems. The initiative included zero-tolerance enforcement against "blocking the box" violations, double parking, and vehicles obstructing base lanes; two new mid-block pedestrian crossings in midtown Manhattan; and a variety of enforcement, towing, booting, and deployment tactics designed to keep traffic moving throughout the City.

Holiday enforcement initiatives also included increased enforcement against driving while intoxicated (DWI) offenses on New Year's Eve, including highway and street patrols and DWI checkpoints in each of the five boroughs. The Department made 2,669 DWI arrests during the period from July-December 1998, an increase of 22 percent compared with the same months of 1997.

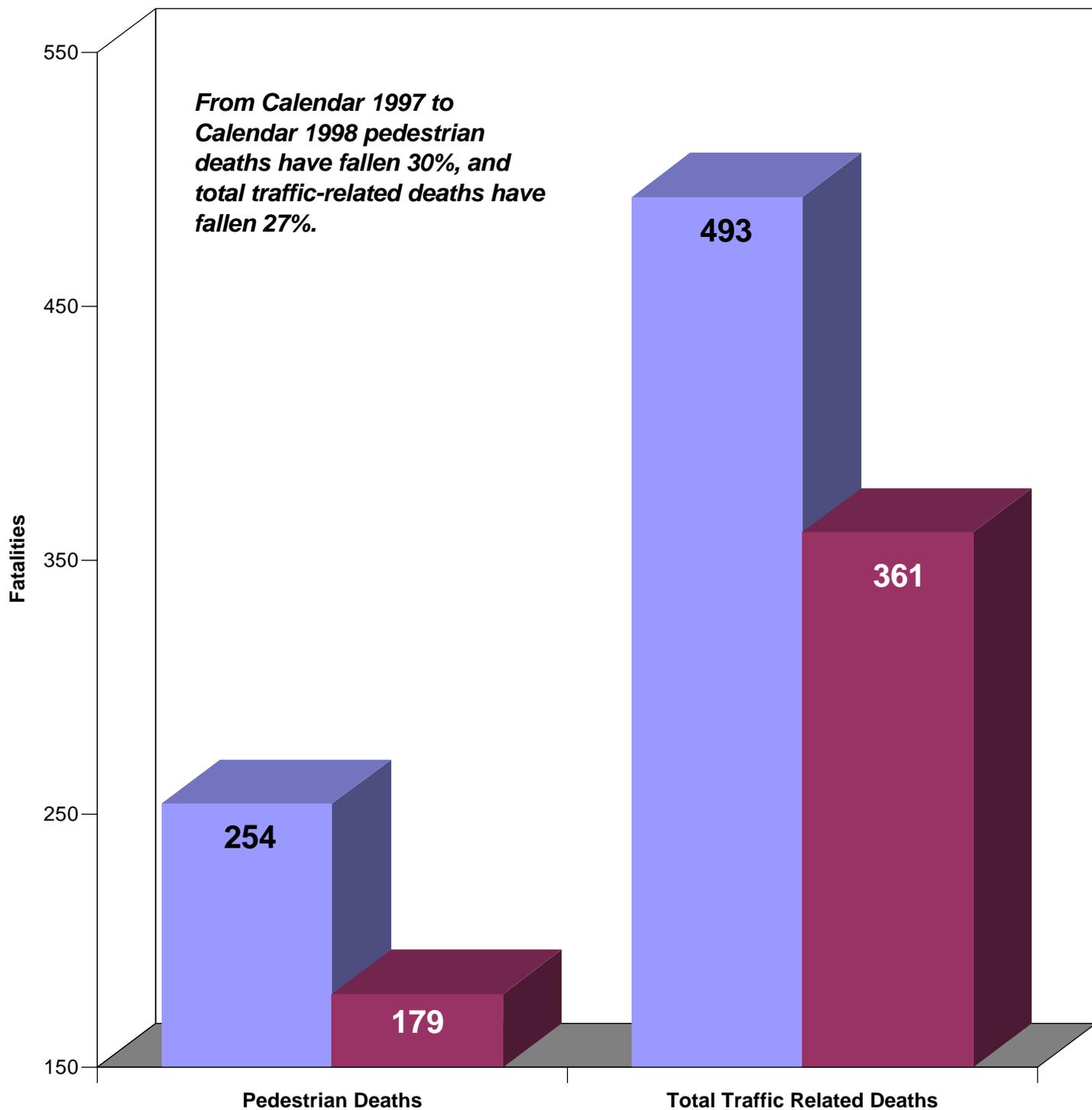
DOMESTIC VIOLENCE

The New York City Police Department (NYPD), the Human Resources Administration (HRA), and the Department of Probation are among the City agencies working together to combat domestic violence by providing assistance to victims and increasing the accountability of offenders.

NYPD continues to make fighting domestic violence a top priority. Approximately 300 NYPD officers and detectives are dedicated full-time to the Department's domestic violence initiative, including at least two in every precinct. NYPD's domestic violence prevention strategy continues to emphasize contact with victims – by telephone, letters, or home visits – enabling the Department to provide information and

Department of Transportation

Traffic Fatalities Calendar 1997-1998



■ 1997 ■ 1998

NEIGHBORHOOD QUALITY OF LIFE

referrals to victims, arrest abusers where appropriate, and increase awareness of the Department's own domestic violence resources.

In over 20 percent of the City's precincts and PSAs, the Department's domestic violence prevention officers partner with counselors from Victim Services, a not-for-profit organization, to enhance the services provided to domestic violence victims.

In addition, the Community Police Officers of the NYPD Housing Bureau continue to contact and monitor families affected by domestic violence in public housing. In the first four months of Fiscal 1999 Community Police Officers of the NYPD Housing Bureau visited 1,831 residences where domestic violence was reported. Family members were interviewed during 690 contacts, and calling cards and informative literature were distributed at 1,141 additional locations.

Domestic violence victims may suffer an additional level of victimization when they and their children are uprooted from their homes, communities, and networks of support. The Administration's pilot Alternative to Shelter program in Manhattan's 24th and 26th police precincts has successfully addressed this problem by reaching out to domestic violence victims in their home communities, utilizing a coordinated approach including counseling, home security alarms, and cellular telephones. To continue to provide victims with greater options for safety protection, the City is currently expanding the Alternative to Shelter program citywide.

In Fiscal 1998 a Respondent Information Sheet was developed to assist officers to identify and locate subjects of Orders of Protection, improving the Department's ability to assist victims by increasing the Order of Protection service rate. As a result, in the first four months of Fiscal 1999, 86 percent of the Orders of Protection received by the Department were served, compared with 78 percent in the same months of Fiscal 1998.

Through the Department of Probation's Stop the Violence Against Women project, which provides domestic violence victims in the Bronx with emergency assistance, the Department will serve at least 200 individuals in Fiscal 1999. The Department continues to prepare pre-sentence investigation reports that recommend probation conditions to address the needs of domestic violence victims, and expects to prepare 1,000 such reports during the current fiscal year. During the last quarter of Fiscal 1999 the Department will also begin a pilot offering specialized counseling for domestic violence offenders in Queens.

As of October 1998 the Human Resources Administration (HRA) administered 11 contracted nonresidential programs providing telephone hotlines, counseling, safety planning, information and referrals, advocacy, and community education services to 3,539 victims of domestic violence. Beginning in January 1999 HRA will conduct quarterly site visits to review performance statistics and outreach services within these programs. Total bed capacity in domestic violence shelters was 1,250 at the end of Fiscal 1998 and will reach 1,298 by the end of Fiscal 1999, a 99 percent increase since Fiscal 1992.

The City is continuing the Teen Relationship Abuse Public Education Campaign begun in Fiscal 1998. Designed to address relationship abuse among teenagers, this public education effort involves the collaboration of many City agencies including the Board of Education.

The City has proposed new State anti-stalking legislation, as well as legislation allowing the courts to issue lifetime orders of protection, so that victims of domestic violence are not forced to wait until the next attack or threat to their safety before seeking legal protection.

The City has introduced a new web page, the Commission to Combat Family Violence web page, on NYC LINK, the City's official web site. The new web page provides important information for victims of domestic violence and facts about the City's efforts to reduce domestic violence. The new web page is directly accessible at www.ci.nyc.ny.us/html/ccfv/home.com, or through NYC LINK at www.ci.nyc.ny.us.

NEIGHBORHOOD QUALITY OF LIFE

POLICE/COMMUNITY RELATIONS

Courtesy, Professionalism, Respect Strategy

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

In August 1998 the New York State Regional Community Policing Institute received approval for second year grant funding to expand cultural diversity training for recent Police Academy graduates and field training supervisors. This expanded training will include an introduction to the South Asian and Russian languages and cultures, as well as CPR workshops to train police officers and community members in collaborative problem solving.

A CPR Recognition/Incentive Program was established in October 1998 to recognize employees who have demonstrated exemplary conduct in dealing with members of the public. Command level and citywide awards will be made during the months of June and December to members of the Patrol Services Bureau and other enforcement units.

Civilian Complaint Review Board

During the first four months of Fiscal 1999 the Civilian Complaint Review Board (CCRB) received 1,665 complaints falling within its jurisdiction, a 6 percent decrease from the 1,762 complaints received in the first four months of Fiscal 1998, and a 21 percent decrease compared with the same period in Fiscal 1997.

In the first four months of Fiscal 1999 CCRB closed 2,062 cases, up 44 percent from the 1,432 cases closed in the first four months of Fiscal 1998. On average, the Agency closed 516 cases per month. During this period, cases with affirmative dispositions increased to 42 percent of fully investigated cases, surpassing the Agency's goal of 40 percent. As of the end of October 1998, 95 percent of CCRB's cases were fewer than 13 months old, and a majority are now fewer than five months old.

EMERGENCY RESPONSE

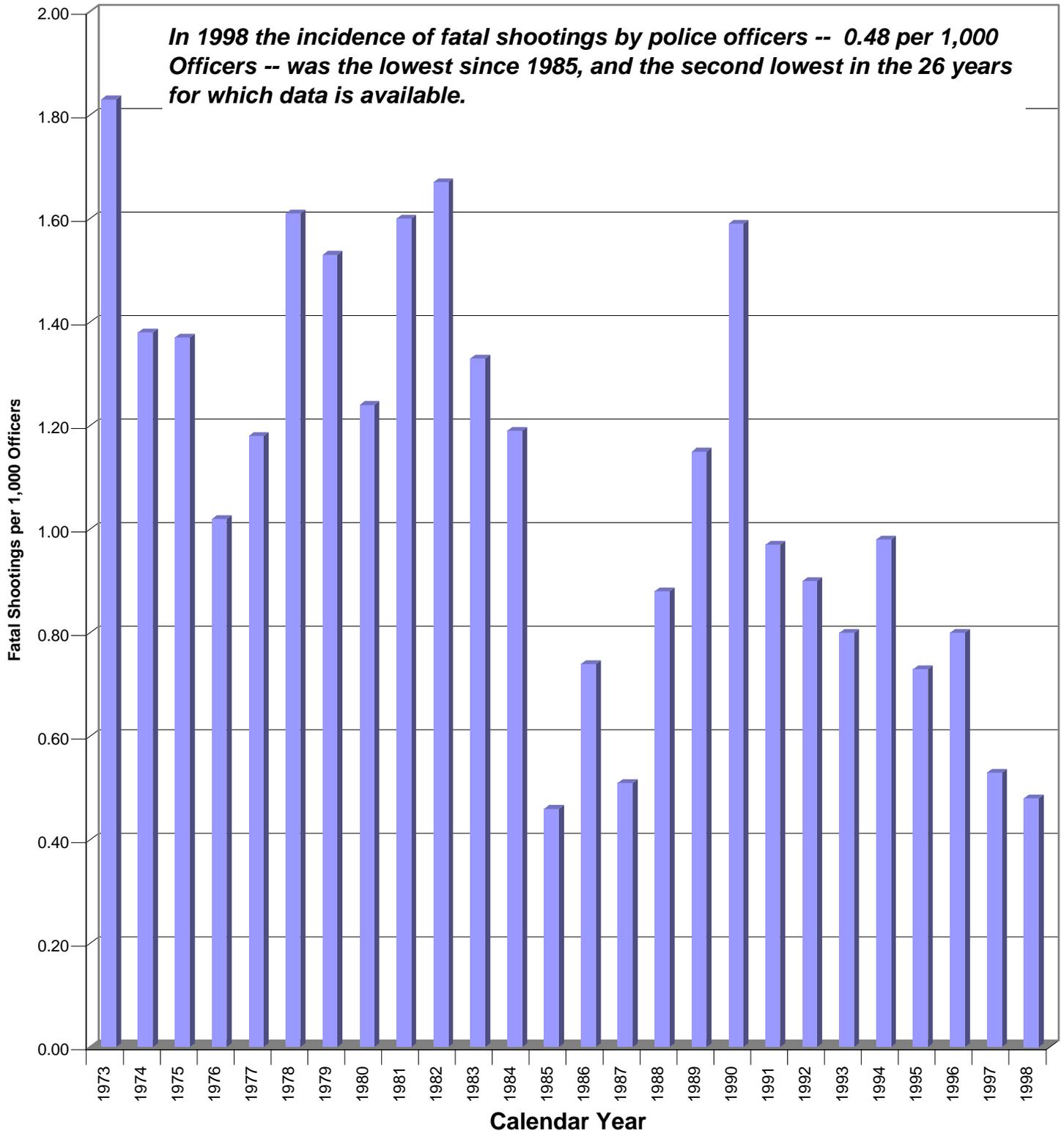
The Fire Department continues to improve overall response times to both fires and medical emergencies. Average response time to structural fires, expressed in minutes and seconds, was 4:16 during the reporting period, four seconds less than the first four months of Fiscal 1998. Average response time to non-structural fires was 4:46 during the first four months of Fiscal 1999, an eight second decrease compared with the first four months of Fiscal 1998.

In the first four months of Fiscal 1999 Emergency Medical Service (EMS) average response time to Segments 1-3 incidents was 7:16, a decrease of 61 seconds compared with the same period in Fiscal 1998. During the reporting period Certified First Responder-Defibrillation (CFR-D) average response time to Segments 1-3 incidents was 4:29, 21 seconds less than the same period in Fiscal 1998.

EMS and CFR-D combined average response time to Segments 1-3 incidents was 6:12 in the first four months of Fiscal 1999. This is a decrease of 49 seconds compared with the first four months of Fiscal 1998 and a decrease of two minutes and 33 seconds compared with the same period in Fiscal 1996, prior to the merger of EMS with the Fire Department.

New York City Police Department

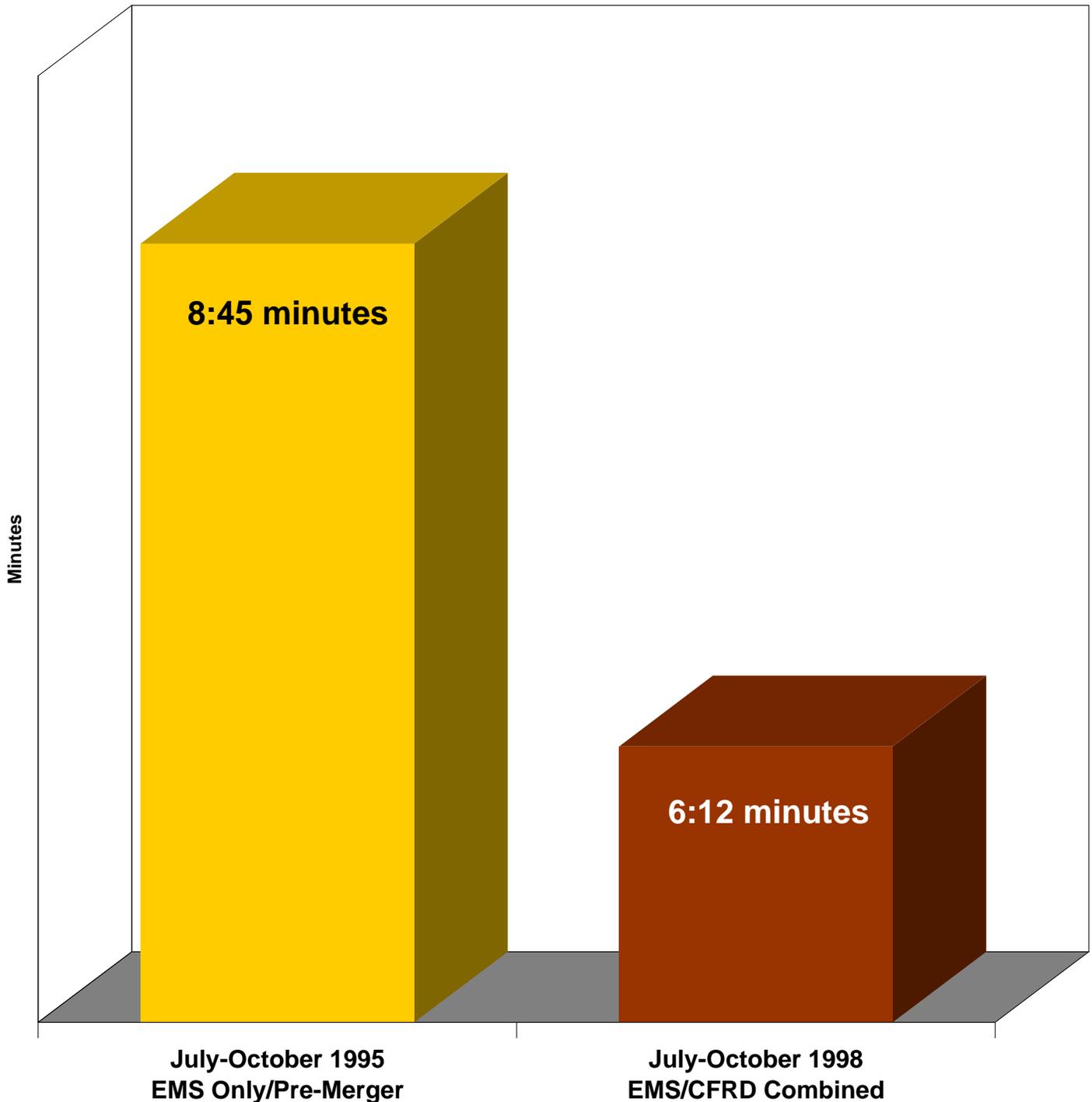
Fatal Shootings by Police Officers (Ratio per 1,000 Officers)



No comparable data is available prior to 1973.

Fire Department

Response Time to Segment 1-3 Life-Threatening Medical Emergencies (Combined EMS/Fire)*



**In the Fire Department's Certified First Responder Program, fire engine units respond to Segment 1-3 life-threatening medical emergencies only.*

NEIGHBORHOOD QUALITY OF LIFE

In Calendar 1998 civilian fire fatalities were lower than they have been in at least 52 years. There were 107 fatalities in Calendar 1998, compared with 145 the previous year.

During the first four months of Fiscal 1999 the Police Department's average reported response time to crimes-in-progress calls was 10 minutes and 30 seconds, up 5 percent from 10 minutes during the same period of Fiscal 1998. Reported response time for critical crimes including robbery, shots fired, burglary, and assault with a weapon averaged 6 minutes and 24 seconds, up 2 percent from 6 minutes and 18 seconds during the same period of Fiscal 1998. Reported response time for non-critical crimes, including graffiti and auto stripping, averaged 19 minutes and 30 seconds, up 6 percent from 18 minutes and 24 seconds during the same period of Fiscal 1998. If non-critical crimes were excluded from the overall average, reported response time to crimes-in-progress for the first four months of Fiscal 1999 would average 9 minutes and 18 seconds.

DEPARTMENT OF INVESTIGATION

In July 1998 the results of a three-year investigation by the Department revealed the City had been the victim of a complex fraud by the owners of two Brooklyn fuel oil companies and 14 of their employees. According to charges brought by a Manhattan grand jury, the defendants stole \$6.5 million by pumping air rather than heating oil into tanks at hundreds of City-owned residential buildings.

In July 1998 a jury convicted a former Department of Buildings elevator inspector of racketeering and extortion. With this conviction, all 26 former elevator inspectors arrested in the course of DOI's investigation have been convicted of extorting cash payments from owners and employees of elevator companies.

In October 1998 the Department, working with the Police Department and the Brooklyn District Attorney's Office, successfully concluded a 15-month investigation with the arrest of 24 sanitation workers and two owners of a Brooklyn auto salvage yard in an alleged car theft scheme. Nearly 200 cars and their parts were resold, and car owners who reported their vehicles stolen are estimated to have lost a total of \$1 million.

INFRASTRUCTURE AND COMMUNITY SERVICES

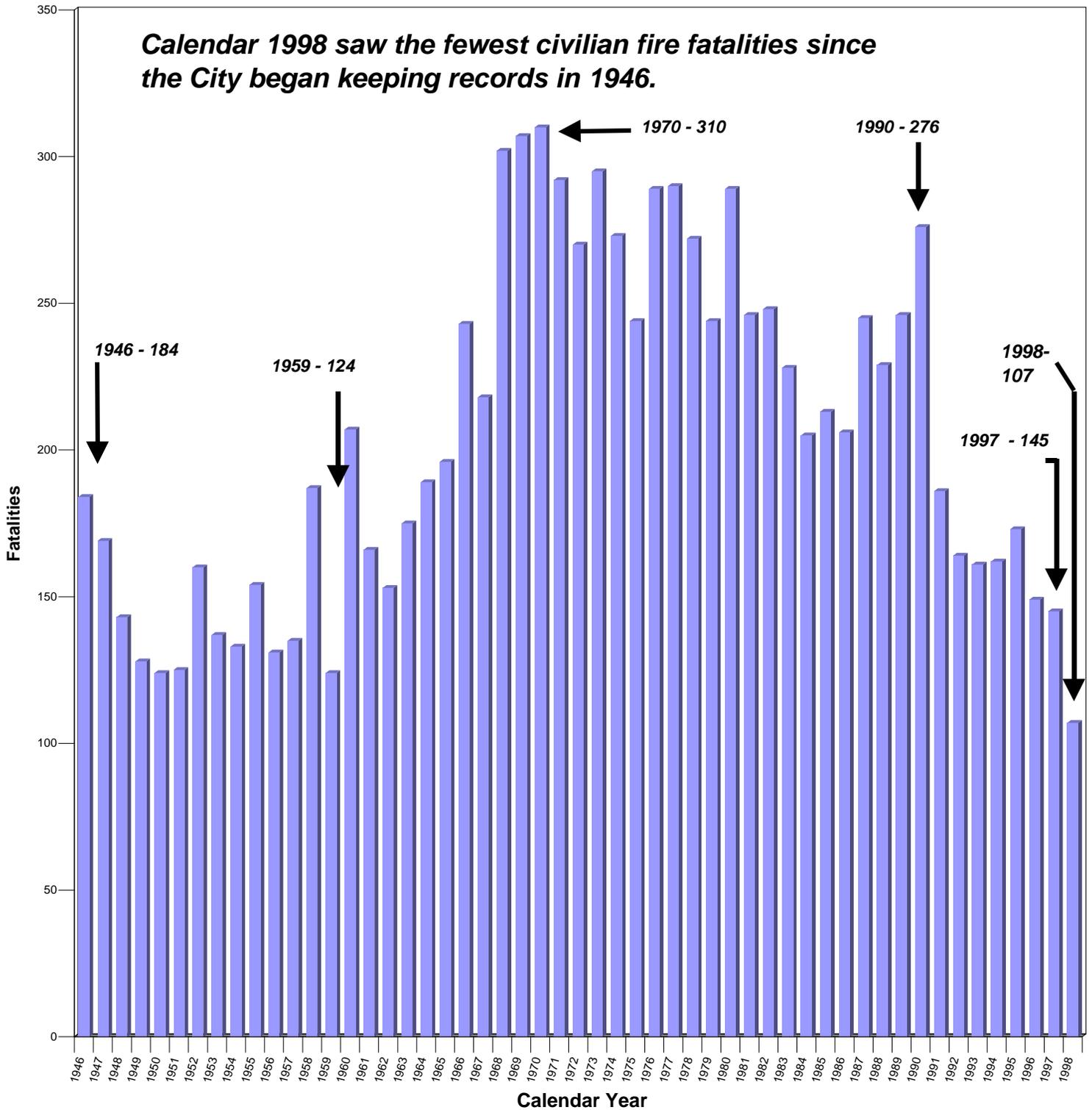
TRANSPORTATION

During the first four months of Fiscal 1999 the Department of Transportation (DOT) received 8,407 pothole complaints and repaired 17,228 potholes citywide, compared with 8,805 complaints and 18,875 repairs during the same period last year. In September 1998 the Department began an aggressive 12-week pothole repair campaign. By the conclusion of the campaign in mid-December, DOT had repaired a total of 29,822 potholes and surpassed its goal of completing 26,500 pothole repairs. During July through October of 1998 DOT repaired 60 percent of potholes within 30 days, compared with 44 percent for all of Fiscal 1998.

DOT is participating with NYPD, the Mayor's Community Assistance Unit Street Activity Permit Office, the Department of Environmental Protection, the Fire Department, the Parks Department, the Department of Information Technology and Telecommunications, the Department of Design and Construction, and the Mayor's Office of Film, Theater and Broadcasting in a new Permit Coordination initiative led by the Mayor's Office of Operations. The initiative will establish a uniform, citywide procedure for issuing all permits that impact traffic and other street conditions. DOT expanded the functionality of its Management Oriented Street Attribute Information Control System (MOSAICS) street permitting system to accommodate use by the other agencies. Each permit-issuing agency will enter its

Fire Department

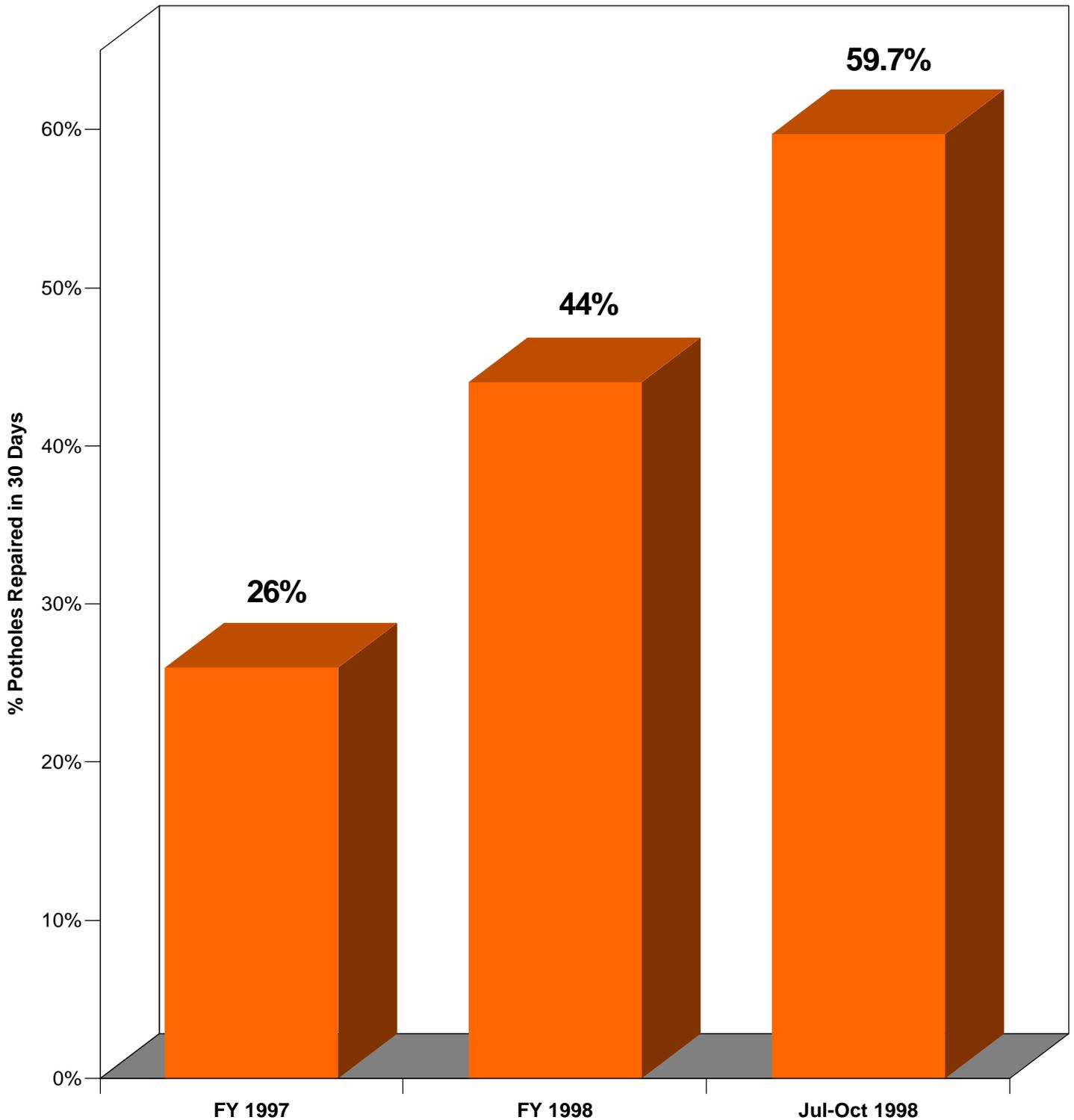
Civilian Fire Fatalities



No data is available prior to 1946.

Department of Transportation

Pothole Repairs Completed Within 30 Days



NEIGHBORHOOD QUALITY OF LIFE

permit data, and access other agencies' permit data, through MOSAICS in order to identify and resolve conflicts, improve traffic mobility, and avoid unnecessary street closures.

Between July and October 1998 DOT completed rehabilitation work on the Rikers Island, Hutchinson River Parkway, Avenue P, Broadway, Roosevelt Island, and Ward's Island Bridges. Rehabilitation of the Avenue P Bridge was completed one year ahead of schedule. In September 1998 the Department completed the \$270 million reconstruction of the Williamsburg Bridge south inner and outer roadways, replacement of the deck and approach structures, and installation of concrete reinforced piers. Additionally, the reconstruction of the Williamsburg Bridge subway structure continued according to schedule in the first four months of Fiscal 1999. Work will be completed in February 2000.

As of December 1998, 339 of a total of 378 adoptable miles in the Adopt-a-Highway program were adopted by sponsors, representing 90 percent of the adoptable miles within the City's highway system. During the first four months of Fiscal 1999, 30 percent of adopted miles were inspected weekly for quality assurance.

As a result of the Mayor's successful One City One Fare program, ridership on the City's seven franchised bus lines increased by 12 percent during Calendar 1998. In order to accommodate the increase in ridership, the Department ordered 178 CNG-fueled buses, which will be delivered by the end of Spring 1999. An additional 120 CNG buses will be delivered in late Summer 1999.

SANITATION

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

The Citywide street rating for the first half of Fiscal 1999 rose to 85.9 percent acceptably clean, the highest six-month average recorded since surveys began in 1974. DOS also achieved its local targets. None of the 59 Sanitation Districts were rated marginal (below 67 percent acceptably clean), a record which has been maintained for each six month period during Calendar 1997-1998; and none of the Department's 227 Sections were rated dirty (below 50 percent acceptably clean) for any six month period during Calendar 1997 and 1998.

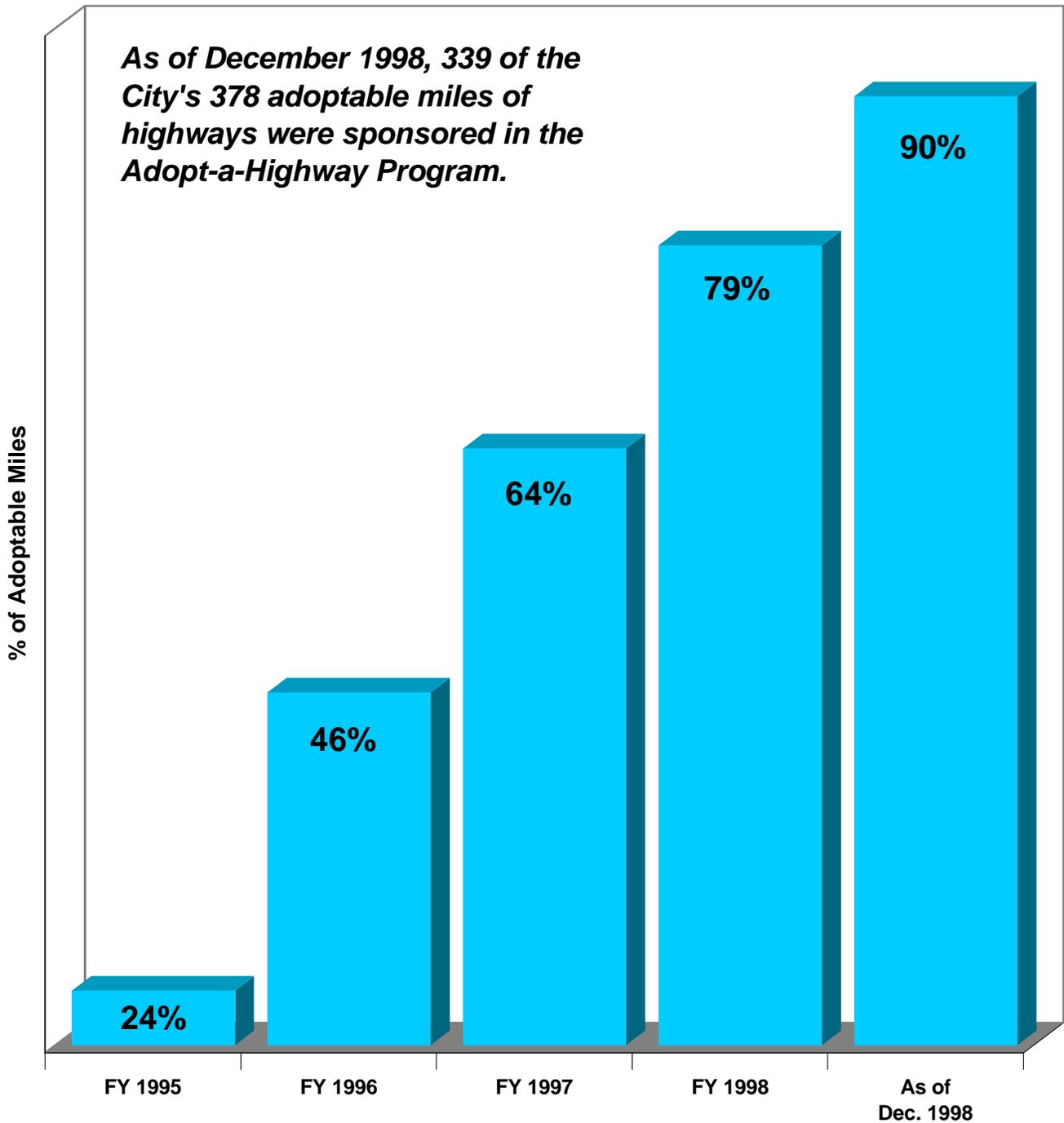
PARKS AND RECREATION

Condition Ratings

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

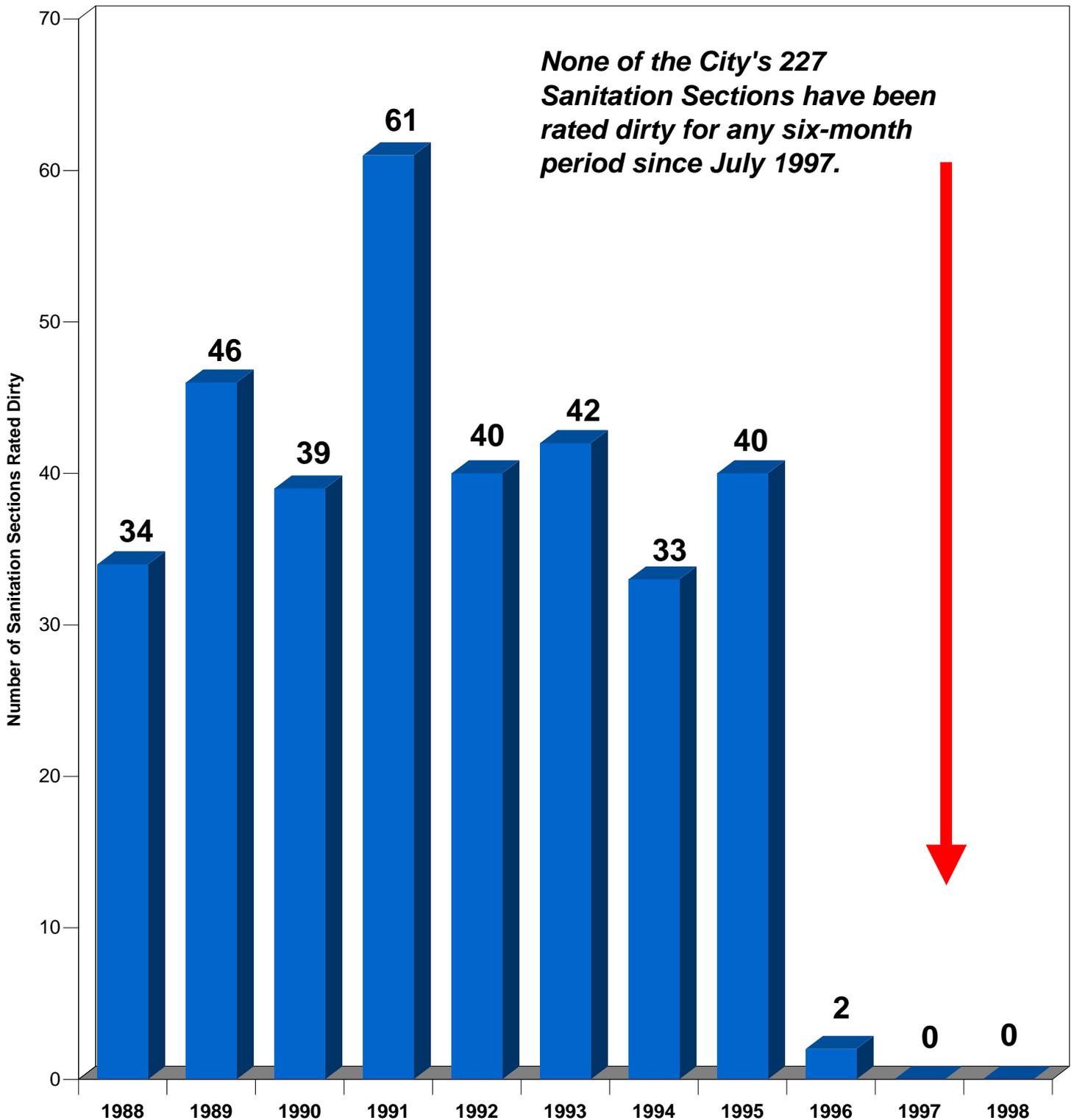
Department of Transportation

Percent of Adoptable Miles Sponsored Under the Adopt-a-Highway Program



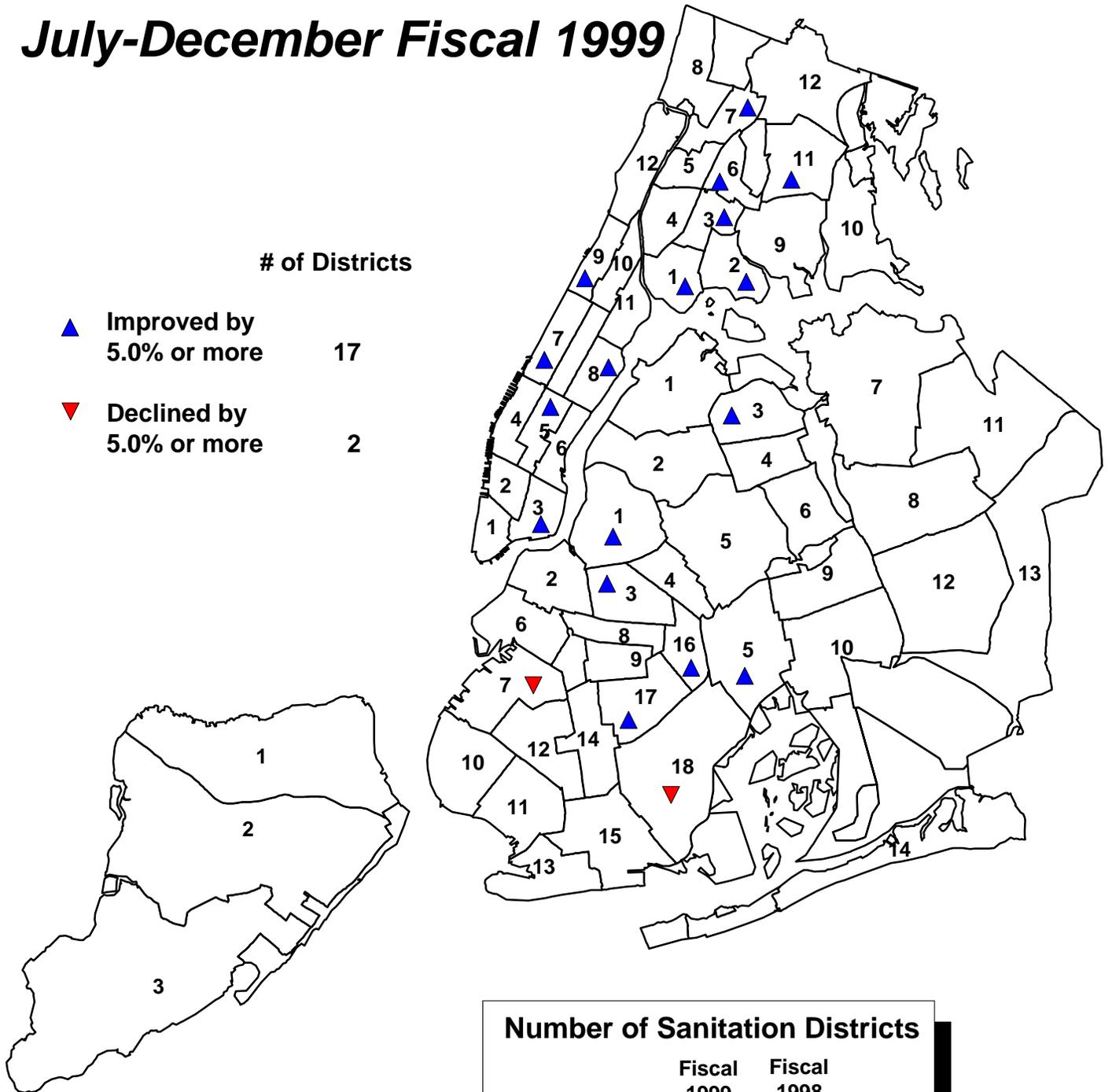
Department of Sanitation

Number of Sanitation Sections Rated Dirty July-December 1988-1998



NEW YORK CITY STREET CLEANLINESS

July-December Fiscal 1999



of Districts

- ▲ Improved by 5.0% or more 17
- ▼ Declined by 5.0% or more 2

Number of Sanitation Districts		
	Fiscal 1999	Fiscal 1998
Very Dirty	(0)	(0)
Dirty	(0)	(0)
Marginal	(0)	(0)
Clean	(59)	(59)

NEIGHBORHOOD QUALITY OF LIFE

Condition ratings are at their highest level since the current rating system was implemented in Spring 1992. Overall conditions averaged 86 percent acceptable for the first four months of Fiscal 1999, compared with 74 percent for the same months of Fiscal 1998. Cleanliness ratings improved from 94 percent to 95 percent over the same period. Conditions improved within six of the 12 rated factors, remained constant in three categories, and declined slightly in three categories. Playground conditions, which are of particular importance for the safety of parks facilities users, continued to improve strongly during this period. Play equipment was rated 89 percent acceptable for July through October of Fiscal 1999, compared with 81 percent for the same months of Fiscal 1998; safety surfaces improved from 77 percent to 85 percent acceptable over the same period. The Department is developing a separate rating system for parks larger than six acres, which will be piloted during Fiscal 1999.

Parkland Acquisition

From October 1993 through October 1998, 1,678 acres were added to the City's parkland, increasing New York's park system by six percent. These acquisitions represent more than five times the number of acres added to the parks system during the previous five years. The accompanying maps show acquisitions during the Giuliani Administration and the current distribution of parkland within the five boroughs.

MAYOR'S ANTI-GRAFFITI TASK FORCE

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

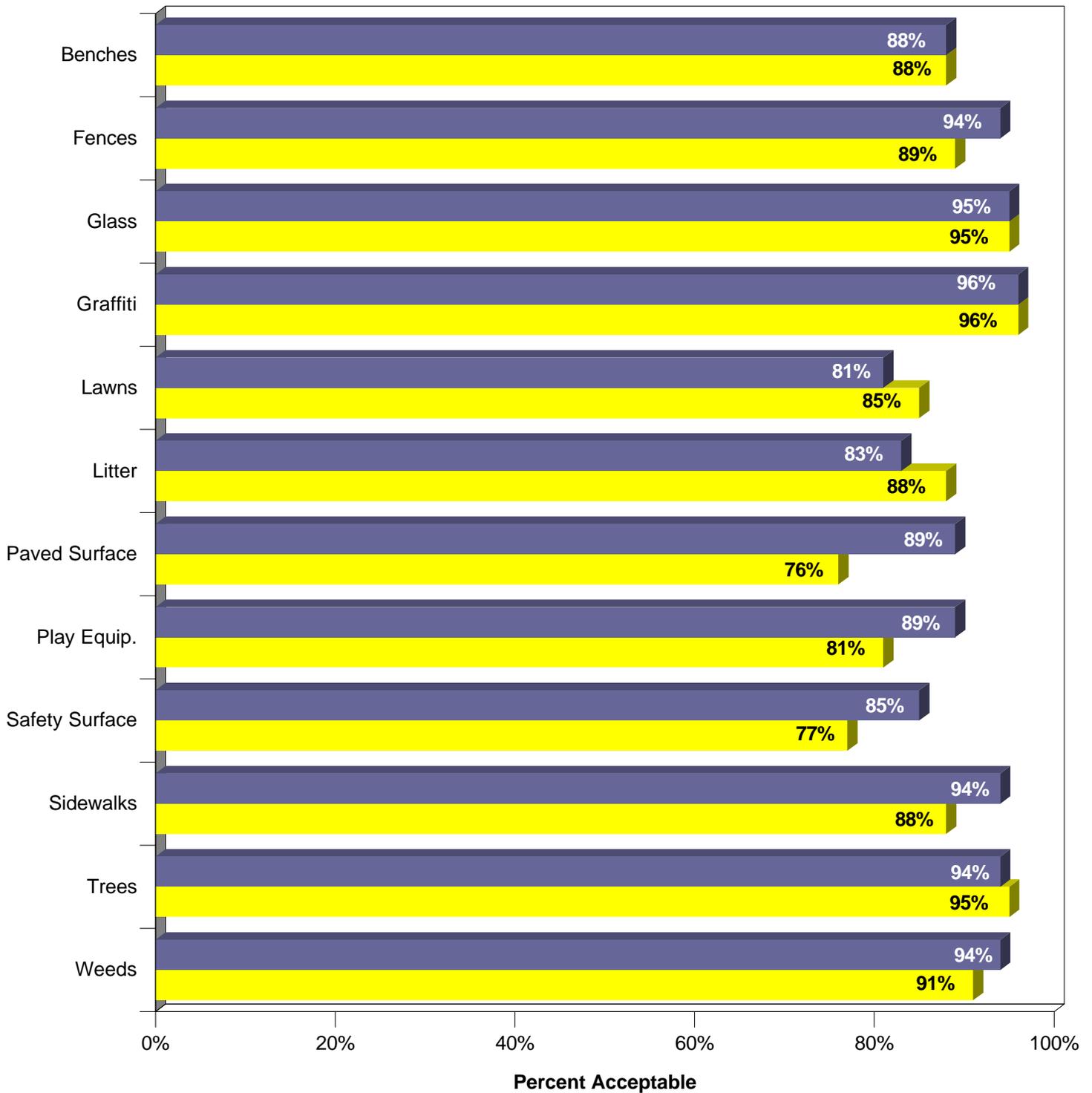
The Task Force includes representatives of the Mayor's Office, including the Office of Operations and the Community Assistance Unit (CAU); the departments of Consumer Affairs, Business Services, Cultural Affairs, Environmental Protection, Parks and Recreation, Housing Preservation and Development, Buildings, Probation, Sanitation, Transportation, and Citywide Administrative Services; the Police Department and Fire Department; the New York City Housing Authority; the Landmarks Preservation Commission; and the New York City Transit Authority. The City's coordinated anti-graffiti program combines prevention and education, enforcement, removal, surveying, technical solutions, and community outreach.

The Mayor's Paint Program provides free paint and supplies to community members seeking to remove graffiti from their neighborhoods. During Fiscal 1998 the program distributed supplies to 72 community groups, which used 4,271 gallons of paint in graffiti cleanup efforts, compared with 53 community groups and 1,161 gallons of paint in Fiscal 1997. Information on obtaining supplies can be obtained at (212) 788-7421.

Fall 1998 Neighborhood Cleanup Initiatives. In September 1998 Mayor Giuliani announced the start of a week-long graffiti cleanup initiative in Elmhurst, Queens, where he joined Task Force members and community volunteers as they began removing graffiti from a 50-square block area. In October 1998 the Task Force mounted two additional intensive cleanup efforts. In Bushwick, Brooklyn, the cleanup targeted a 35-square block area, and removed graffiti from approximately 80 buildings; 130 community volunteers participated. In the Lower East Side of Manhattan, the initiative targeted 24 square blocks and cleaned over 50 businesses and residences. The Department of Parks and Recreation hosted the kickoff of the Bushwick and Lower East Side campaigns at local parks. The campaign enlisted the aid of neighborhood community and youth groups, as well as the cooperation of individual storeowners in arranging for the painting of roll-down gates. Agencies including the Fire Department, the Department of Parks and Recreation, and the Department of Housing Preservation and Development surveyed their

Department of Parks and Recreation

Parks Inspection Program



■ Jul-Oct 1997 ■ Jul-Oct 1998

Department of Parks and Recreation

New Parkland October 1993 - October 1998

Since October 1993, 1,678 acres were converted into parkland, increasing the City's total parkland by 6%. In comparison, only 307 acres were converted from October 1988 to October 1993.



NEIGHBORHOOD QUALITY OF LIFE

properties in each of the three target areas and arranged for any defaced properties or facilities to be cleaned. The U.S. Postal Service also surveyed and coordinated the painting and cleaning of hundreds of mailboxes in the target areas. The contributions of individual City agencies to these initiatives are detailed below.

Police Department. NYPD officers made 387 graffiti-related arrests during July-October 1998, compared with 305 during the same months of 1997 and only 32 during July-October 1994. Since the inception of the Anti-Graffiti/Vandalism Unit (AGVU) in October 1994, Unit members have made a total of 1,442, or 42 percent, of the Department's 3,465 graffiti arrests. The unit made 375 arrests during July-October 1998, 18 percent more than during the same months of 1997. The Department's Graffiti Hotline number is (212) 374-5914 and should be used to report graffiti vandalism in progress. Persons who provide information leading to the arrest of graffiti vandals are eligible for rewards of up to \$500.

During the Fall 1998 Neighborhood Cleanup, NYPD provided more than 50 volunteer "Explorer" cadets to assist in cleanup efforts. The AGVU unit has prioritized surveillance in these three neighborhoods after the cleanup, so that vandals defacing property face a greater possibility of arrest.

The Department's Model Block on St. Mark's Place, between Second and Third Avenues, has been a tremendous success. The NYPD Model Block Program is designed to reduce drug and crime-related activity on a block by organizing block and tenant associations to help address any problems, including graffiti. The associations work closely with local precincts. The Department's informational and enforcement efforts also assist a neighborhood that has been cleaned of graffiti stay that way.

The Department is currently creating a database of all graffiti-related intelligence, including information on citywide graffiti arrest statistics, graffiti vandals and their identifying symbols, court dispositions, and active bench warrants. The database will be used for investigative purposes and cross referencing by investigative units.

Department of Transportation. In Fiscal 1998 the Department removed 5.76 million square feet of graffiti from the City bridges. As of November 1998, 24 arterial highways were included in the program, and graffiti removal is carried out monthly on these roadways. During the first four months of Fiscal 1999, the Department removed 2.37 million square feet of graffiti, compared with 2.33 million square feet during the first four months of Fiscal 1998. The Department has removed over 23 million square feet of graffiti since July 1994. During the Task Force's Fall Neighborhood Cleanup campaign, the Department cleaned or replaced hundreds of defaced light poles and signs in the target neighborhoods.

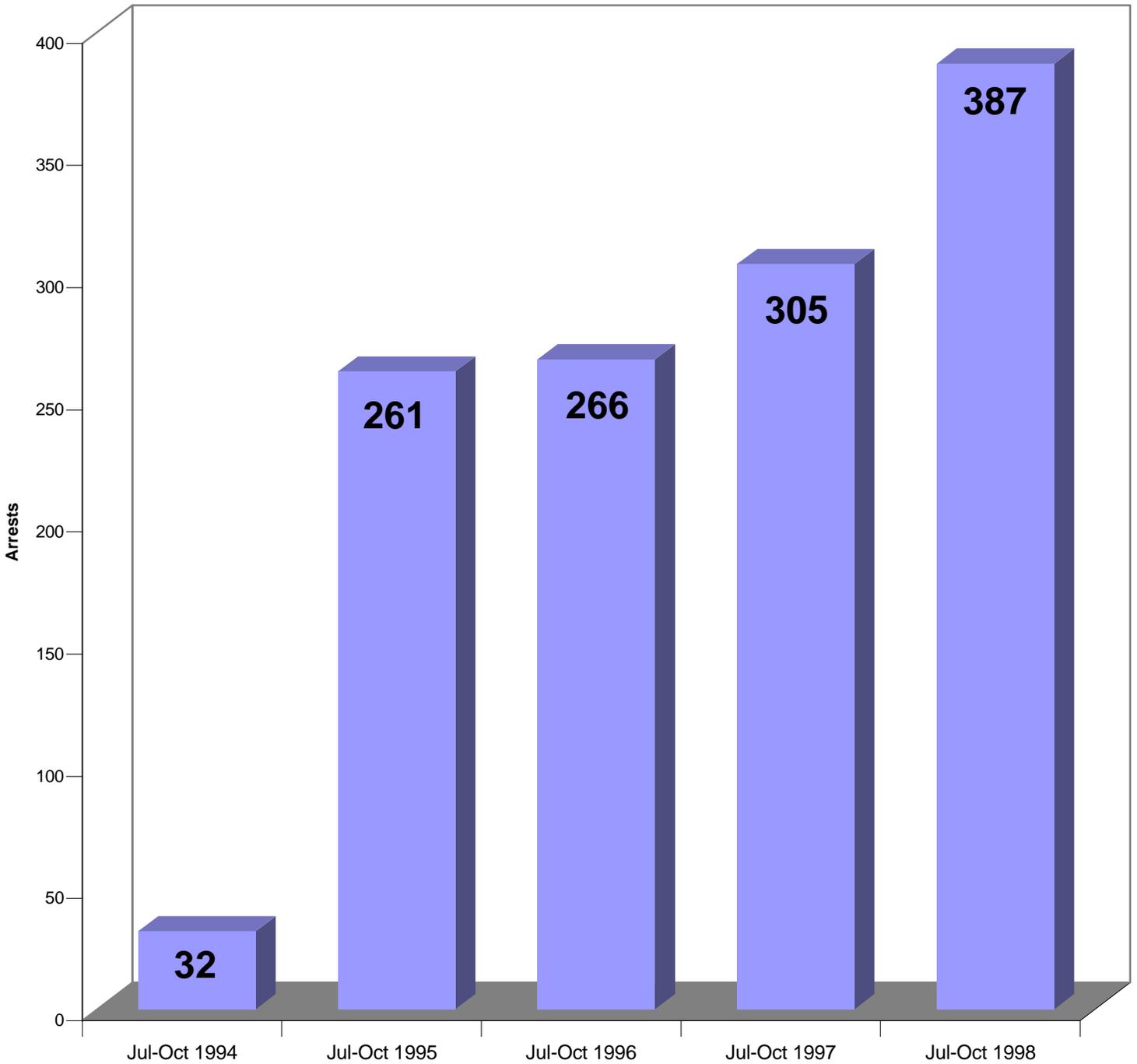
Department of Environmental Protection. During the Fall Neighborhood Cleanup initiative, Department personnel surveyed fire hydrants in each target area to identify those in need of repainting. Over 100 fire hydrants were repainted by volunteers in the three target neighborhoods.

Department of Sanitation. The Department has designed a new state-of-the-art graffiti-removal truck that can clean and custom-paint a defaced site in its original color. The new truck, built entirely by Department personnel, greatly reduces the amount of time needed to paint a vandalized area, and represents the latest in graffiti-removal technology. The truck was unveiled at the kickoff the Elmhurst cleanup campaign in September 1998. The Department also performed steam-cleaning work to help remove graffiti in Elmhurst, Bushwick, and the Lower East Side during the Fall 1998 cleanup campaign, and cleared debris from 21 vacant lots in the Lower East Side target area.

Department of Parks and Recreation. Ratings of graffiti in the City's small parks and playgrounds remained at 96 percent acceptable in the first four months of Fiscal 1999, the same as in the first four months of Fiscal 1998. This is the highest rating in this category for the July-October period since ratings began in 1992; by comparison, parks facilities were rated 73 percent acceptable for graffiti in Summer 1993.

New York City Police Department

Graffiti Arrests July-October 1994-1998



Figures are based on preliminary data.

NEIGHBORHOOD QUALITY OF LIFE

Department of Housing Preservation and Development. The Department continues its efforts to remove graffiti on City-owned buildings by power washing or by painting over graffiti on buildings with painted exteriors. Since the program's inception, 79 buildings have been treated using the traditional paint-over method, and another 62 buildings have received power washing treatments to remove graffiti. As part of the second stage of this initiative, HPD began to use both private contractors and Supported Work Group (SWG) providers to expand the power washing services citywide.

New York City Housing Authority. The Authority's Anti-Graffiti/Vandalism program continued in 168 buildings in 55 developments. The program will expand to 60 developments by the end of Fiscal 1999.

Department of Business Services. The Department of Business Services (DBS) coordinates the City's Business Improvement District program, assisting business communities in improving the quality of life in their areas. The Department of Sanitation, NYPD, DBS, and other City agencies have been working with BIDs such as HUB-Third Avenue, Steinway Street and Pitkin Avenue on removing graffiti, improving cleanliness, and increasing security.

During the Fall Neighborhood Cleanup campaign, the Department examined all business storefronts in the three target neighborhoods, and contacted businesses with defaced storefronts to obtain consent for the City to remove graffiti and/or repaint the property. Storeowners were asked to commit to maintaining their property graffiti-free after the City's cleanup; owners were provided with paint and supplies so that they could repaint their storefronts if necessary.

Human Resources Administration. The Human Resources Administration (HRA) coordinated the involvement of Work Experience Program (WEP) participants in the neighborhood cleanup initiatives during Fall 1998. In addition, eight teams consisting of six WEP participants each were assigned to graffiti removal projects in the Washington Heights section of Manhattan, the HUB area of the Bronx, and the Church Avenue and Pitkin Avenue sections of Brooklyn.

Department of Consumer Affairs. During the Fall 1998 Neighborhood Cleanup initiative, the Department conducted an enforcement sweep in target areas to determine whether any stores were selling spray paint to minors in violation of the law. The Department had earlier conducted a citywide sweep of 43 paint stores that resulted in \$25,000 in fines to stores that had violated spray paint sale laws.

HOUSING

Illegal Conversions

As of October 31, 1998 the Department of Buildings (DOB) had assigned 13 inspectors and 6 support staffers to the Quality of Life Team, which is responsible for inspecting illegal subdivisions of one-, two-, and three-family homes. The Department is continuing its extensive recruitment efforts.

During the first four months of Fiscal 1999 the Department received 3,146 illegal conversion complaints, compared to 3,398 complaints during the first four months of Fiscal 1998. During the reporting period the team made 3,089 field visits and issued 2,043 violations, compared to 2,849 field visits and 1,855 violations during the first four months of Fiscal 1998.

As a further aid to illegal occupancy enforcement, DOB streamlined its procedures for obtaining search warrants by creating new boilerplate affidavits for use by inspectors, thus also reducing the amount of paperwork required to obtain a warrant. Since it is now easier for DOB to obtain search warrants, the Department can use them to combat illegal conversions more often. During the reporting period the Department obtained 35 signed search warrants to gain access to premises suspected of illegal conversions.

NEIGHBORHOOD QUALITY OF LIFE

Housing Management

In Fiscal 1999, the Department of Housing Preservation and Development (HPD) expanded its Housing Education Program (HEP) to teach building owners, managers and superintendents basic management, maintenance, and building finance skills in order to improve their properties. Through nine separate courses, which will be offered multiple times throughout Fiscal 1999, HEP will reach 1,789 participants, an increase from 1,400 last year. Property owner training relating to quality of life issues, crime reduction and housing preservation is now underway in the targeted Safe-At-Home areas in the Bronx and Brooklyn.

Safe At Home, a new component of Mayor Giuliani's anti-drug strategy, combines concentrated housing development and preservation activity with intensified law enforcement efforts in targeted neighborhoods. This initiative is expected to reduce crime and promote long-term community safety, stability and renewal in neighborhoods that were previously beset by illegal drug activities. The New York City Police Department (NYPD) and HPD are implementing Safe At Home in two target areas in the South Bronx and Brooklyn.

In July 1998 the Department of Citywide Administrative Services (DCAS) conducted one of the most successful real estate auctions in recent years, receiving a record \$19 million in bids for properties. Two additional auctions will be conducted during the remaining months of Fiscal 1999. The City acquires properties through *in rem* tax foreclosure when owners fail to pay real estate taxes. The auction program restores these properties to private ownership and to the City's tax rolls.

PUBLIC HEALTH

Tuberculosis. The Department of Health (DOH) continues to make progress in controlling tuberculosis. During the first four months of Fiscal 1999, 81 patients with multi-drug resistant TB (MDRTB) were diagnosed, compared to 115 during the same period in Fiscal 1998. The reduction in MDRTB is attributed in part to the Department's continued use of Directly Observed Therapy (DOT) as part of the City's disease control efforts. During July-October 1998, 100 percent of MDRTB patients treated by DOH completed their course of treatment, compared with 89.4 percent during the same months of 1997.

HIV/AIDS. From the beginning of the AIDS epidemic in 1981 through December 1998, 110,924 AIDS cases have been reported to DOH. The rise in reported AIDS cases in adults appears to be leveling out, due to factors including greater prevention awareness. Intravenous drug use continues to be the most common mode of HIV transmission in both men and women. During Calendar 1998, 7,823 new cases of AIDS were reported, compared to 9,187 during Calendar 1997.

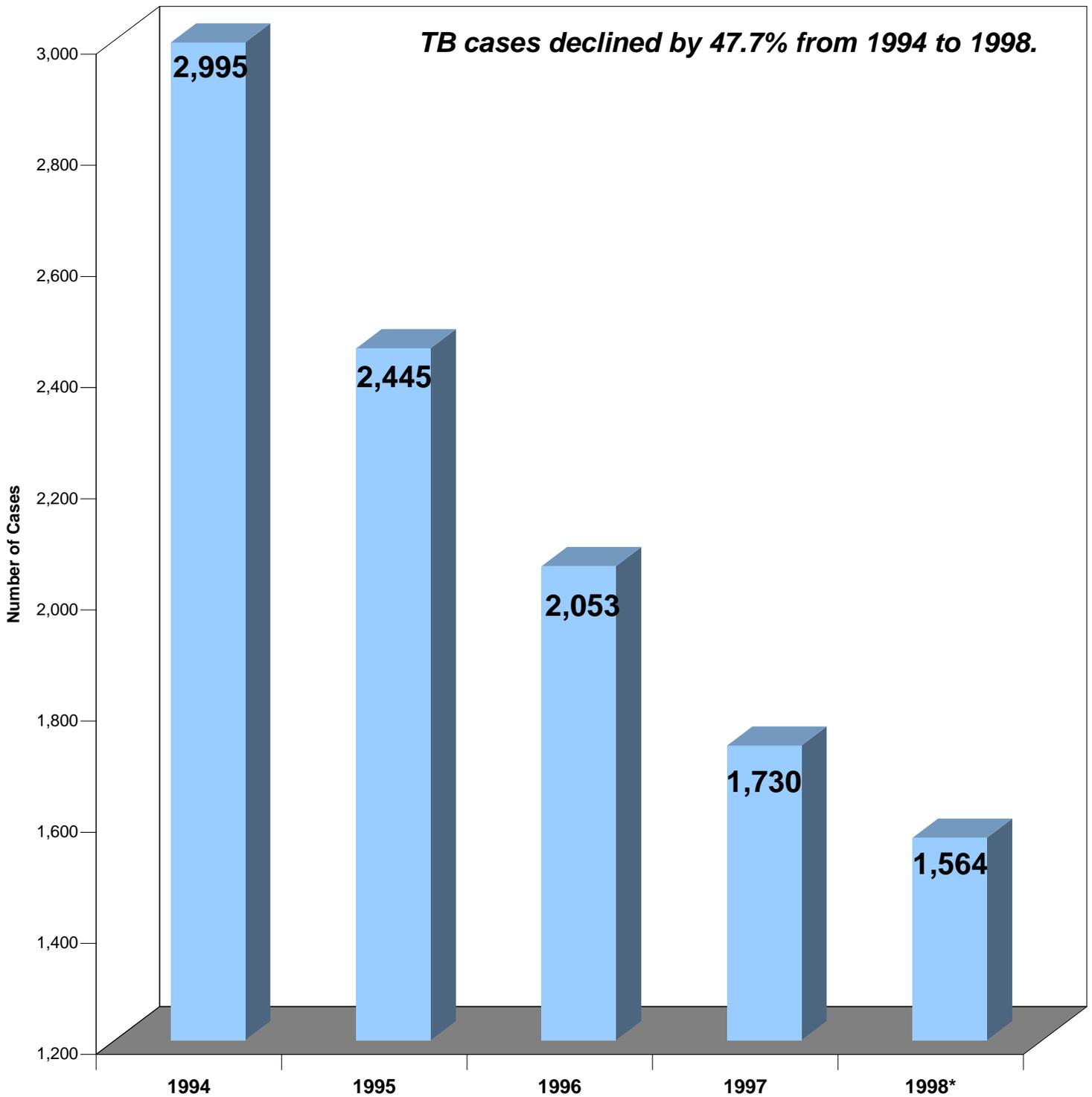
Calendar 1998 also saw 11 new pediatric HIV/AIDS cases, a 74 percent decrease from the 42 cases in Calendar 1997. The predominant reasons for this continuous decline are that fewer HIV-infected women are giving birth and the proportion of HIV-infected pregnant women receiving anti-retroviral therapy has increased.

Deaths as a result of HIV/AIDS declined from a high of 7,102 in Calendar 1994 to fewer than 2,000 in Calendar 1998. In Calendar 1998, 41,111 adults were estimated to be living with AIDS, compared to 32,819 in Calendar 1995. This 25 percent increase is attributed to the stabilization of the number of new AIDS cases and the declining mortality rates.

Lead Poisoning. In the first four months of Fiscal 1999, 516 new lead poisoning cases were reported and the Department conducted 1,049 initial inspections. During the same period in Fiscal 1998, 591 new cases were reported and 810 initial inspections were conducted. The number of initial inspections is higher than the number of new cases reported because more than one address may be associated

Department of Health

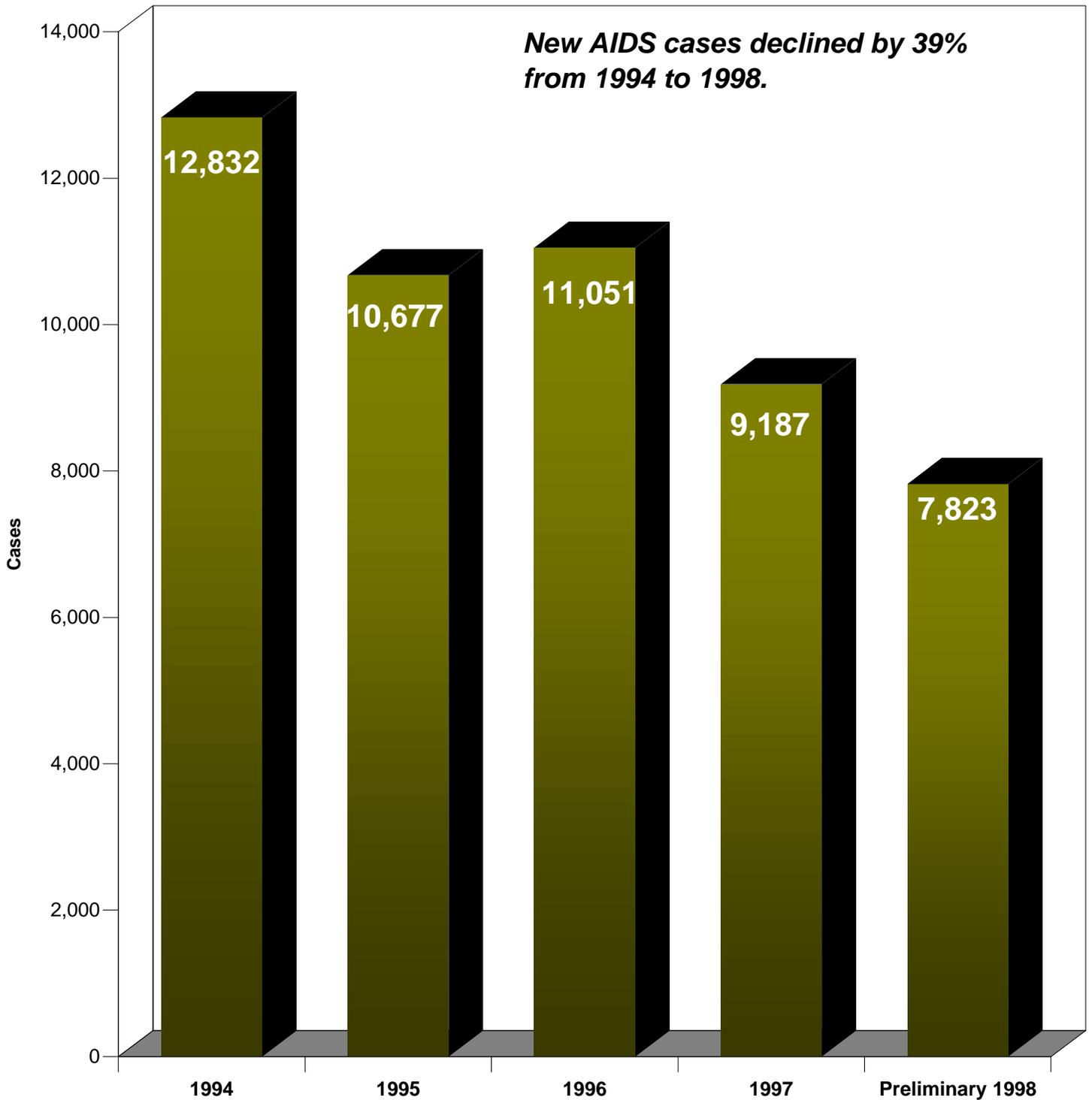
New Tuberculosis Cases Citywide Calendar 1994-1998



**Calendar 1998 data are preliminary*

Department of Health

New AIDS Cases* Calendar 1994-1998



* Includes pediatric and adult cases. Figures show citywide cases by year of report.

NEIGHBORHOOD QUALITY OF LIFE

with a child (e.g. home, relative, babysitter) and therefore each site is inspected. In the first four months of Fiscal 1999, 89.1 percent of initial inspections of homes and apartments for new cases were conducted within three days.

To comply with March 1998 court orders by the appellate Division of the New York State Supreme Court in New York City Coalition to End Lead Poisoning (NYCCELP) v. Giuliani, the Board of Health voted to propose amendments to the New York City Health Code. These amendments include changing the definition of lead-based paint; requiring testing and abatement of all lead-based paint in any dwelling unit with a child having an elevated blood level; and providing for relocation, when necessary, of both children aged seven and under and pregnant women, from any unit in a multiple dwelling during abatement.

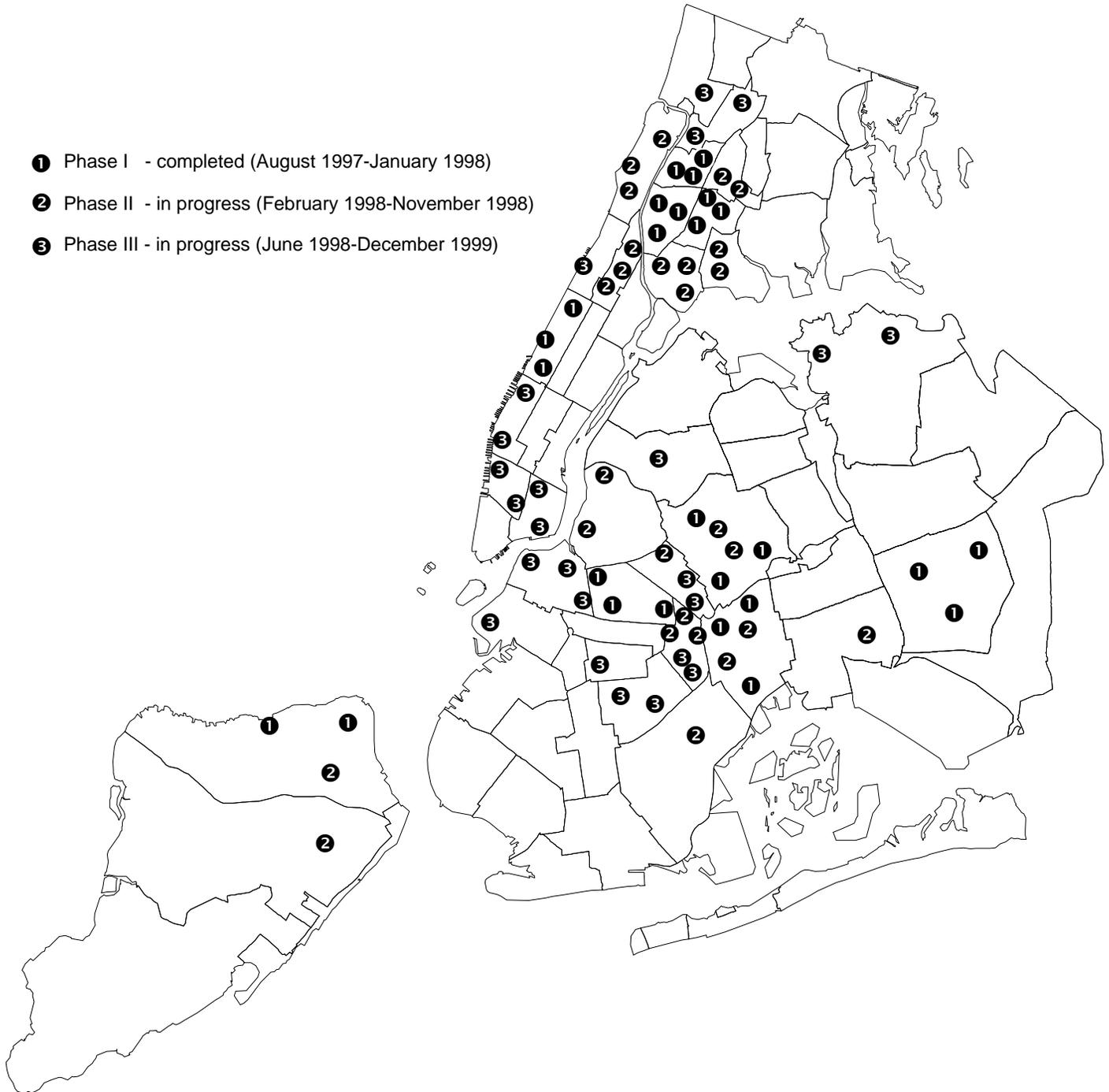
Rodent Control. In the first four months of Fiscal 1999, the Comprehensive Pest Control Initiative performed 3,928 initial inspections, and approximately 53 percent of owners remediated violations following an initial inspection. Phase II inspections commenced in February 1998 and ended in November 1998; the Department anticipates that Phase III inspections, which began in June 1998, will be completed by early Calendar 1999, and that follow-up activities, including exterminations and clean-ups, will continue through the end of Fiscal 1999.

From the program's inception through October 1998, 25,797 initial inspections were performed and the percentage of owners who remediated violations following an initial inspection was approximately 45 percent.

Health Insurance for Small Businesses. DOH has also continued to work closely with the Mayor's Office of Health Services on insurance initiatives, the goals of which include combating the high and increasing cost of health insurance to small business employers for their employees. DOH is a partner in funding the evaluation of the Small Business Health Insurance Project. This partnership of a private not-for-profit insurer and the Health and Hospitals Corporation (HHC) will expand health coverage among small businesses in New York City communities. DOH also administers and monitors the City's contract with a private entity to set up the New York Health Purchasing Alliance, which will form an insurance purchasing alliance for small businesses, providing a choice of health insurance benefit packages for their employees.

Department of Health Comprehensive Pest Control Initiative Areas* Covered in Phases I - III

- ❶ Phase I - completed (August 1997-January 1998)
- ❷ Phase II - in progress (February 1998-November 1998)
- ❸ Phase III - in progress (June 1998-December 1999)



* Each area composed of 15 blocks that have been identified through Community Boards and from complaints received by DOH as having the greatest need for abatement.

MANAGING THE WORKFORCE

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

In his January 1999 State of the City Address, Mayor Giuliani emphasized that all new labor agreements the City negotiates will be tied to performance, with raises linked to productivity. Rather than give raises for the sake of raises, the City will ensure the maximum return from each new labor agreement while rewarding productive employees.

DOWNSIZING AND PERSONNEL ADMINISTRATION

Since the start of the Giuliani Administration, City-funded staffing levels have been significantly reduced without resorting to layoffs, through severance, attrition, early retirement, and redeployment. The full-time, City-funded headcount was 214,975 at the end of October 1998, representing a reduction of 7,861 since the end of Calendar 1993. The City-funded headcount rose by 3.4 percent during the first four months of Fiscal 1999, as a result of the planned hiring of teachers by the Board of Education. The Board's hiring accounted for 67 percent of the citywide increase, including 4,399 in pedagogical positions. City-funded headcount figures take into account the merger of the Housing and Transit Police forces with the New York Police Department during Fiscal 1995, the transfer of the Emergency Medical Service from the Health and Hospitals Corporation to the Fire Department, and the reclassification of water and sewer positions.

During the first four months of Fiscal 1999 the Department of Citywide Administrative Services reduced the number of competitive job titles by 15 through consolidation, elimination and broadbanding. Among the titles affected were Signal Maintainer's Helper, Telephone Maintainer's Helper, Light Maintainer's Helper, Head Dietician and Director of Dietetics.

OVERTIME

As provided for by Mayoral Directive 94-3, issued in September 1994, the Mayor's Office of Operations and the Office of Management and Budget closely monitor the agencies accounting for the bulk of the City's total earned overtime. In Fiscal 1998 the 11 monitored overtime agencies, with overtime earnings representing 94 percent of Total City overtime spending, were the Police Department (NYPD) and the Fire Department (FDNY); the Departments of Correction (DOC), Juvenile Justice (DJJ), Sanitation (DOS), Transportation (DOT), and Environmental Protection (DEP); the Human Resources Administration (HRA) and the Administration for Children's Services (ACS); the Office of the Chief Medical Examiner (OCME); and the Health and Hospitals Corporation (HHC).

In the first four months of Fiscal 1999, total overtime earnings have increased, reflecting the use of overtime as an effective mechanism to enable the City to increase services without resulting in a concomitant growth in government over the long run. Total City overtime earnings were \$204.9 million in the first four months of Fiscal 1999, compared with \$170.1 million in the first four months of Fiscal 1998, an increase \$34.8 million, or 20 percent.

MANAGING THE WORKFORCE

The bulk of the increase in earned overtime occurred in the uniformed agencies. Combined uniformed agency overtime earnings were \$148.0 million in the first four months of Fiscal 1999, representing an increase of \$30.9 million, or 26 percent, from \$117.1 million in the comparable period of Fiscal 1998.

- Police Department overtime earnings were \$63.9 million in the first four months of Fiscal 1999, an increase of \$15.6 million, or 32 percent, compared with \$48.3 million in the same period of Fiscal 1998. This growth reflects increased overtime for Police security at public events, for new arrests due to expanded narcotics initiatives, for the civilian Police workforce, and due to Fiscal 1999 salary increases for uniformed and civilian Police employees. A portion of the Police overtime used for security at public events is reimbursed from sources such as the federal government and the United Nations.
- Overtime earnings in the Department of Correction (DOC) were \$23.1 million in the first four months of Fiscal 1999, an increase of \$7.2 million, or 45 percent, compared with earnings of \$15.9 million in the first four months of Fiscal 1998. This increase reflects growth in the Department's average daily inmate population and increased staff training.
- Department of Sanitation overtime earnings were \$19.8 million in the first four months of Fiscal 1999, an increase of \$5.4 million, or 38 percent, compared with earnings of \$14.4 million a year earlier. The increase is primarily due to management initiatives including the implementation of citywide mixed paper recycling and the start of a weekly recycling pilot in nine districts.

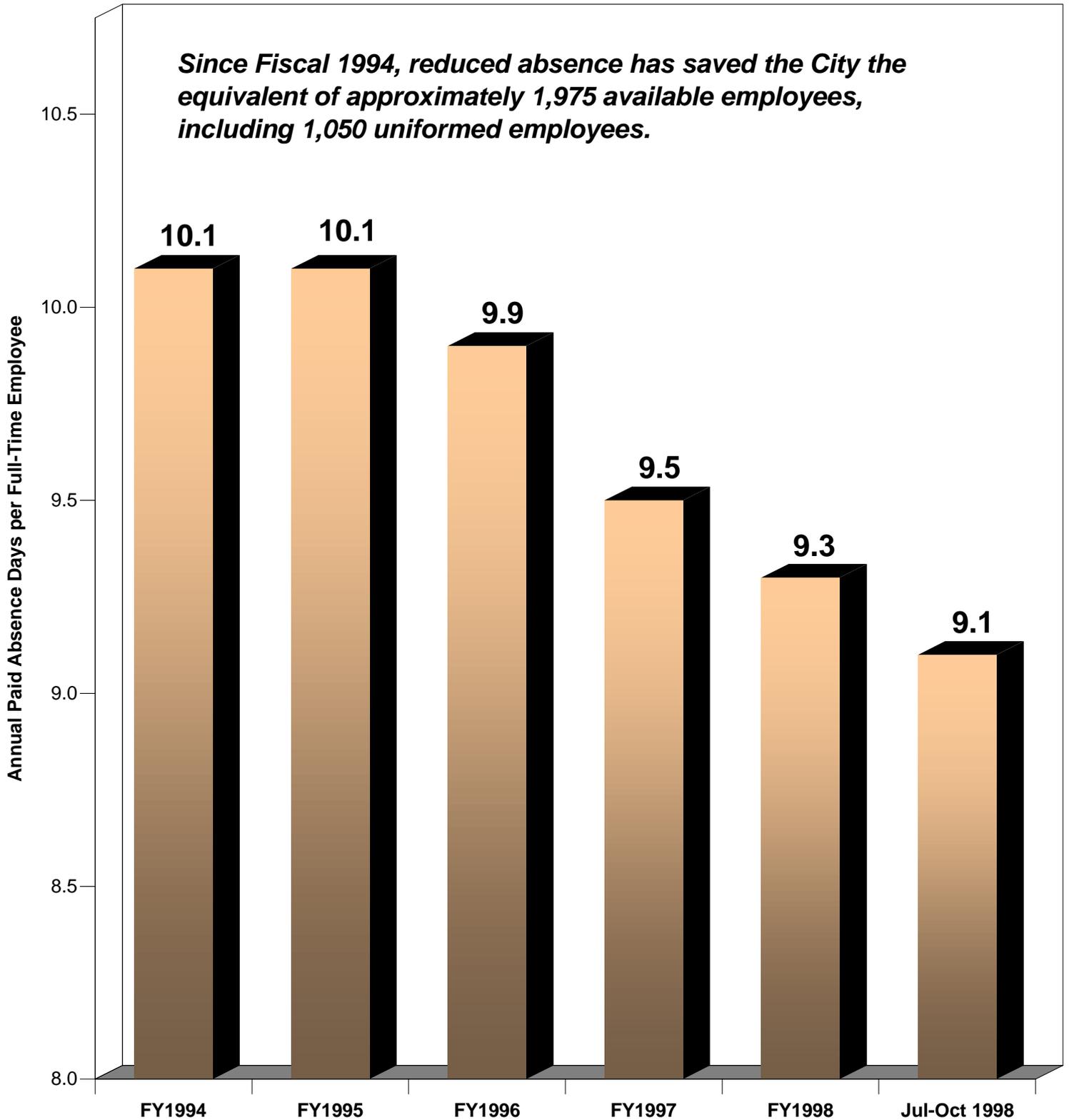
ABSENCE CONTROL

The Office of Operations also monitors citywide paid absence rates in accordance with Mayoral Directive 91-9. Agency heads are responsible for closely monitoring absenteeism, ensuring that paid absence is used in accordance with current contracts and regulations, and establishing procedures to limit the loss of employee availability due to unnecessary or avoidable paid sick leave.

The City's success in reducing the use of absence by municipal employees over the past four years has yielded significant benefits for both the City's budget and service delivery. By reducing the average employee's annual absence days from 10.1 in Fiscal 1994 to 9.1 in the first four months of Fiscal 1999, management attention to absence control has saved the City the equivalent of 1,975 available employees, including over 1,000 uniformed employees. The Citywide absence rate – the ratio of absence hours to scheduled work hours – was 3.67 percent in the first four months of Fiscal 1999, compared with 3.76 percent in Fiscal 1997 and 4.04 percent in Fiscal 1994. The uniformed absence rate – which includes absence due to line-of-duty injuries for uniformed employees in the Police, Fire, Correction, and Sanitation Departments – was 4.52 percent in the first four months of Fiscal 1999, compared with 4.58 percent in Fiscal 1998 and 5.99 percent in Fiscal 1994.

Significant reductions were seen in the Police and Fire Departments, partly as the result of two managerial innovations. The transfer of Traffic Enforcement Agents from DOT to NYPD in mid-1997 reduced full-paid Worker's Compensation absence among these employees by 97 percent from the first four months of Fiscal 1996 to the same months of Fiscal 1999. In the Fire Department, absence due to line-of-duty injuries was reduced by 41 percent from the first four months of Fiscal 1994 to the same months of Fiscal 1998. The Department attributes this trend to measures to improve firefighter safety, including the introduction of bunker gear.

Citywide Absence



This chart shows the annual paid absence days per full-time employee as the equivalent of the Citywide percentage absence rate for all employees,. The absence rate is a ratio of absence hours to scheduled work hours.

ECONOMIC DEVELOPMENT

The City's ability to improve the quality of life, and to restore fiscal balance while maintaining key services, is contingent on a healthy local economy. Business retention and recruitment, energy cost assistance, services to assist businesses in coping with issues including government regulation, and direct aid to development initiatives foster a climate friendly to investment and to growth in the City's tax base. Regulatory and tax reform, as well as strong action to combat the influence of organized crime and prevent its entry into new businesses, also aid economic development. In addition, City agencies continue to advance public/private initiatives, allowing government to improve service operations while controlling costs.

THE NEW YORK CITY ECONOMY

Employment

New York's surging economy is creating private sector jobs at a record pace. Private employment reached 3,063,000 jobs in December 1998, a gain of 10.6 percent compared with December 1993. The City has now restored 95 percent of the 348,000 private sector jobs that were lost during the last recession, from December 1987 to November 1992. The City recorded an average annual gain of 84,300 private sector jobs from Calendar 1997 to 1998, the largest yearly increase since recordkeeping began in 1950. New York City no longer lags behind the rest of the nation in producing private sector jobs; the City's private sector growth averaged 2.9 percent in 1998, compared with 2.8 percent nationwide.

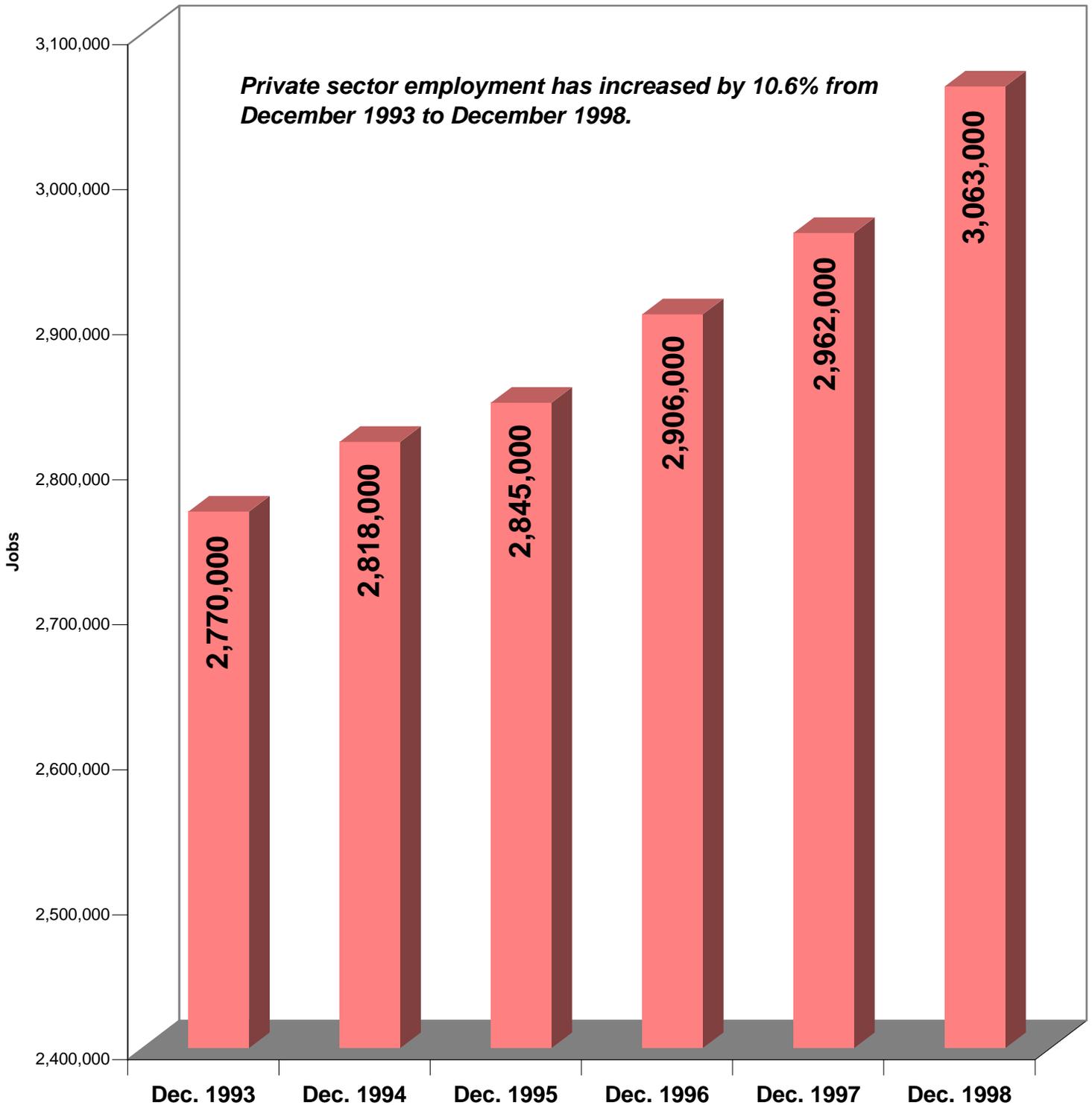
An analysis of trends within major sectors of the job market, illustrated in the accompanying chart, shows that employment gains are well distributed. While the largest gains over this period have been seen in the area of financial, real estate, professional and business services, strong gains have also been recorded in health and social services, in culture and tourism, in neighborhood retail businesses, in media and technology, and in infrastructure-related industries. Downsizing at all government levels has simultaneously reduced public sector employment by 10 percent over the past five years. Total employment across all sectors rose to 3,584,000 jobs in December 1998, seven percent above the corresponding figure for December 1993.

Job Recruitment and Retention

Since January 1, 1994 the Economic Development Corporation (EDC) has secured commitments from 36 major companies to stay in the City for 15 to 50 years, representing an estimated 79,042 jobs retained and a projected 45,011 jobs to be created. The total City tax revenue expected from the companies retained by EDC is \$1.4 billion a year over the next 10 to 50 years. The City is committed to not merely retaining businesses already in New York, but to aggressively seeking to acquire new businesses. EDC's recruitment division has brought a total of 48 businesses and 1,000 jobs to the City since its inception in April 1996. During the first quarter of Fiscal 1999, the City recruited eight companies – a 60 percent increase over the first quarter of the previous fiscal year.

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

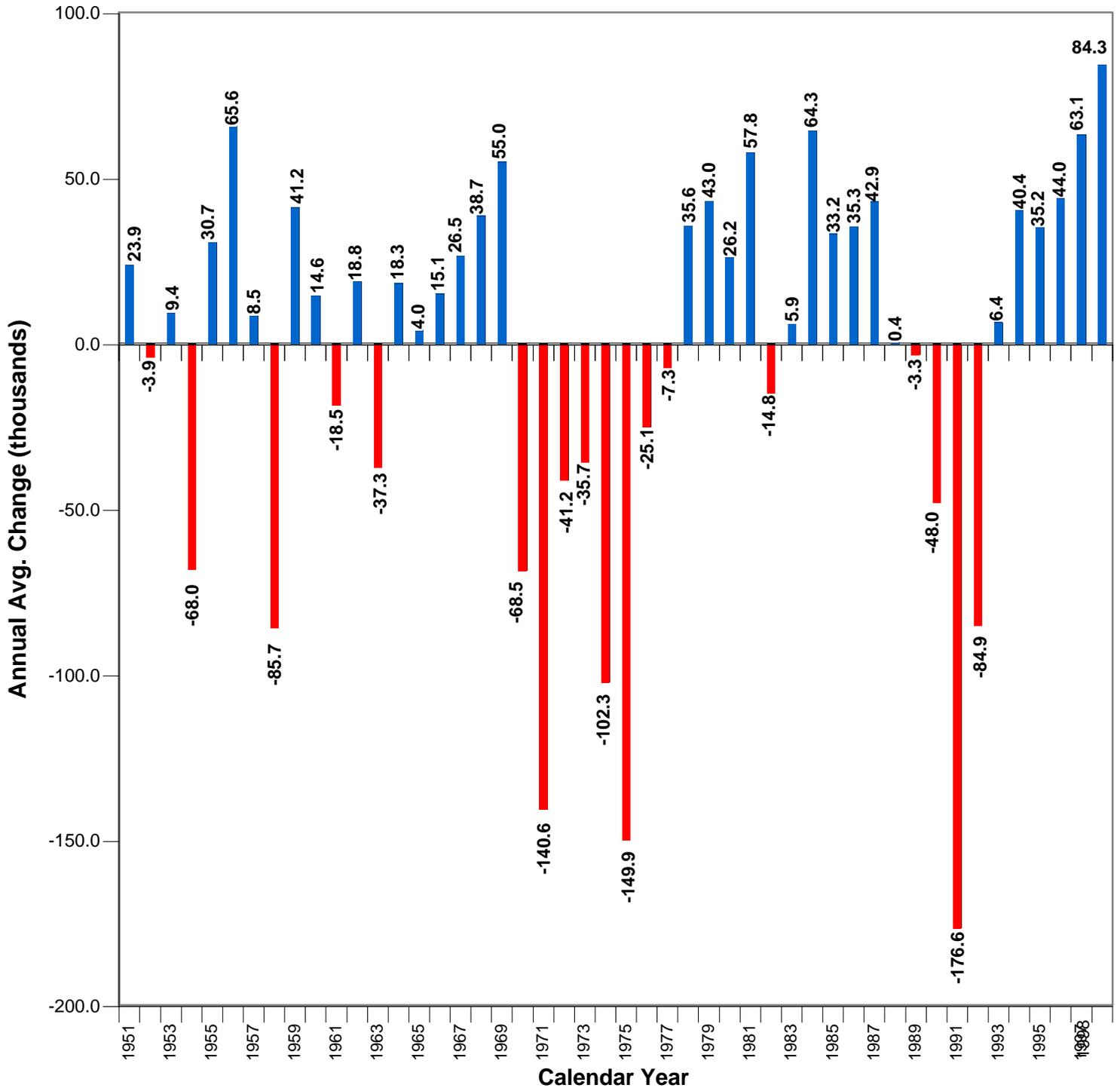
Private Sector Employment December 1993 - December 1998



Source: Bureau of Labor Statistics

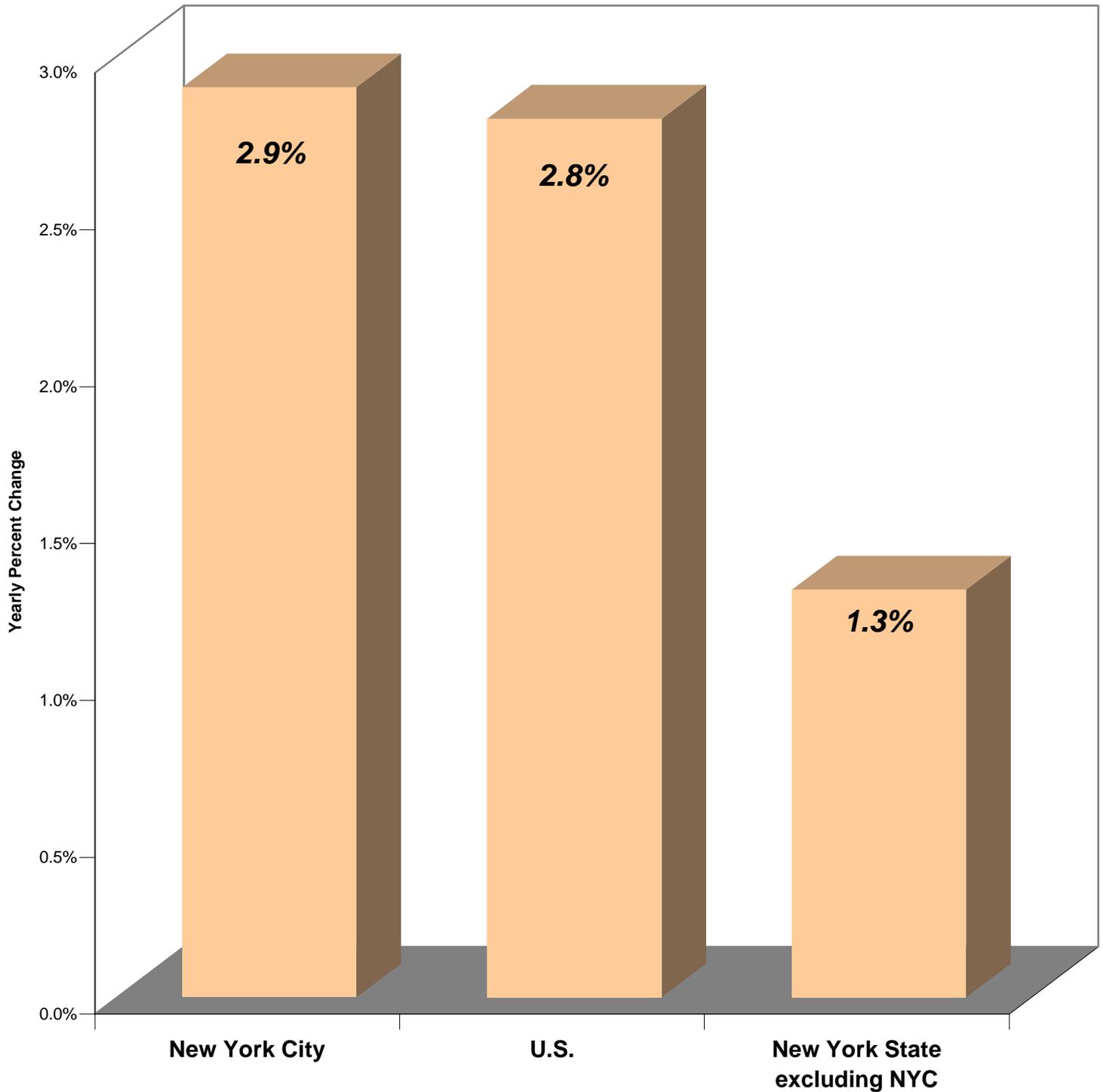
Private Sector Job Growth

The City created more jobs in 1998 than at any time since records began to be kept in 1950.



Source: Bureau of Labor Statistics

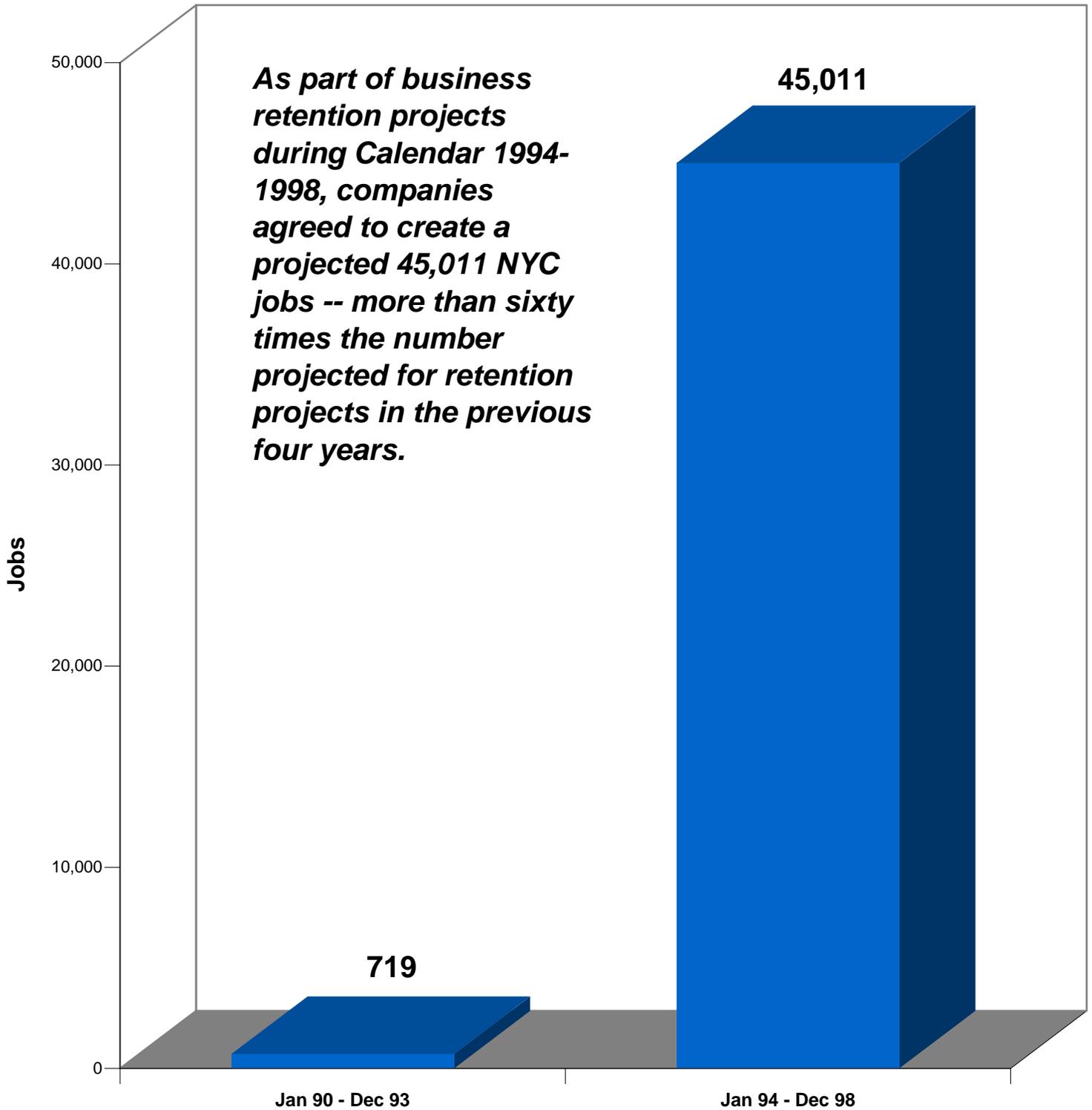
In 1998 NYC Private Sector Employment Growth Exceeded the Nation and New York State



Source: Bureau of Labor Statistics

Economic Development Corporation

Projected Job Growth from Business Retention Projects



ECONOMIC DEVELOPMENT

Property Values

Increasing market values are a major indicator of business growth. The total fair market value of fully and partially taxable properties in New York City rose to over \$311 billion in Fiscal 1999, and increase of 4.4 percent over Fiscal 1998 and of 6.3 percent compared with Fiscal 1995.

Silicon Alley

According to a report appearing in the January 28, 1999 *Wall Street Journal*, New York's "Silicon Alley" new media/technology industry is narrowing the lead held by California's Silicon Valley, which has long been dominant in this field. New York is now the top city for Internet-related public offerings; 16 New York-based Internet companies have gone public since 1990 – the majority in the past four years -- raising more than \$1 billion. By comparison, two Silicon Valley cities, San Jose and Santa Clara, boast six Internet-related public companies each.

Entertainment and Tourism

The Mayor's Office of Film, Theater, and Broadcasting (MOFTB) facilitated film and television productions involving 22,851 shooting days during Calendar 1998, nearly 50 percent more than in 1993. This marks the fifth successive year of sustained record growth in film and television production in New York City. Direct expenditures from the production of films, television series and specials, commercials, and music videos in the City reached a record \$2.57 billion in 1998, compared with \$2.37 billion in Calendar 1997. Given the unprecedented volume of film and video production in New York City and the importance of maintaining good relationships with host neighborhoods, MOFTB has introduced a procedure whereby neighborhoods which have been frequent sites for film crews may be given a respite from film shooting activity for several months at a time.

Broadway box office grosses and attendance continue to climb to record heights. The League of American Theatres and Producers reports that between June and November 1998 (their midterm reporting period), box office grosses totaled \$268.2 million, a 7 percent increase over the \$250 million reported last season. Attendance during the same period increased to 5.3 million, compared to 5.1 million last season.

The number of domestic and international visitors traveling to the City continues to set records. Estimates prepared by the New York Convention and Visitors Bureau show that over 34 million people visited New York in Calendar 1998, an increase of three percent over 1997. Spending by visitors in Calendar 1998 is expected to reach \$14.3 billion, compared with \$13.8 billion in 1997.

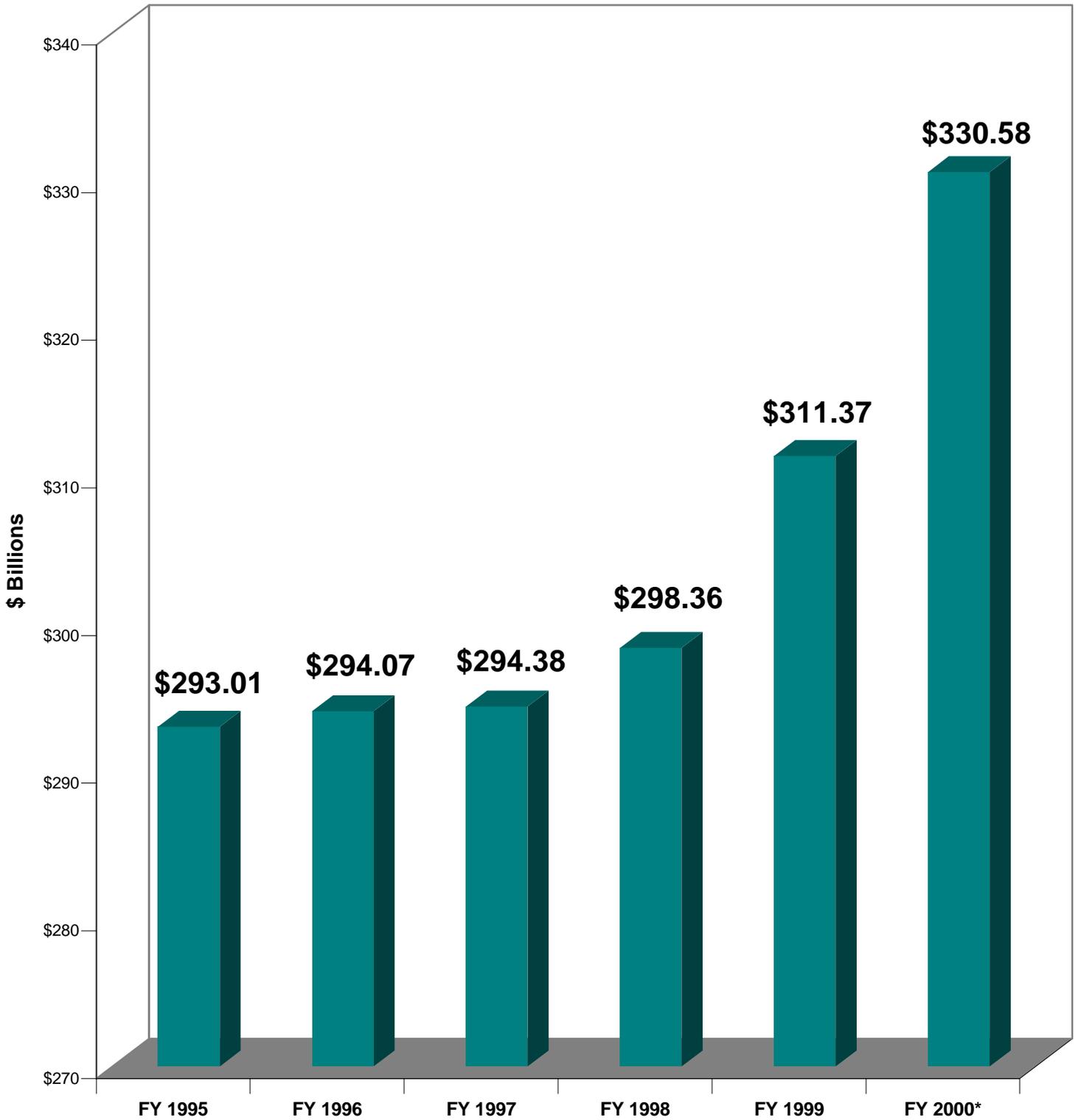
ASSISTANCE TO BUSINESSES

Tax Reform

The Giuliani Administration has reduced taxes by more than \$2 billion. The City's January 1999 Financial Plan proposes additional reductions totaling \$338 million for Fiscal 2000. The proposed reductions include expansion of the sale tax exemption on clothing and footwear beyond the current \$110 limit; additional commercial rent tax reductions which will cut the rate to three percent for Fiscal 2000; and the extension of property tax relief for co-ops and condominiums. The Mayor has formed a Tax Reform Task Force that will examine ways to further reduce the tax burden on New Yorkers, with the goal of making the tax structure in New York City more competitive with other large cities. To assist the task force, the Financial Plan reserves another \$100 million for further tax reductions.

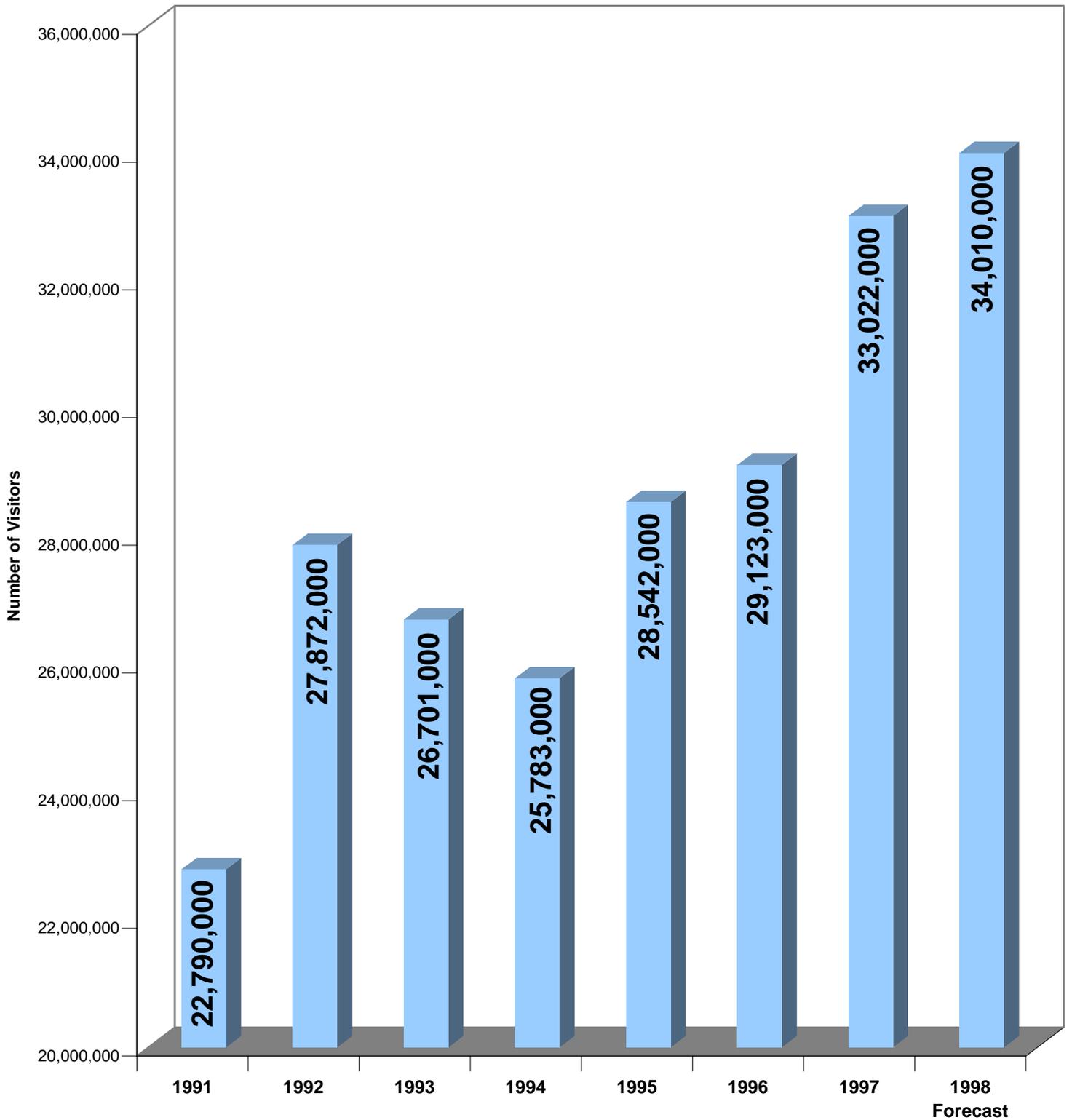
Department of Finance

Total Fair Market Value (Fully and Partially Taxable Properties)



**Tentative Assessment*

Total Visitors to New York City Calendar 1991-1998



ECONOMIC DEVELOPMENT

The City's fifth sales tax exemption week was held from January 17, 1999 to January 24, 1999. During the week all clothing and footwear costing under \$500 was exempted from State and local sales tax. The exemption saved consumers an estimated \$10 million. In December 1999 New York State will permanently eliminate the State's four percent and the Metropolitan Transit Authority's one-quarter percent sales tax on clothing and shoes priced under \$110. Municipalities will have the option of eliminating their sales tax at the same time; in New York City, this will result in an 8.25 percent saving for consumers.

The permanent elimination of the sales tax on items under \$110 is expected to generate \$910 million in direct and indirect spending in the City, and create an additional 13,200 jobs. If the sales tax was eliminated on clothing and shoes costing less than \$500, it is estimated that 17,400 jobs would be created and an additional \$1.2 billion in direct and indirect spending would be generated. Total elimination of the tax on all clothing and footwear purchases, as endorsed by Mayor Giuliani, would generate \$1.4 billion in increased revenue for the City and create 19,600 jobs for New Yorkers.

During the City's Tax Free Shopping Week from September 1 to 7, 1998, DCA inspected stores to ensure that they did not charge sales tax on exempt items. During the sweep, 154 violations with potential fines of \$38,500 were issued to 58 stores.

In early November 1998 the Department of Finance (DOF) Property Division completed a mailing of nearly 600,000 applications to potentially eligible taxpayers for the New York State School Tax Relief (STAR) exemption program. This program benefits owners of real property by providing school property tax exemptions to owners of one-, two-, and three-family homes, co-ops, and condominiums if the properties are the primary residence of the owner. The current filing date for the return of these applications is March 1, 1999. To date, just under 100,000 taxpayers have received the enhanced exemption valued at slightly above \$291 million in assessed value; and 190,000 taxpayers have been approved for the basic exemption, which will become effective July 1, 1999.

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

Business Services

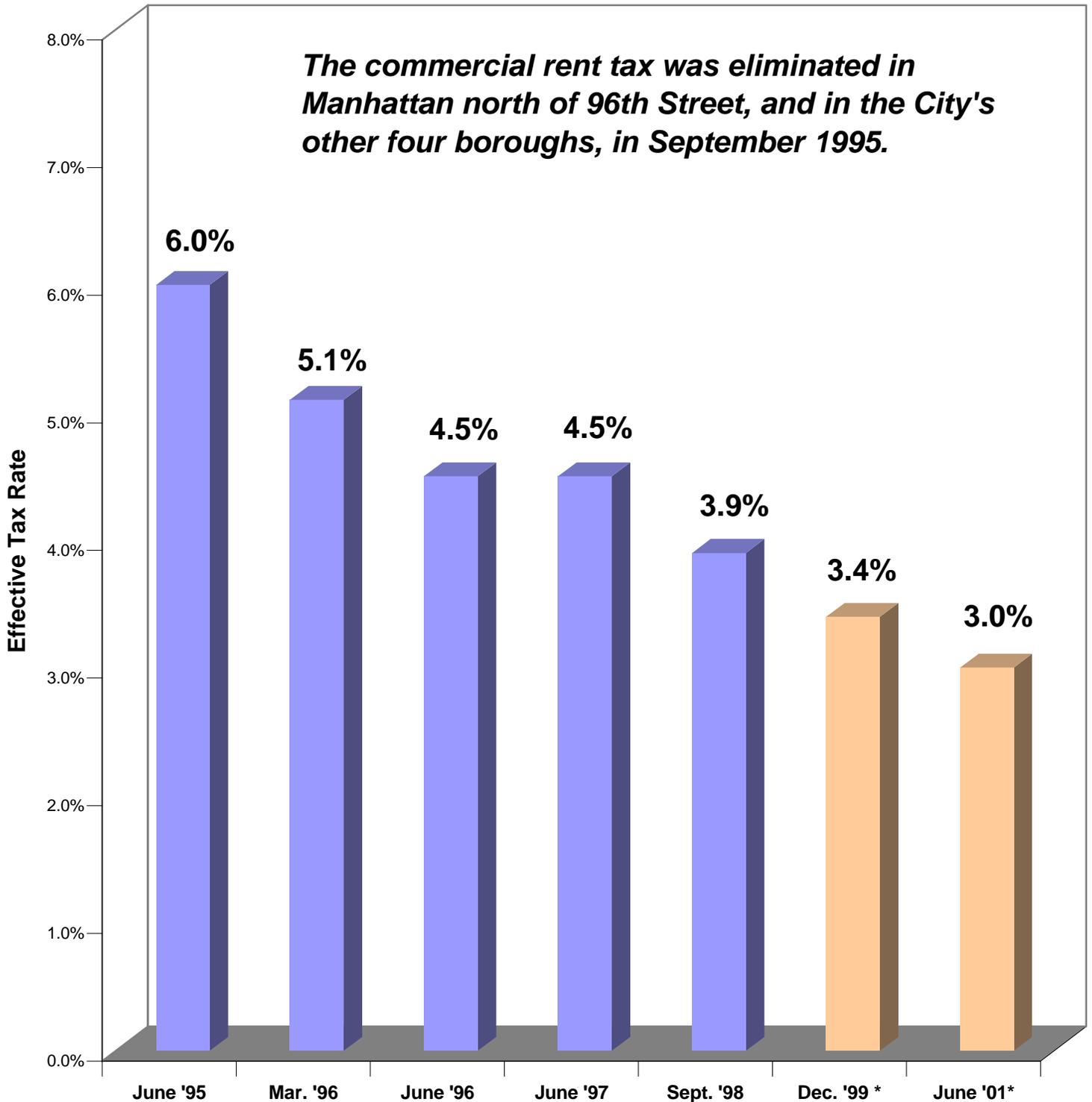
During the first four months of Fiscal 1999, the Department of Business Services' (DBS) City Business Assistance Program (CBAP) agents visited commercial areas in 28 Community Board districts citywide to advise business owners on City rules and procedures governing stoopline and sidewalk laws, sidewalk cleaning, and outside vending. During this period, the Emergency Response Unit responded to two water main breaks, one building collapse, three fires and two scaffolding accidents, including the Times Square accident. In the case of Times Square, CBAP agents assisted over 250 businesses.

During the first four months of Fiscal 1999, DBS certified 24 companies as eligible to participate in the Economic Development Zone (EDZ) program, raising the total number of companies that are EDZ-certified to 657. Since designating the Brooklyn Navy Yard/North Brooklyn area as the City's ninth zone in June, the State has met with 21 businesses, of which 17 are applying for certification.

As of December 31, 1998, six of 47 buildings applying for the Lower Manhattan Energy Program benefits completed the necessary building renovations and metering requirements and have been approved to receive benefits. The other 41 applicants are currently completing the requisite submetering

Department of Finance

NYC Commercial Rent Tax Reduction Rate



* Proposed in the Fiscal 2000 January Plan

ECONOMIC DEVELOPMENT

and energy load study requirements. During the first four months of Fiscal 1999, eight new office towers representing 6.5 million square feet of commercial space applied to receive benefits from the program.

During the first four months of Fiscal 1999, 16 businesses completed relocations within New York City and applied for grants through the Industrial Relocation Grant Program (IRG), which uses Business Relocation Assistance Corporation funds to reimburse eligible manufacturing firms for moving costs when they relocate within New York City.

Regulatory Reform

The Department of Finance (DOF) spearheads the multi-agency Citywide Consolidation Technology Project, which is intended to provide customers with a single source for a variety of services, such as tax payments, the adjudication of violations, redeeming towed vehicles, and the ability to address in-depth account inquiries with DOF staff. Phase I of the project will be completed in the third quarter of Fiscal 1999, after review and reengineering of current citywide payment, adjudications, and collections processes in an effort to further improve DOF staff productivity, enhance customer service delivery, and increase revenues through innovative technologies. A primary objective of this project is to provide customers with opportunities to obtain information and make payments by phone and over the Internet, without having to access an agency employee or location. Phase II of the project will focus on the design, development, and integration of proposed technologies into the reengineered processes, and on the development of a "Citizen's Account" combining all City billing into one statement.

Through its Borough Payment and Adjudication Centers, DOF continues to provide one-stop shopping to customers. In November the Department expanded services in its Queens Center to include the adjudication of red light traffic summonses, which are issued by the Department of Transportation; prior to this initiative, respondents had to come to Manhattan to obtain a hearing on such summonses. The program was expanded to Brooklyn and Staten Island in December 1998. In July 1998 DOF began accepting credit card payments for parking fines and related tow fees at both its Parking Violations Help Centers and Borough Payment and Adjudication Centers. The Department will begin accepting such payments by phone in the third quarter of Fiscal 1999.

The Fire Department continues work to streamline the administration of fire safety regulations. In Winter 1999 range hood inspections for restaurants will be merged with air conditioning and heating inspections. In order to foster better communication between the Department's civilian inspector managers and field force inspectors, during Fiscal 1999 all Fire Prevention Bureau geographic districts will be reconfigured to correspond with the field force districts.

The Department of Buildings (DOB) continued to expedite its regulatory process by permitting building owners to have architects, engineers, and licensed tradespeople certify the code compliance of their own work, rather than requiring them to obtain DOB approval. The Department conducts regular audits of self-certified work in all categories to ensure that it is being performed correctly.

During the first four months of Fiscal 1999, 25.6 percent of all new permit applications to DOB were filed using PC Filing, an increase from only 3.1 percent during the comparative period of Fiscal 1998. PC Filing gives applicants the option of submitting their filings for nearly all new permit applications on computer diskette instead of on paper forms. The Department is also proceeding with other efforts that will require modifications to its computer systems, including projects that will allow applicants to pay application fees using major credit cards and integrate approvals for sewer, drainage, and septic work into the Buildings Information System.

The administration of restaurant regulations has also been simplified. In the past, individuals interested in operating a restaurant had to make as many as four visits to different locations to apply for a permit. Now they can request a permit application by phone, by fax, or at several locations in Manhattan and Brooklyn. In a single location, applicants can turn in applications for review, pay for permits, and submit

ECONOMIC DEVELOPMENT

completed applications – cutting the waiting time between application and inspection by one-third. The Administration has also streamlined portions of the Health and Administrative Code dealing with restaurants, and eliminated duplicative and unnecessary regulations.

Wholesale Markets

DBS continues to work towards keeping the City's markets free of organized crime. After an extensive review and investigation process, DBS has re-registered 49 wholesalers at the Fulton Fish Market, and 46 wholesalers at Hunt's Point Market. As a result of these efforts during the first four months of Fiscal 1999, rent revenues from the Hunt's Point Market increased by 2.8 percent to \$1.1 million compared to \$1.07 million during the same period last year. Rent revenues from the Fulton Fish Market increased 15.2 percent, to \$686,154 compared to \$595,817 during the same period last year.

EDC continues to work with the departments of Business Services and Investigation to reform and improve the City's wholesale food markets. Design and engineering work is on schedule for the Hunts Point Market expansion, and the Brooklyn Wholesale Meat Market is expected to have a new refrigeration system installed in early Calendar 1999. The City's portion of the electrical upgrade of the Brooklyn Terminal Market was completed in December 1998.

Biomedical Research

At the beginning of Calendar 1999 Mayor Giuliani announced the formation of the Mayor's Task Force on Biomedical Research and Development. New York City has a rich history of medical innovation and a strong current position in this field. New York City's medical schools, which include many of the nation's best, educate 7 percent of America's doctors. The biomedical research industry is responsible for more than \$1.5 billion in spending and directly employs more than 25,000 people in the City of New York; while the health care industry as a whole is the City's largest employer, providing more than 12 percent of all jobs in the metropolitan area. The task force is developing recommendations that will draw world class scientific talent to the City, and help return New York to the top of this important field.

In November 1998 Mayor Giuliani announced that EDC would invest up to \$12 million over two years for the New York Cancer Project, a landmark effort bringing together the resources of the City's healthcare and research communities. The initiative is being developed by a consortium of 25 of New York's leading medical schools, academic medical centers, and research institutions. When fully established, the Cancer Project will involve the participation of 300,000 healthy New Yorkers who will voluntarily contribute their medical and lifestyle data for monitoring over a 20-year period, helping to uncover the environmental and genetic causes of cancer. Total investment from all sources in the project will exceed \$200 million, generating hundreds of jobs and helping to bring substantial additional biomedical research activity to the City.

City Aided Development

During Fiscal 1999 the Economic Development Corporation (EDC) is working to market its business development programs, such as the Regional Economic Development Assistance Corporation, Industrial Development Agency, and Small Industry and Industrial Incentive programs, to the printing and garment industries through a direct mail campaign. These programs provide such benefits as making small business loans, arranging for tax exemptions and waivers, and issuing low-cost tax-exempt bonds. In addition, while it markets to all segments of the not-for-profit sector, EDC has also planned a direct mail campaign targeted specifically to City medical facilities and institutions of higher education.

EDC has designated two local developers for sites in the Morrisania section of the Bronx. The project will include a combination of national and neighborhood retail establishments. EDC expects to execute contracts of sale by the close of Fiscal 1999.

ECONOMIC DEVELOPMENT

In September 1998 Mayor Giuliani and Borough President Molinari announced the start of the selection process for a developer to revitalize the former Stapleton Homeport in Staten Island. The City's initiative to privatize the 36-acre former naval base, which it acquired in 1994, followed the Mayor's announcement of the City's acquisition of a site next to the St. George Ferry Terminal for a minor league baseball park. The Homeport contains a complex of warehouse buildings with office space, flexible retail/recreation space, a state-of-the-art 1,400 pier, a utility plant, and extensive parking space.

In response to the Jamaica, Queens community leadership's concern that an existing junk yard would become a vacant site after it was auctioned off, EDC is privatizing the 28,000-square-foot yard for development as an employee parking lot for a nearby business, which is the City's leading milk processor.

Bridgemarket, which will include a supermarket, a restaurant, a kitchen design store and public space under the Queensboro Bridge in Manhattan, is on schedule to be completed in the fall of 1999. Construction halted in early Fiscal 1999, but EDC was able to close on the financing in December so the project could be resumed.

In October 1998 the City Council adopted the Department of City Planning's proposed zoning change for the Hudson River Waterfront Park. The zoning text amendment will permit the development of public and private parks in manufacturing districts along the Hudson River waterfront in Manhattan Community Districts 1, 2, and 4.

In October 1999 EDC issued a Request for Proposals seeking developers for several sites within the 40-block East New York In-Place Industrial Park in Brooklyn, currently home to over 70 manufacturing companies. The sites range from 1,600 square feet to 60,000 square feet.

The ANCHOR/Partnership Plaza Retail Demonstration Program, a joint initiative of the Department of Housing Preservation and Development (HPD) and the New York City Partnership's Community Preservation Development Corporation, is designed to revitalize local commercial development in low and moderate-income areas that have received substantial public and private housing investment and need additional retail services. Construction is currently underway on the first retail project, at Fulton Street and Ralph Avenue in Brooklyn; the project includes two national retailers and one business operated by a local entrepreneur. Construction of a new 10,000-square foot commercial development at Southern Boulevard and 176th Street in the South Bronx is also expected to begin early in Calendar 1999. The 12,000-square foot Phase I retail project on Broadway in Brooklyn, will also begin construction in early Calendar 1999.

Construction on the initial phase of the ANCHOR retail and residential corridor along West 116th Street in Central Harlem is expected to begin in February 1999. This project includes 60,000 square feet of retail space and 241 homeownership units. Mixed-use projects at Fifth Avenue and West 116th Street and Frederick Douglass Boulevard and West 135th Street in Harlem are slated to begin construction in late Spring 1999. These projects will include up to 55,000 square feet of retail space and 292 homeownership units. Construction at Guy Brewer Boulevard on the York College campus in Queens will begin once the City University of New York approves the plans. This mixed-use project will create 89,000 square feet of retail space and approximately 78,000 square feet of student space for the College. Construction is expected to begin in Spring 1999.

Construction at the Coney Island ANCHOR site is scheduled to begin in Fiscal 2000. The project will include 16 residential units and 8,000 square feet of retail space. Construction of a mixed-use development on the newly designated ANCHOR site located on 145th Street between Frederick Douglass Boulevard and Bradhurst Avenue is projected for late 1999. Future plans for ANCHOR along eight of the nine designated corridors will proceed as retail tenants are identified.

ECONOMIC DEVELOPMENT

Long-Range Planning for Economic Development

The Strategic Plan for the Redevelopment of the Port of New York study entered its final stage in December 1998. This 20-year strategic redevelopment plan is designed to revitalize the Port of New York by responding appropriately to the rise in global maritime trade and identifying opportunities for the City to maximize its future role in the port. As part of the overall plan, the City will press ahead with existing initiatives. Continued expansion over the next decade of Staten Island's Howland Hook Container Terminal is projected to create 8,000 new jobs by the year 2010. EDC is working to develop an auto marine terminal as a first step to revitalizing the Brooklyn Waterfront; this project will create 1,000 news jobs by the year 2005. Plans also call for modernization of crane and barge operations at Brooklyn's Red Hook Terminal.

The Heliport Master Plan and Study were completed in early Fiscal 1999. EDC is now incorporating public comment and official responses on the Plan into its final report, which will be issued in February. Many of the comments received reflect concern about noise monitoring and the environmental impact of helicopter activity on surrounding communities. The final report will incorporate new recommendations for a West-side heliport. The Study and plan recommendations will serve as the City's reference and information source for decisions relating to both the NYC heliport system and helicopter activity in the City's airspace.

In January 1999 Mayor Giuliani directed the New York City Transit Authority to direct the City's \$100 million annual capital contribution toward creation of a one-seat rail link from Manhattan to LaGuardia Airport. The Metropolitan Transit Authority and the Port Authority are currently conducting a study to determine how best to enhance the City's existing transit system in order to create this rail link; New York State has also committed \$100 million for this initiative. In addition, the City will earmark funds from sale of the New York Coliseum – either all or part of the \$340 million in capital proceeds – for the rail link project.

In March 1998 Mayor Giuliani announced a two-year federally funded study to consider a rail-freight tunnel for New York City. EDC announced the selection of an engineering firm to prepare a Major Investment Study that could lead to the development of a cross-harbor rail-freight tunnel. Currently, more than 100 million tons of goods per year cross the NYC metropolitan region, the great majority by the City's roads; the City moves only 5 percent of its rail freight eligible cargo by rail, because freight trains must make a 260-mile detour to cross the Hudson River. The high volume of vehicular freight movement contributes to traffic congestion, wear and tear on infrastructure, and higher freight and manufacturing costs. The initial phase of the Cross Harbor Freight Movement Major Investment Study indicates strong potential benefits for the construction of a rail-freight tunnel.

In his January 1999 State of the City address, Mayor Giuliani renewed and restated the Administration's commitment to developing new stadium and convention center facilities in New York City. While previous discussions of a stadium and convention center complex on Manhattan's West Side were limited to the possibility of a baseball stadium, the site could also be used for a domed or retractable domed football stadium. Apart from sports, the City – and Manhattan in particular – would benefit from a domed stadium for large-scale conventions, concerts, exhibitions, and other major functions that cannot now be accommodated. A West Side development would also provide an opportunity for expansion of the Jacob Javits Center and possible relocation of Madison Square Garden. The Mayor also announced agreements with the City's major league baseball teams opening the way for the creation of minor league baseball parks in Coney Island and Staten Island. In addition, the Administration will continue to advocate for postponement of commercial rent tax reduction to contribute to the financing of new major league baseball stadiums.

ECONOMIC DEVELOPMENT

PUBLIC/PRIVATE INITIATIVES

In August 1998 the Department of Homeless Services (DHS) converted Building 8 of the Kingsboro complex into an 80-bed Modified Therapeutic Community for mentally ill, chemically addicted clients. The non-profit operator offers a program in which clinical mental health staff work intensively with clients to encourage the men's movement from shelter to permanent supportive housing, while residents participate in groups focused on recovering from addiction and improving daily functioning.

In August 1998 the Department contracted a non-profit organization to operate a women's shelter with a capacity of 200 beds on Ward's Island. A total of 95 of the 200 beds are now available and occupied. By the end of Fiscal 1999, all 200 beds are expected to be available. This shelter serves as an employment shelter and also offers substance abuse prevention services.

The New York City Housing Authority (NYCHA) continues to examine the benefits of privatizing the management of public housing. Private companies now manage a total of 4,100 Authority-owned units in 35 developments. The Authority will determine whether or not to contract for the management of additional developments after evaluating the performance of the current private management companies during Fiscal 1999.

The Department of Health (DOH) has continued to work closely with the Mayor's Office of Health Services on insurance initiatives, the goals of which include combating the high-priced and increasing cost of health insurance to small business employers for their employees. DOH is a partner in funding the evaluation of the Small Business Health Insurance Project. This partnership of a private not-for-profit insurer and the Health and Hospitals Corporation (HHC) will expand health coverage among small businesses in New York City communities. DOH also administers and monitors the City's contract with a private entity to set up the New York Health Purchasing Alliance, which will form an insurance purchasing alliance for small businesses, providing a choice of health insurance benefit packages for their employees.

Because of its efficiency and the reduced cost of meter reading, the Department of Environmental Protection (DEP) will renew its contract with a private vendor for meter-reading on Staten Island for one year beginning in March 1999. By the end of Fiscal 1999 the Department will seek a qualified contractor to perform meter reading in the Bronx.

SERVICES FOR CHILDREN AND YOUTH

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

ADMINISTRATION FOR CHILDREN'S SERVICES

Work continues to transform the Administration for Children's Services (ACS) into a performance-based organization that brings maximum efficiency to the task of nurturing and protecting every child. Fundamental to this goal has been the creation of higher work standards, greater accountability, better training, and more potential for advancement. ACS has implemented a merit-based pay system that rewards performance with higher salaries and promotion, while at the same time instituting more demanding eligibility requirements for caseworkers and supervisors. In November 1998, the Mayor announced the creation of two new civil service titles specifically for the Agency's child welfare staff: child protective specialist and child welfare specialist. The positions necessitate tougher eligibility requirements for new hires and provide increased salaries, commensurate with attaining higher relevant education and performing meritorious work. The new title series is effective end of Calendar 1998 with full implementation by the end of Fiscal 1999.

In June 1998 ACS released a Request for Proposals (RFP) for the provision of neighborhood-based services in the areas of foster care, preventive and medical/mental health services targeting families living in the Bronx. Selection of providers was finalized in January 1999, with neighborhood-based services to begin in July 1999. The Agency plans to release another RFP in late February 1999 to expand neighborhood-based services citywide. The new contracts will set higher performance standards and promote a greater level of accountability.

In the first four months of Fiscal 1999 the Agency evaluated the 72-hour multi-disciplinary case conference pilot implemented in its Queens Field Office. The pilot will expand beginning in mid-Fiscal 1999 to the Manhattan Field Office, with citywide implementation in Fiscal 2000. The goal of the conference is to gather all relevant decision-makers with knowledge about the child and family within 72 hours of placement.

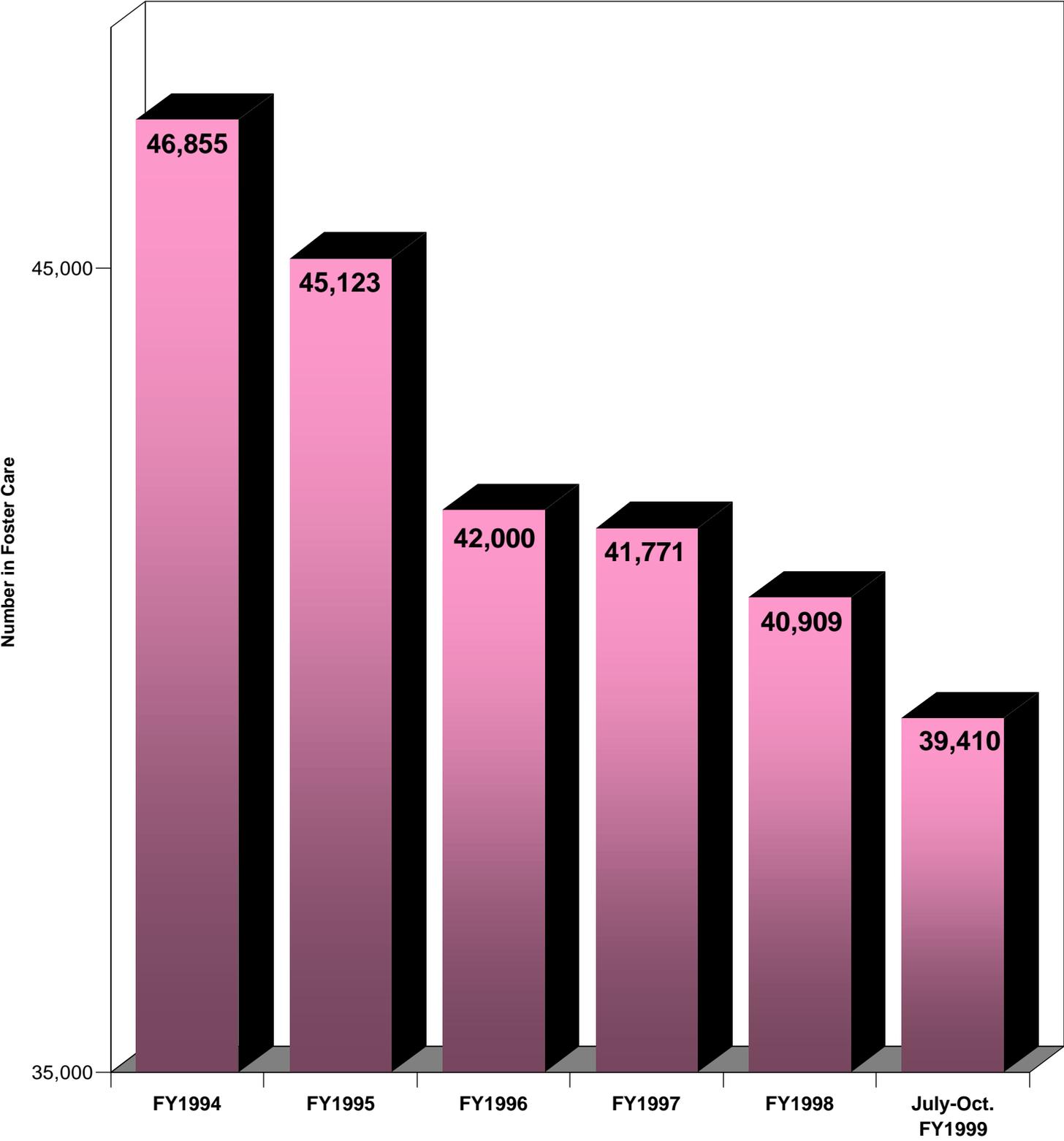
One of ACS' major goals is to increase interagency coordination throughout its operations. To that end, the City has created Instant Response Teams to coordinate the efforts of the ACS Child Protection Division, NYPD, and the District Attorneys' Offices in responding to the most serious child abuse cases. In mid-Fiscal 1999 the Agency's Satterwhite Training Academy will begin training on the improved interviewing curriculum developed by the Agency, the New York City Police Department, and the District Attorney's offices. This collaboration was started in Fiscal 1998 and entails a 6-day program covering a new casework practice guide, a supervisory conference tool, a child protective recording template, investigative interviewing and assessment, and permanency service planning. The Agency expects to train approximately 1500 caseworkers in Fiscal 2000.

During the first four months of Fiscal 1999, 39,410 children were in foster care, compared to 41,150 children in the same months of Fiscal 1998. In Fiscal 1999 the Agency's Office of Quality Improvement began monthly monitoring of the ability of foster care contractors to certify and recertify foster homes within the State-proscribed time frame. The purpose of the certification is to ensure the initial and on-going safety of the foster child and qualifications of the foster parent.

The Administration continues to pursue a State legislative agenda designed to afford greater protection for the City's children. Toxicology reform legislation would create a presumption of abuse or neglect in drug-addicted mothers who give birth to positive-toxicology babies. Other proposed State legislation is modeled after a recent federal proposal to toughen crime laws so that deaths resulting from a pattern of child abuse are defined as murder; sentences are increased for violent crimes committed in a child's presence; and child abuse counts as a predicate offense. The Administration also supports reform of

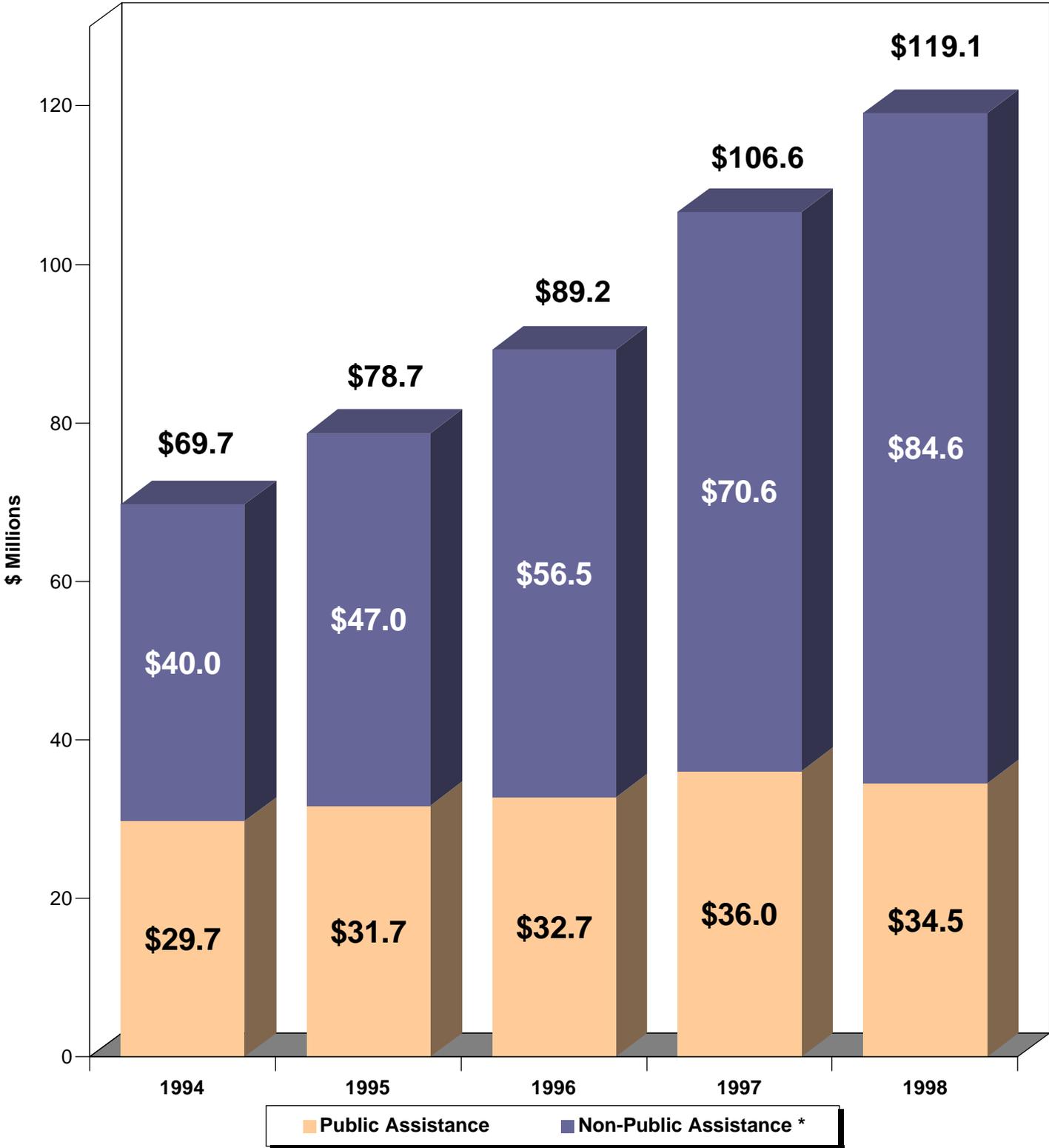
Administration for Children's Services

Foster Care Population



Administration for Children's Services

Child Support Collected July-October 1994-1998



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

SERVICES FOR CHILDREN AND YOUTH

State criminal law to create a felony form of Endangering the Welfare of a Child. In addition, the City has urged the New York State Assembly to approve a measure, already passed by the State Senate, to make the federal Adoption and Safe Families Act effective in New York State. The law would aid in speeding adoptions, protecting children in cases of abuse or neglect, and ensuring that foster care is a form of intervention designed to protect and benefit endangered children, rather than a way of life.

During the first four months of Fiscal 1999 the ACS Office of Child Support Enforcement (OCSE) collected approximately \$119.1 million in child support payments for New York City families, compared to \$106.6 million during the same period in the previous fiscal year. Collections have risen by 71 percent compared with the same months of Fiscal 1995.

PUBLIC SAFETY PROGRAMS

Police Department. In the first four months of Fiscal 1999 NYPD detectives worked with representatives from the Administration for Children's Services to conduct 207 joint investigations through the new Instant Response Team protocol. A total of 64 arrests resulted. NYPD's Child Abuse Squad investigated a total of 519 cases in the first four months of Fiscal 1999, up 28 percent from the 406 investigations in the same period in Fiscal 1998. The investigations resulted in 178 arrests during the first four months of Fiscal 1999, compared with 148 arrests in the same period in Fiscal 1998, up 20 percent.

In December 1998 the Board of Education's Division of School Safety was merged into NYPD through the inter-agency transfer of over 3,400 employees. The Department will now be responsible for the selection, hiring, training, supervision, and discipline of school safety officers assigned to public schools citywide.

Department of Probation. The Department of Probation's Expanded Alternative to Detention (EATD) program, a 12-hour day reporting center for selected youth, served 138 youth during the first four months of Fiscal 1999. EATD attained an 87 percent retention rate during the reporting period, compared with 81 percent during the same period of Fiscal 1998. The Juvenile Intensive Supervision Program, which offers a detention alternative for juveniles who would otherwise be placed with the New York State Office of Children and Family Services, served 498 juveniles, including 106 new participants, during the same period.

The Department also enrolled 37 youth in its Post-Residential Supervision project. Designed to help youth in court-ordered care make the transition back to the community, the program achieved a retention rate of 86 percent from December 1997 to November 1998, its first year of operation.

Department of Juvenile Justice. The Aftercare Program opened 102 cases in the first four months of Fiscal 1999, a 5 percent increase from 97 cases in Fiscal 1998; the total caseload at the end of the reporting period was 162 cases, a 10 percent increase from 147 in the same period of Fiscal 1998.

Beginning in February 1999, in partnership with the New York City Housing Authority, the Department will expand the Reduce Children's Violence Program at three sites located in Brooklyn, Staten Island, and the Bronx. As a result, it expects to serve an additional 324 youth annually.

Department of Consumer Affairs. In November 1998 the Department of Consumer Affairs (DCA) proposed legislation focused on improving compliance by tobacco retailers with laws that prohibit the sale of tobacco products to minors. The proposed legislation would allow DCA to control the licensing of tobacco retailers, as well as to triple fines for the sale of tobacco products to those under 18 years of age. Merchants who sell tobacco to minors would run the risk of having their retail licenses revoked by the Department.

SERVICES FOR CHILDREN AND YOUTH

DCA's "Three Puffs and You're Out" initiative against tobacco sales to minors during April-September 1998 has already produced results. The percent of merchants caught selling tobacco to minors fell from 51 percent at the start of the enforcement sweep to 17 percent in its last month. During the first half of Fiscal 1999 DCA conducted a total of 5,462 inspections as part of enforcement against tobacco sales to minors, compared with 4,400 inspections during the whole of Fiscal 1998; it levied \$446,000 in fines for violations, compared with \$154,000 for the twelve months of Fiscal 1998.

The Department proposed and helped draft legislation that prohibits the sale of laser pointers to minors and bans minors from possessing them. In December 1998 the Mayor signed legislation to implement these restrictions and DCA is now enforcing the law.

COMMUNITY SERVICES

New York City Housing Authority (NYCHA). The Mayor's Partners in Reading Program was expanded to include 104 sites during the first four months of Fiscal 1999, and currently serves over 5,300 children. The Authority's After School Program for Interaction, Recreation, and Education (ASPIRE), a collaborative effort between NYCHA, the Mayor's Office, and NYPD, had an average of 920 students participants each week during the reporting period.

Department of Parks and Recreation (DPR). During the first four months of Fiscal 1999 over 700 children participated in DPR's free drop-in baseball clinics at five sites citywide, and 2,517 children participated in the Department's free in-line skating clinics at 10 sites. An average of 2,655 children citywide participated in the Learn to Play Tennis program each day, making it one of the largest sports programs in the City.

During the same period over 700 youths participated in the Department's free soccer clinics. In November 1998, 350 children aged 8 to 13 attended Soccerfest, an annual event promoting soccer and providing participating children with the opportunity to receive free instruction. In addition, 576 children participated in the Department's Learn-to-Play-Soccer program. Overall, the Department's free clinics for swimming, tennis, golf, in-line skating, baseball, and soccer were attended by more than 24,000 children. In Fiscal 1999 indoor volleyball and youth swim teams will be added to the list of programs available at certain recreation centers.

Public Libraries. For Fiscal 1999 the City's three Public Library systems received a total of \$7 million in City funding for their Connecting Libraries and Schools Project (CLASP). During the first four months of Fiscal 1999, 1,958 CLASP programs were conducted at 361 schools for 52,062 students, parents, teachers, and school librarians. CLASP, organized in collaboration with the Board of Education, is designed to encourage children in kindergarten through grade 8 to read more and to make full use of their neighborhood libraries. The project provides children with field trips to local branch libraries, literacy programs, workshops on new library technology, and library card registrations.

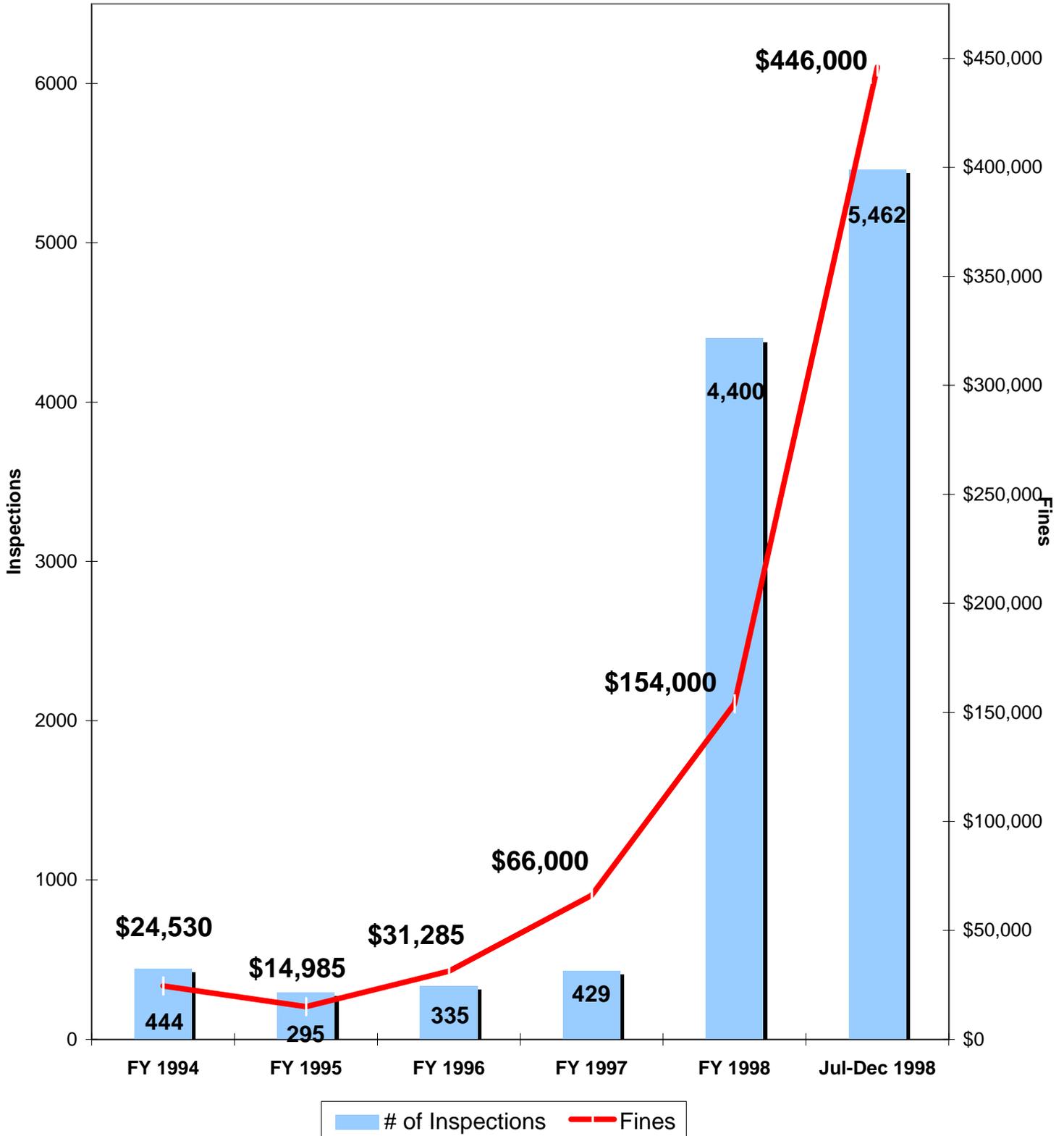
CHILD HEALTH

Lead Poisoning. The federal Department of Housing and Urban Development's (HUD) \$6.7 million grant awarded to the Department of Housing Preservation and Development (HPD) and the Department of Health (DOH) in Calendar 1994 has funded lead-hazard reduction in 625 units in privately-owned buildings. The remaining funds will be used to identify lead risks in an additional 82 units, bringing the total number of units treated to 707 by the end of Fiscal 1999.

A Calendar 1996 HUD grant for \$1.6 million enabled the City's Primary Prevention Program to complete treatment of an additional 33 units during the first four months of Fiscal 1999. This grant provides lead reduction treatment in the Bedford Stuyvesant section of Brooklyn, the Washington Heights/Hamilton Heights sections of Manhattan, and the West Tremont section of the Bronx. By the end of Fiscal 1999 the Department expects to treat an additional 68 units, for a total of 101 units.

Department of Consumer Affairs

Enforcement Against Tobacco Sales to Minors



SERVICES FOR CHILDREN AND YOUTH

Asthma. The City continues its Childhood Asthma Initiative, a major public education campaign to spread information about prevention and treatment. Information and advice concerning asthma can be obtained from the toll-free Asthma Action Line (1-877-ASTHMA-0). In September 1998 the Department of Health (DOH) issued a Request for Proposals (RFP) for the Community Interventions to Address Childhood Asthma program. Responses were received for Brooklyn and Manhattan and two proposals will be selected to commence in March 1999. An RFP will be reissued in February 1999 for Staten Island, the Bronx, and Queens. For Fiscal 1999, four community-based organizations were awarded \$100,000 each through City tax levy funds for asthma activities to be provided in the Williamsburg, Greenpoint, and Bushwick communities.

During the first four months of Fiscal 1999, as part of the Hunts Point Childhood Health Promotion Initiative, Asthma Committees were formed at two public elementary schools. Outreach and education activities reached more than 2,250 school-aged children, teachers and school personnel, and parents.

Immunization Registry. By the end of November 1998, DOH achieved its goal of having 100 percent of a total of 228 public and private hospitals and clinics report to the Citywide Immunization Registry; 126 reported electronically and 102 were paper reports. From July through November 1998 82 percent of private physician practices (852 sites) were reporting to the Registry, compared to 69 percent (788 sites) during the same period last year. As of November 30, 1998, there were records for 1,600,977 children with 7.2 million immunizations in the Registry, as compared to 970,000 children and approximately 4.5 million immunizations as of November 1997.

School Health. During the first four months of Fiscal 1999, DOH provided a daily health presence in 607 elementary schools and annexes with appropriate medical rooms, or 94 percent of City elementary schools not serviced by School-Based Clinics. The Department is working with the Board of Education to identify suitable space in 20 elementary and 3 intermediate schools without existing medical rooms due to severe overcrowding to provide daily public health services in all public elementary and intermediate schools without School-Based Clinics.

Child Health Plus. The Balanced Budget Act of 1997 established the State Child Health Insurance Program, under which New York State plans to expand its Child Health Plus program to cover an estimated 680,000 new children – the majority of them in New York City. Under the planned program, children ineligible for Medicaid with family incomes up to 250 percent of the poverty line would have access to health insurance available through several different insurers. The Department of Health's Division of Health Care Access will work closely with the State to ensure effective outreach and maximum enrollment in the program. The new Child Health Plus program promises to greatly expand children's access to coordinated health services across the spectrum of health needs, including a focus on ongoing primary preventive care.

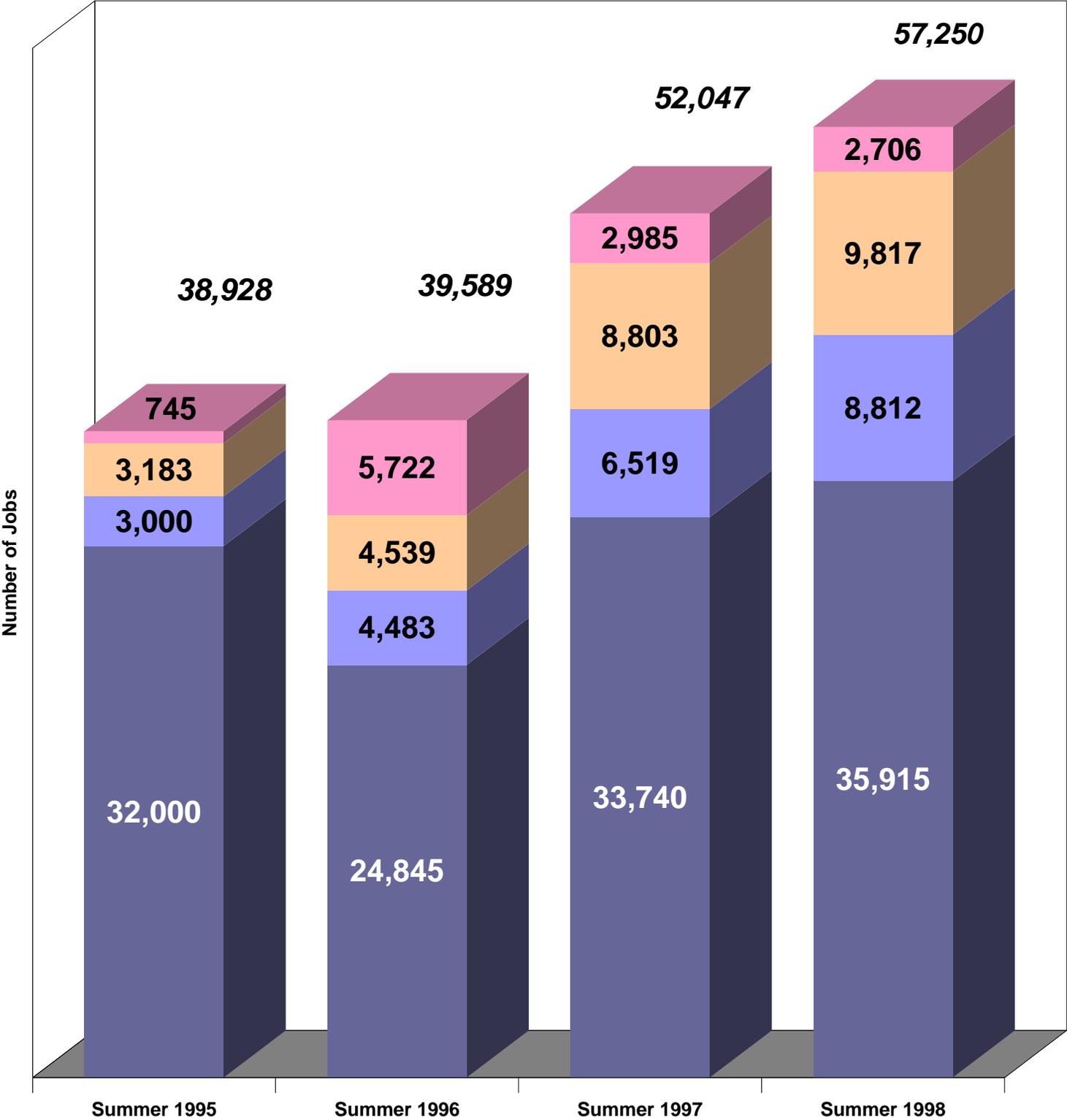
Mental Health. The Department of Mental Health, Mental Retardation, and Alcoholism Services (DMH) will develop five after-school recreational programs for seriously emotionally disturbed children and adolescents in Fiscal 1999. Four of the programs are being developed in collaboration with Department of Youth and Community Development, and will be housed in Beacon schools. The fifth program will be implemented in a community center in Manhattan.

SUMMER YOUTH EMPLOYMENT

The Mayor's Youth Empowerment Services (YES) Commission coordinates the efforts of the government and private sectors to create summer job opportunities for youth. An integrated publicity campaign to enhance the outreach efforts of the YES Commission was launched by a City Hall press conference on April 7, 1997. Mayor Giuliani presided over the event and announced the campaign theme, "Do You Remember Your First Job!" Print advertisements appeared in over a dozen publications, including *New York Post*, *New York Times*, *Crain's Business Weekly*, *Village Voice*,

Youth Empowerment Services Commission

Summer Jobs for Youth



- Other Public Funding (Includes NYCHA)
- Private Funding
- Job Opportunities for Youth
- Summer Youth Employment Program

SERVICES FOR CHILDREN AND YOUTH

El Diario, and *US Asia Times*. Television and radio public service announcements were developed to target African-American, Hispanic, and Asian businesses. The announcements, which began airing in April 1997, were recorded in several languages.

After finding 52,047 jobs for City youth in Summer 1997, the YES Commission set a 1998 summer employment goal for 53,000 jobs. The YES Commission surpassed that goal, securing a total of 57,250 jobs, of which 47,433 were publicly funded and 9,817 privately funded.

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

BEACON SCHOOLS

As of January 1999 there were 75 Beacon schools in operation. An additional four schools will be operational by Spring 1999. This will bring the Fiscal 1999 total to 79, almost double the number of Beacons operational in Fiscal 1998.

A team of independent research groups, in collaboration with a New York City college, is conducting an evaluation of the Beacon program. The initial results of this study have been positive: 63.5 percent of youth rated the Beacons as extremely helpful in staying out of trouble, 62 percent rated the Beacons as extremely helpful in doing better in school, and 58 percent rated the Beacons as extremely helpful in avoiding drugs. Adult respondents have consistently cited the importance of the high-quality and free after-school programs that are provided by Beacon schools. Adults also participate in a variety of activities at Beacon sites, including GED classes and job counseling. School principals interviewed reported that the Beacons help improve their relationship with families and communities, bring new resources to the schools, provide services that help individual students and their families, and support educational progress.

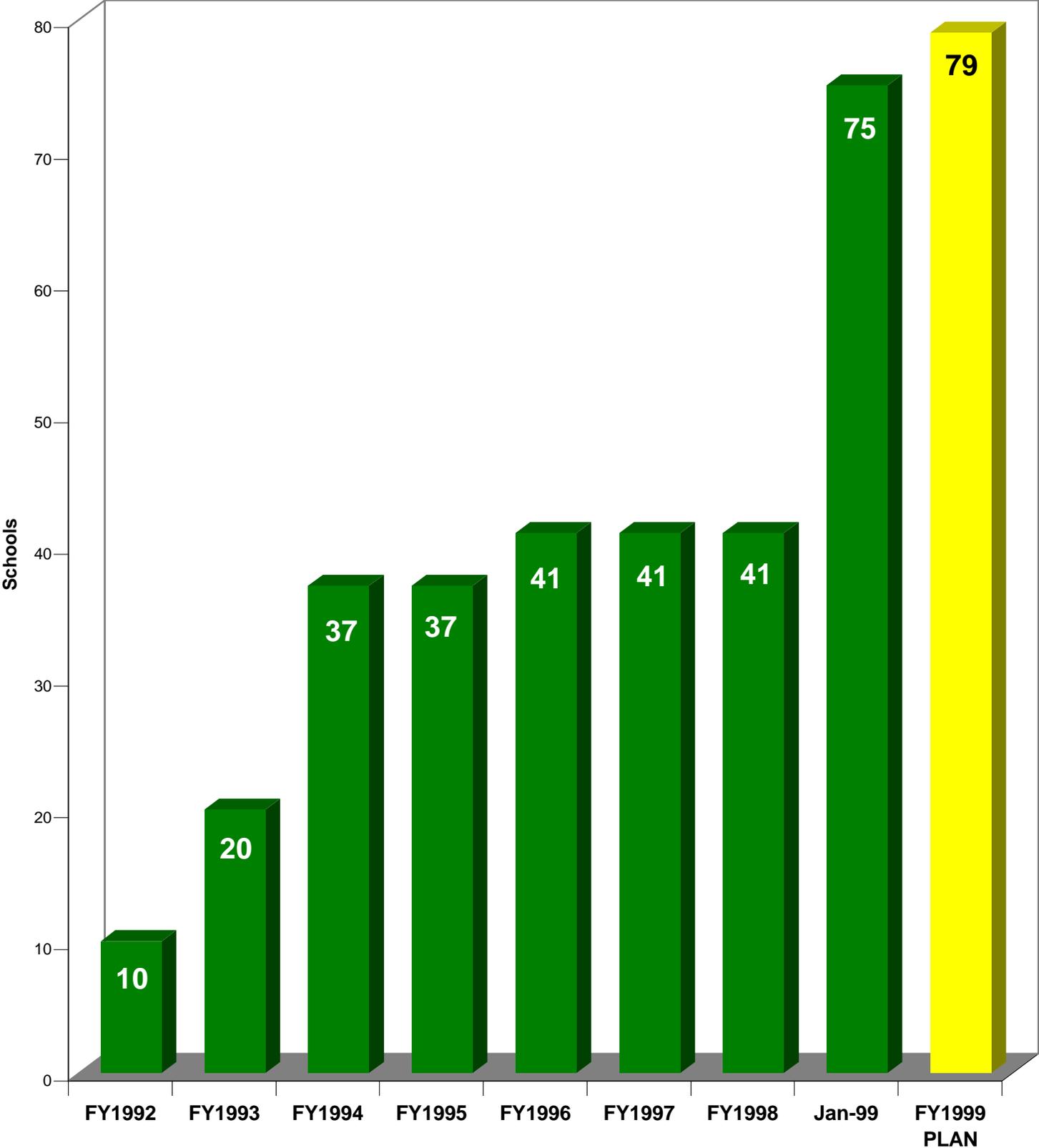
PUBLIC EDUCATION

Over the past four years New York City's school system has undergone dramatic change. These changes have included improved reading and mathematics performance along with higher student performance standards, introduction of school-based budgeting to move more resources toward the classroom, the implementation of universal pre-kindergarten classes and innovative summer programs, the beginning of an effective plan for school safety, and the enhancement of accountability for school superintendents and all educators. Some of the initiatives that have contributed to these changes are updated below:

- Project Read now reaches more than 130,000 students in after-school and intensive day programs. Students in nearly every elementary school receive greatly enhanced reading instruction under this program. Students in the intensive school day program boosted their scores on the citywide reading test by 3.9 percentage points last year – an improvement 60 percent greater than that seen systemwide.
- Project Arts has restored arts education as a permanent part of the curriculum. Increased funding in the Project's second year has enabled 830 schools to implement standards-based arts education; all remaining schools will see the program implemented in the next school year.
- Project Smart Schools has equipped over 4,500 middle school classrooms and 182 middle school libraries with approximately 17,000 computers. An additional 13,000 computers will be installed by August 1999, providing access to all classes in grades 6-8.

Department of Youth and Community Development

Number of Beacon Schools



SERVICES FOR CHILDREN AND YOUTH

- Project Textbook provided a \$70 million allocation that doubled the school system's standard annual textbook budget in order to replace all textbooks with current editions. The Project provides for approximately 3.5 million new books.
- School-based budgeting provides parents, taxpayers and educators with detailed information on the use of budgetary resources in every public school. This is a vital first step toward ensuring that necessary resources reach the classroom, and toward guaranteeing accountability in the use of the system's \$9 billion budget.
- School safety will be enhanced as a result of the agreement between the Administration and the Board of Education to transfer responsibility for the training and supervision of School Safety officers to the New York City Police Department. Transfer of the approximately 3,400 School Safety officers occurred in December 1998.
- Superintendent accountability has been increased through a new school governance law enacted by New York State, which institutes top-down accountability by holding superintendents responsible to the Chancellor. To date, three acting superintendents have been removed and ten superintendents newly appointed by the Chancellor.

In his January 1999 State of the City address, Mayor Giuliani outlined plans for additional initiatives and structural reforms designed to assure excellence in the City's public school system. These include the reform of school governance to create a central agency headed by a Commissioner of Education, appointed by the Mayor with City Council approval; elimination of local school boards in order to increase accountability throughout the system; the adoption of new approaches to increase alternative educational opportunities and school choice for parents and students, including the creation of new Charter Schools as approved by recently-enacted State law; elimination of "social promotion" for the fourth and seventh grades by the year 2000; continued support for the elimination of principal tenure; and reform of the Bilingual Education program. In January 1999 Mayor Giuliani announced the formation of the Mayor's Task Force on Bilingual Education, which will make recommendations to the Mayor and the Board of Education regarding the reform of bilingual education with an emphasis on intense English instruction for students who are not fluent in English.

Accomplishments and plans in the areas of school construction and the Special Education program are reviewed in further sections of this Summary.

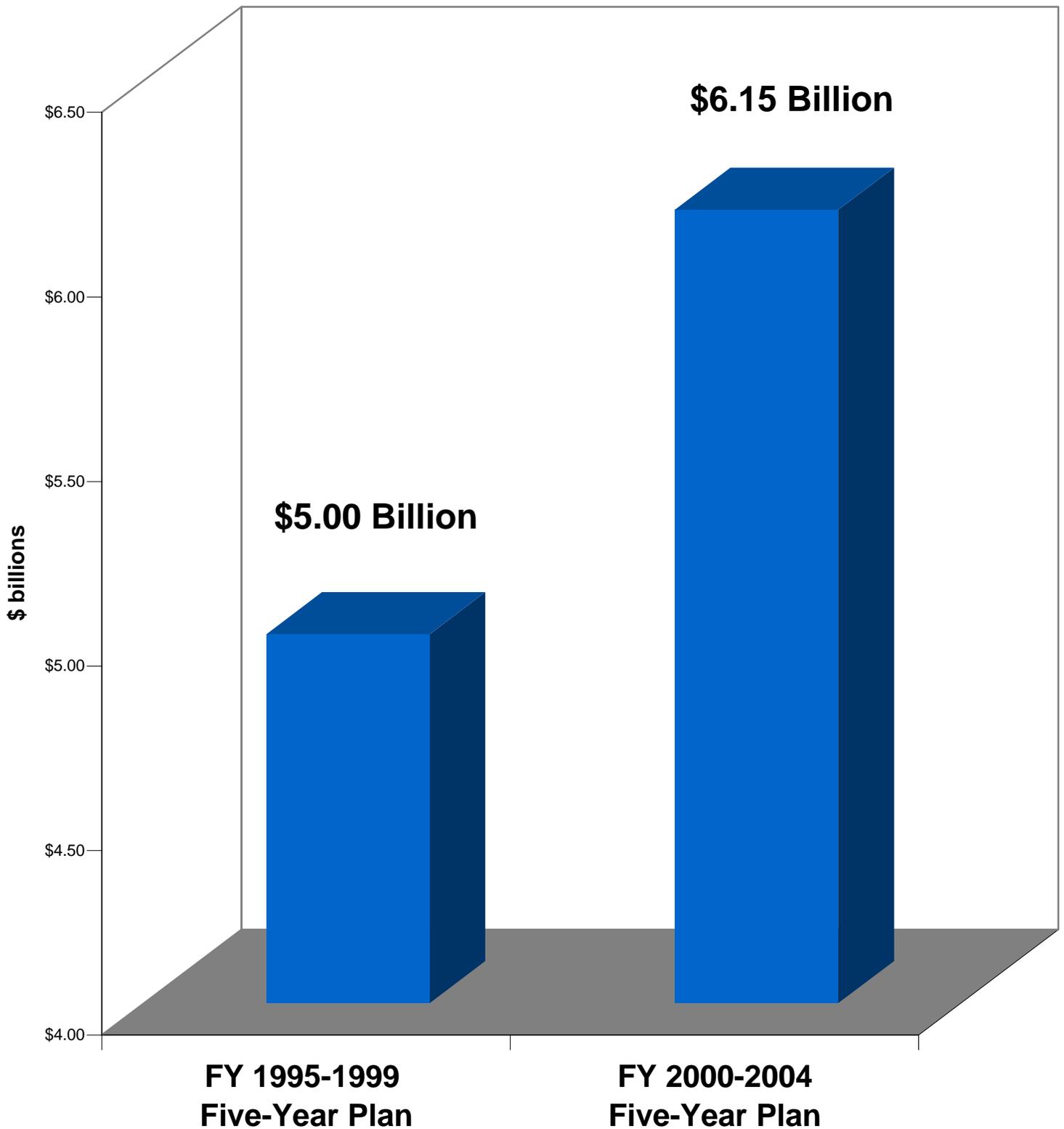
SCHOOL CONSTRUCTION AND REHABILITATION

The January 1999 Financial Plan calls for a \$6.15 billion capital plan for the public schools during Fiscal 2000-2004, compared with \$5.0 billion over the previous five years. This will be the City's largest capital program for education in history.

In conjunction with the Board of Education, the School Construction Authority (SCA) created 15,936 seats between October 1997 and September 1998. The Board and SCA produced an additional 1,350 seats from October 1998 through January 1999. Together the two agencies plan to create approximately 16,000 seats by September 1999 for a total seat production of approximately 32,000 seats from October 1997 through September 1999. For the school years 1994-1999, SCA and the Board have created a total of 97,297 new student seats, 10,651 seats ahead of the pace set by new student enrollment during this period. By contrast, new seat production during the years 1990-1993 fell short of new enrollment by 58,639 seats.

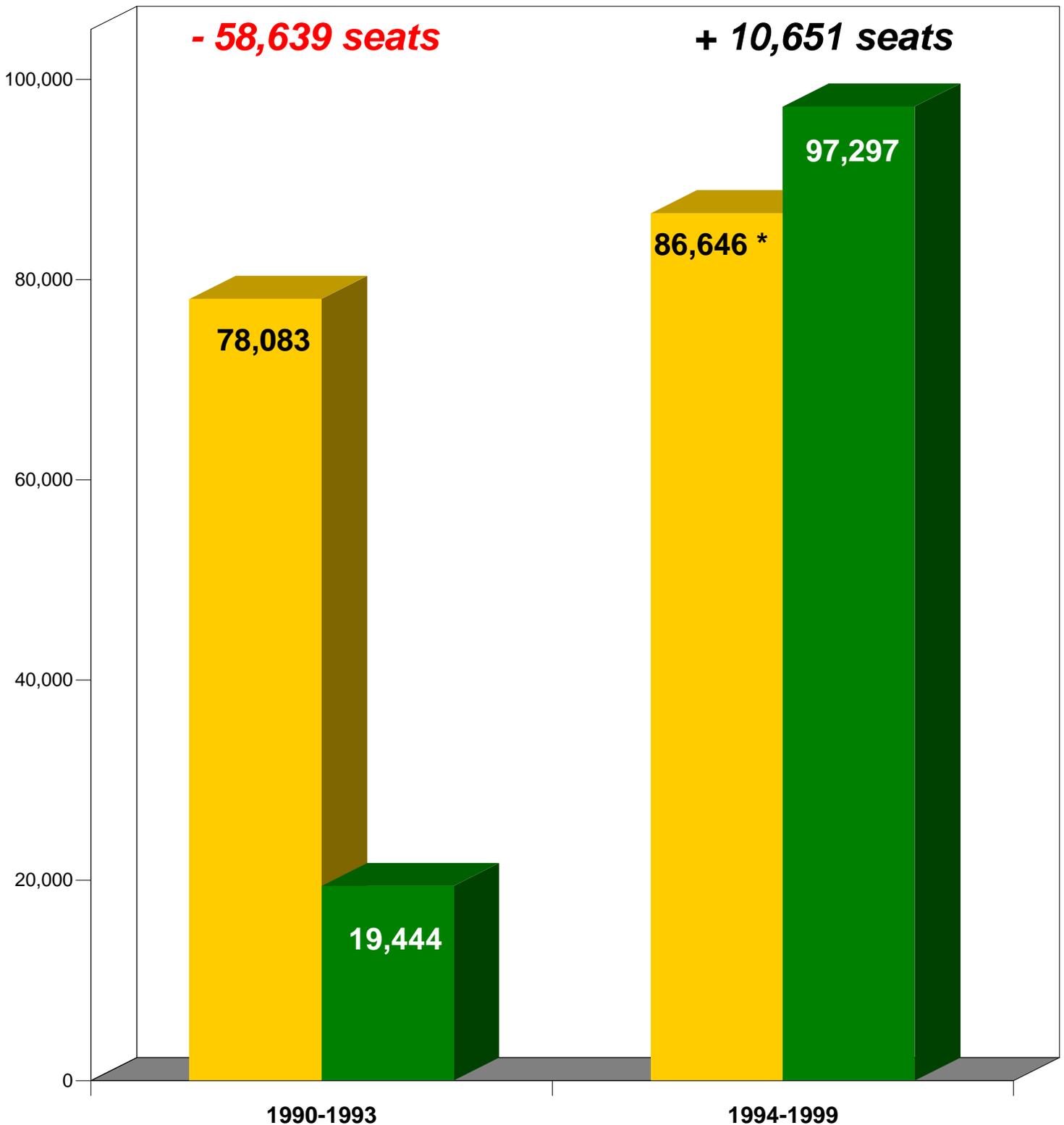
In Fiscal 1999 SCA plans to create 14,075 new seats through the construction of new schools, modular buildings, additions and modernizations, and transportable projects throughout the five boroughs. SCA will create 4,438 new seats in Queens, 5,221 in the Bronx, 1,308 in Manhattan, 2,309 in Brooklyn, and 798 in Staten Island.

City Capital Commitment to the Board of Education



Board of Education/ School Construction Authority

New Enrollees and New Student Seats



* Based on October 1998 enrollment.

■ New Enrollees

■ New Seats

SERVICES FOR CHILDREN AND YOUTH

New leadership and the introduction of strict contractor monitoring and safety standards have enabled the Authority to bring private construction industry standards to its public construction role, enhancing the quality, cost-effectiveness, and timeliness of project work. For all project work begun during Calendar 1995-1997, nearly 85 percent of projects were completed within 10 percent of budget. The percent of projects completed on time has risen from 14 percent in Fiscal 1995 to 56 percent in Fiscal 1998. In addition, the average duration of new construction projects has been reduced from 46 months in Fiscal 1992, to 24 months in Fiscal 1995, and to only 12 months for Fiscal 1999.

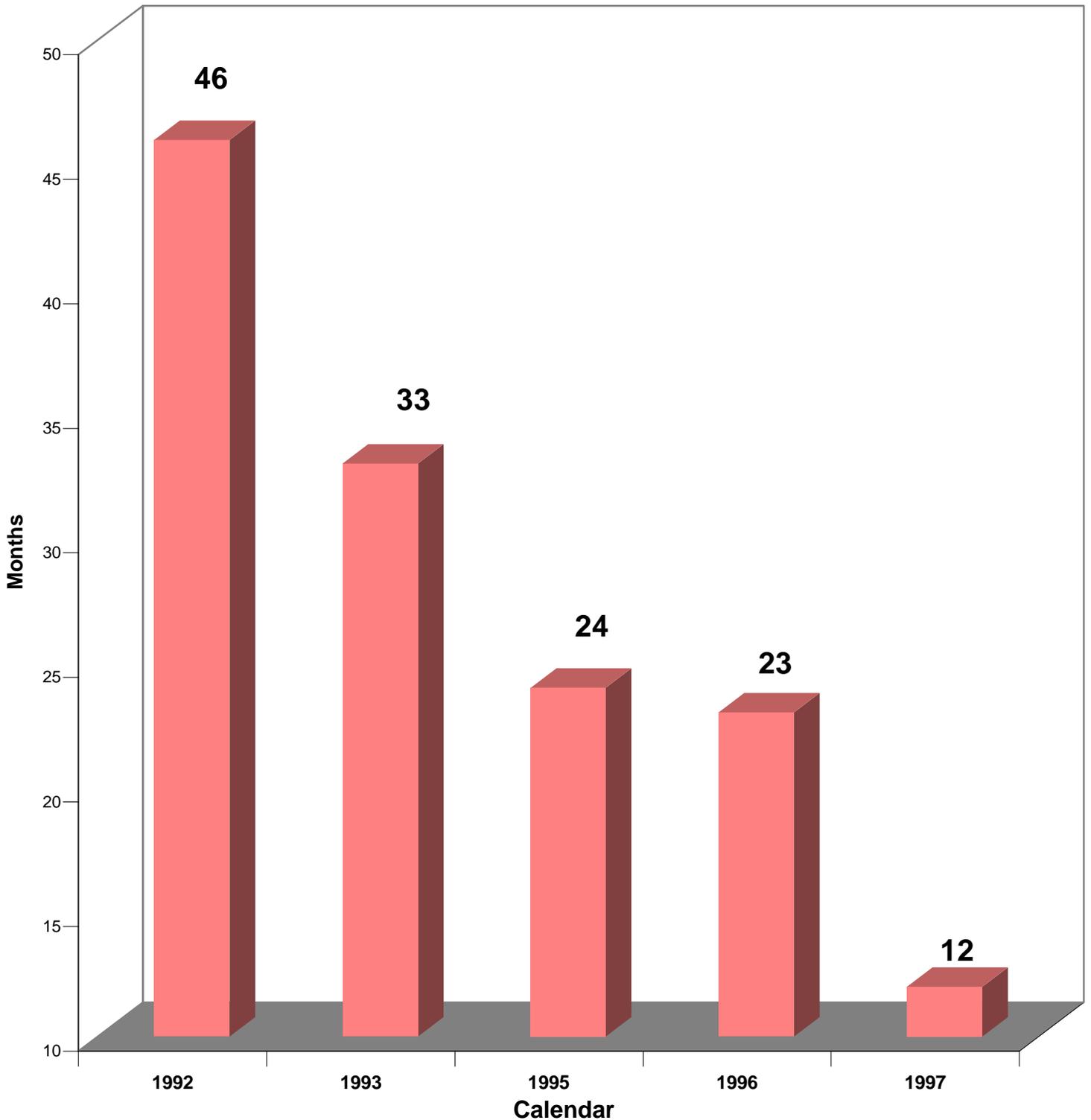
CITY UNIVERSITY OF NEW YORK

The City annually appropriates \$110 million of tax levy funds for the support of City University of New York (CUNY) colleges. Yet incoming students are not required to be able to perform college-level work, and CUNY has failed to raise student achievement levels within a reasonable time frame. The overall on-time graduation rate for CUNY's two-year community colleges is 1.3 percent in two years, while the overall on-time graduation rate for the four-year colleges is 6.5 percent in four years. Graduation rates have consistently declined over the past two decades. Only 30.6 percent of incoming freshmen at CUNY senior colleges, and 12.9 percent of incoming freshmen at CUNY community colleges, have passed the basic skills tests in reading, writing, and mathematics. It is clear that the system's past remediation policies, coupled with an overall lack of performance standards, have led to a failure to ensure a quality education for CUNY students.

Some progress has been made since the Mayor issued his call for reform. During the past year the CUNY Board passed a resolution on remediation reform, following which enrollment in summer remediation programs rose from under 15,000 last summer to more than 22,500 this year. The Board also reaffirmed attendance standards, and a new writing test has been required for all students transferring or graduating from a two-year program. In his January 1999 State of the City address, Mayor Giuliani announced that he would request the CUNY Board to take several additional steps toward further progress. These include development of a voucher program for remediation, allowing students to choose the best remediation program available; requirement of minimum SAT standards for entering students; the introduction of competition among CUNY schools to be designated as flagship schools with high-level admissions requirements and performance standards; creation of a core curriculum for CUNY students; a new emphasis on attendance requirement, and development of a uniform minimum flunk-out policy including both attendance and passing grades as criteria; expansion of vocational educational programs available within CUNY; and the holding of individual CUNY colleges accountable to the Board for student performance.

School Construction Authority

Average Duration of New Construction Projects in Months



*Data represents construction durations on new school buildings only.
No new construction projects were completed in 1994.*

Reforming the School Construction Authority

Building Performance Into School Construction

Results

- Delivered all planned seating capacity projects on time or early for the second consecutive year; which included 30,000 of the 80,000 new seats completed in SCA's ten-year history
- Reduced time to complete a new school to approximately one year, from 10 years a decade ago
- Completed new modular construction school within 9 months
- Completed 83% to 85% of projects begun in Calendar 1995 to 1997 within the industry standard of under budget, within budget or within 10% of the budget
- Improved on time project completion rate to 56% in Fiscal 1998 from 14% in Fiscal 1995
- Reduced time for scope & design phase for capital improvement projects to 208 days in Fiscal 1998 from 407 in Fiscal 1996

How did we do it?

- Reformed construction contracting process
 - Offering incentives to contractors who complete work earlier than expected
 - Adding time, as well as cost, as a factor in evaluating bids
 - Increased liquidated damages to \$8,000 per day against contractors for project delays
 - Employing "Design/Build" approach to projects
 - Incorporating school approved phasing plans in contracts
- Implemented stringent "Safety First" program
- Created Scheduling Unit
- Strengthened screening of contractor performance
- Instituted enhanced approaches to customer satisfaction and community relations
- Replaced majority of senior managers with private sector construction professionals

Next Phase

- New \$6.15 billion Five-Year Capital Plan for school construction beginning July 1999 -- the largest capital plan for schools in the City's history
- Continued coordination with schools to reduce construction time
- Extend SCA's Wicks law exemption

CUSTOMER SERVICE

A key element in Mayor Giuliani's aims for improving the City's quality of life is to ensure that civil servants act in a civil manner toward the public. Agency managers throughout the City are developing initiatives to improve direct services to citizens and assess the level of customer satisfaction experienced by citizens. By asking City workers to adopt the customer's point of view, and by improving the conditions experienced by customers at their first point of contact with agencies, these initiatives enhance confidence in government and contribute to more effective services.

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

Department of Transportation. In November 1998 the Department of Transportation (DOT) developed a toll-free number (1-877-DOT-MOVE) to provide traffic information to midtown-bound drivers. The number is in operation weekdays during rush hours; callers are given updates every 15 minutes on traffic conditions at key midtown locations. Callers also have the option to report traffic conditions.

During Fall 1998 DOT was a member of the Mayor's Office of Transportation traffic mitigation task force, along with NYPD and the Department of City Planning. The Department assisted NYPD in implementing the Mayor's holiday traffic control plan, which emphasized zero tolerance enforcement for double parking, blocking the flow of traffic, and obstructing bus movement. As part of this plan DOT implemented two new mid-block pedestrian crossings, at Fifth Avenue between 32nd and 33rd Streets, and Seventh Avenue between 33rd and 34th Streets in Manhattan; installed electronic variable-message signs at key locations to inform motorists of traffic congestion; and imposed a street and sidewalk construction embargo in numerous locations citywide.

Department of Environmental Protection. In the first four months of Fiscal 1999 the Department of Environmental Protection (DEP) continued to host customer service events at five locations citywide, servicing 287 water and sewer accounts. Since the program's inception, DEP has held events at 94 locations, servicing 4,043 accounts.

In the first four months of Fiscal 1999 DEP's Water and Sewer Billing Call Center received an average of 38,471 calls each month, a 10 percent decrease from the same period in Fiscal 1998. The average waiting time to speak with a customer service agent was reduced by 19 percent, to 2 minutes 43 seconds. The combination of improved billing and the ability to provide callers with information through the newly installed Interactive Voice Response (IVR) system has improved the overall efficiency of the Water and Sewer Billing Call Center.

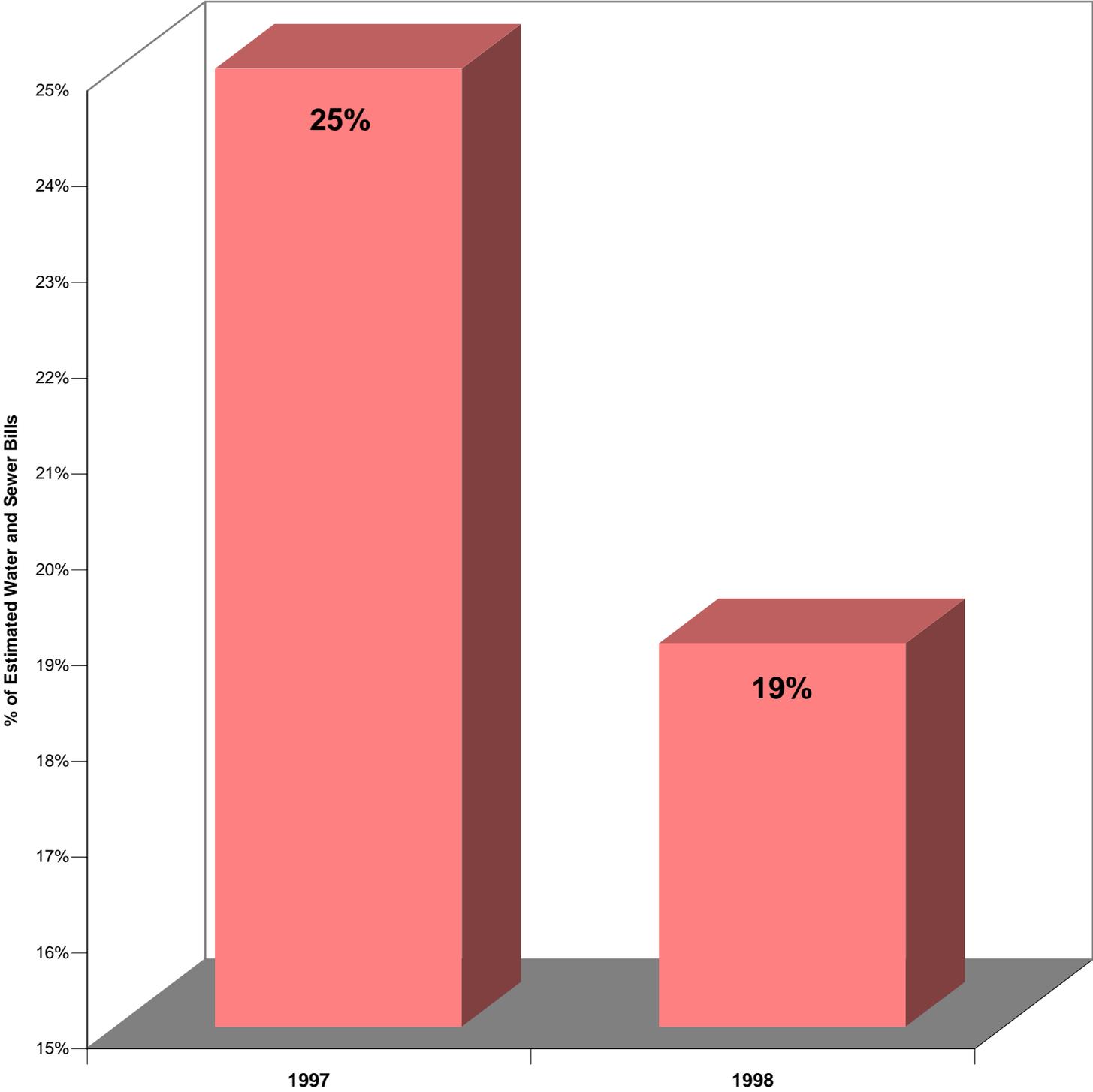
Estimated water and sewer bills have dropped steadily from approximately 40 percent at the end of Fiscal 1996 to 25 percent in the first four months of Fiscal 1998, and 19 percent in the first four months of Fiscal 1999. Estimated bills had been a source of billing errors.

Department of Housing Preservation and Development. Department of Housing Preservation and Development (HPD) code enforcement inspectors continue to respond to emergency complaints by performing inspections at the hours during evening and weekend hours. During the first four months of Fiscal 1999 housing inspectors conducted 30,005 building visits during these hours, compared to 22,945 building visits during the first four months of Fiscal 1998.

School Construction Authority. In April 1998 the School Construction Authority (SCA) implemented a complaint tracking system to monitor and quickly resolve community concerns with SCA projects. The complaints, tracked through letters, phone calls and meetings with school officials, are referred to Community Relations Managers when SCA field staff are unable to correct problems. Since the initiation of the system SCA received 143 complaints, of which 140 were resolved and three are in the process of being rectified.

Department of Environmental Protection

Percent of Estimated Water and Sewer Bills July-October 1997-1998



CUSTOMER SERVICE

In Fiscal 1999 for the second consecutive year, SCA mailed a customer satisfaction survey to all principals of schools in which it completed projects during Fiscal 1998. SCA sent out 563 surveys; 193 surveys were returned. A total of 45 survey responses required corrective action. Seventeen of these cases have been resolved; the remainder are in the process of resolution.

Department of Design and Construction. The Department's Office of Community Outreach and Notification (OCON) keeps Community Boards, residents, merchants, and local elected officials informed of infrastructure projects in their neighborhoods. OCON prints and distributes brochures describing the scope and schedules of planned projects, providing the names and telephone numbers of staff who can answer questions and solve problems associated with each project.

Landmarks Preservation Commission. In August 1998 the Commission published a brochure entitled "A Guide to the Public Hearing Process: Certificate of Appropriateness Hearings at New York City Landmarks Preservation Commission." A step-by-step guide to the Commission's public hearing process, the brochure assists applicants by explaining Commission protocol, procedures, and relevant statutory criteria. The brochure is also available on the agency's home page on NYC LINK, the City's official web site (www.ci.nyc.ny.us).

Public Libraries. Many of the City's public library branches have expanded their hours of service. The Brooklyn Public Library will phase in increased hours of service during Fiscal 1999. The initial step will increase the number of branches that are open for a full day of service on Saturday, with the goal of expanding that service to all branches. Brooklyn's Central Library at Grand Army Plaza, which serves the entire borough, will lengthen its hours from 9:00 a.m. until 8:00 p.m. every weeknight; it will then provide a total of 67 hours of service and operate seven days a week. In the Queens Borough Public Libraries, seven-day-a-week service was restored at 13 branch locations as of September 1998. The new Flushing Library, which includes the International Resource Center, is now open seven days a week and maintains a 55-hour weekly public service schedule.

The City's three public library systems continue working to expand Internet access for library users. As of October 1998 68 percent of all computers accessible to library users are Internet-connected, compared with only 27 percent at the end of June 1997.

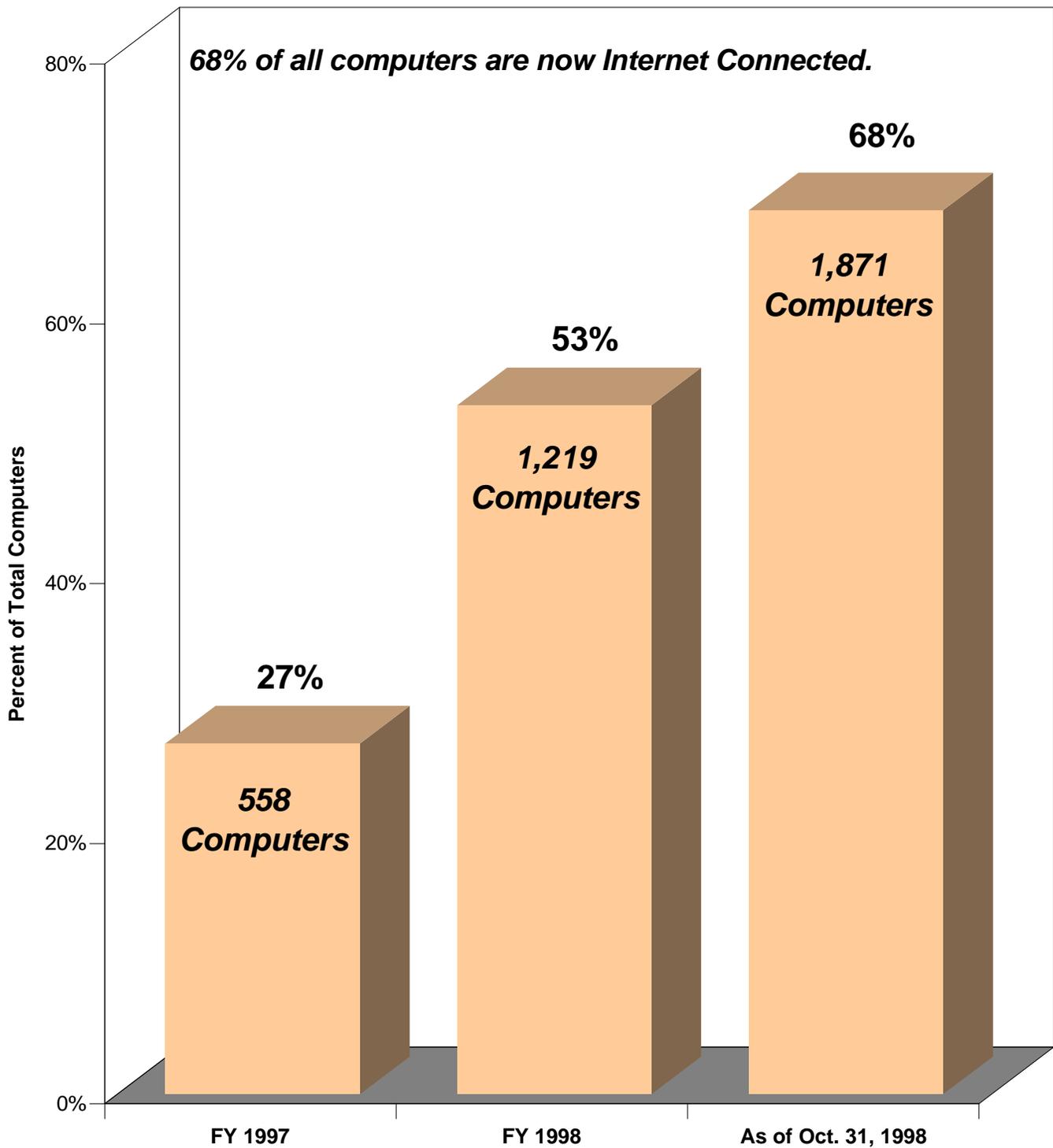
Health and Hospitals Corporation. The Health and Hospitals Corporation (HHC) continues to improve the timeliness with which women's health services are made available; the promptness of appointments for key services now exceeds industry standards. The average waiting time for mammography screening appointments was reduced to five days for the first quarter of Fiscal 1999, compared with 15 days for the same quarter of Fiscal 1995; the industry standard is eight days. Waiting time for initial family planning appointments has been reduced from 15 days in Fiscal 1995 to six days in the first quarter of Fiscal 1999. In addition, the percent of women receiving prenatal care in their first trimester has risen to 64 percent for the period July-October 1998, compared with 46 percent for the same months of 1995.

Human Resources Administration. By the end of November 1998 over 14,000 employees of the Human Resources Administration (HRA) had participated in one of twelve introductory sessions for the Professionalism, Accountability and Integrity (PAI) Civility Values Program. The program works to make civility and professionalism characteristic of each interaction among staff and with the public by rewarding quality service and adding civility values to employees' performance evaluations. Beginning in early Calendar 1999 PAI training will expand its focus to include conflict resolution.

Department of Employment. In August 1998 the Department of Employment (DOE) commissioned a survey of 75 new media employers in order to obtain information on required skills, as well as to access employment opportunities. The survey was completed at the end of October 1998 and indicated fast and expansive growth within this industry. During Fiscal 1999 DOE will use the survey results as a guide both to help customers compete in this industry and to help training contractors work in cooperation with employers.

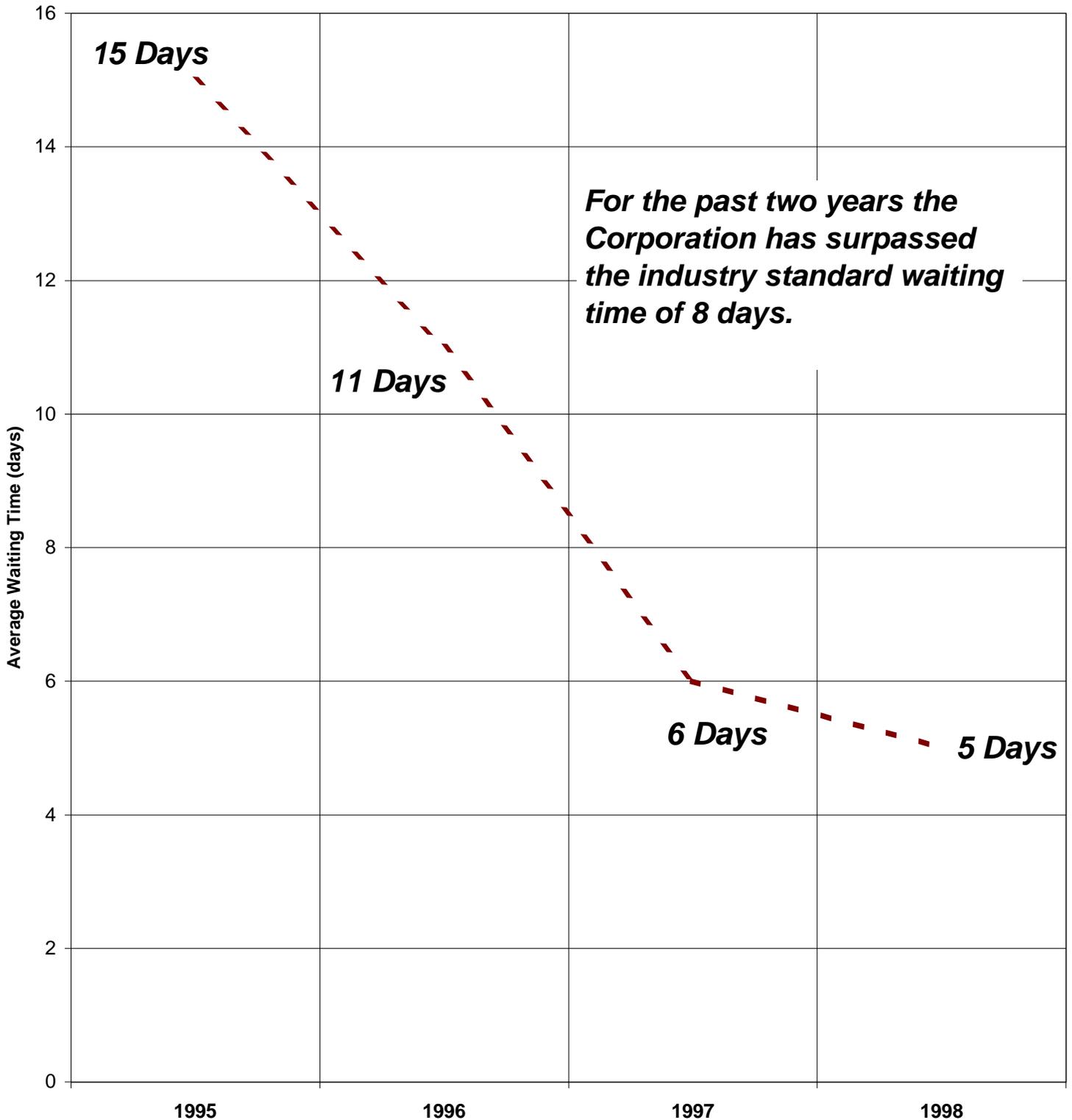
Public Libraries

Internet Connected Computers



Health and Hospitals Corporation

Average Waiting time for Mammography Screening Appointments July-September 1995-1998



CUSTOMER SERVICE

Department of Finance. DOF has revised its Real Property Transfer Tax return to eliminate redundant lines and tax computations on supporting schedules. Instructions are now more comprehensive; one payment check, instead of two, can be submitted to cover both the tax and filing fees.

In July 1998 the Department of Finance (DOF) began accepting credit card payments for parking fines and related tow fees at both its Parking Violations Help Centers and Borough Payment and Adjudication Centers. The Department will begin accepting such payments by phone in the third quarter of Fiscal 1999. From August to October 1998, the first full months for which data is available, a total monthly average of 2,791 credit card transactions occurred at the eight DOF locations that accepted such payments. The total monthly average value of these credit card transactions was just under \$669,000.

Department of Buildings. Use of the Department of Buildings' (DOB) PC Filing program continues to expand in Fiscal 1999. PC Filing provides applicants the option of submitting their filings for nearly all new permit applications on computer diskette in lieu of paper forms. During the first four months of Fiscal 1999, 25.6 percent of all new permit applications were electronically filed, an increase from only 3.1 percent during the comparable period of Fiscal 1998.

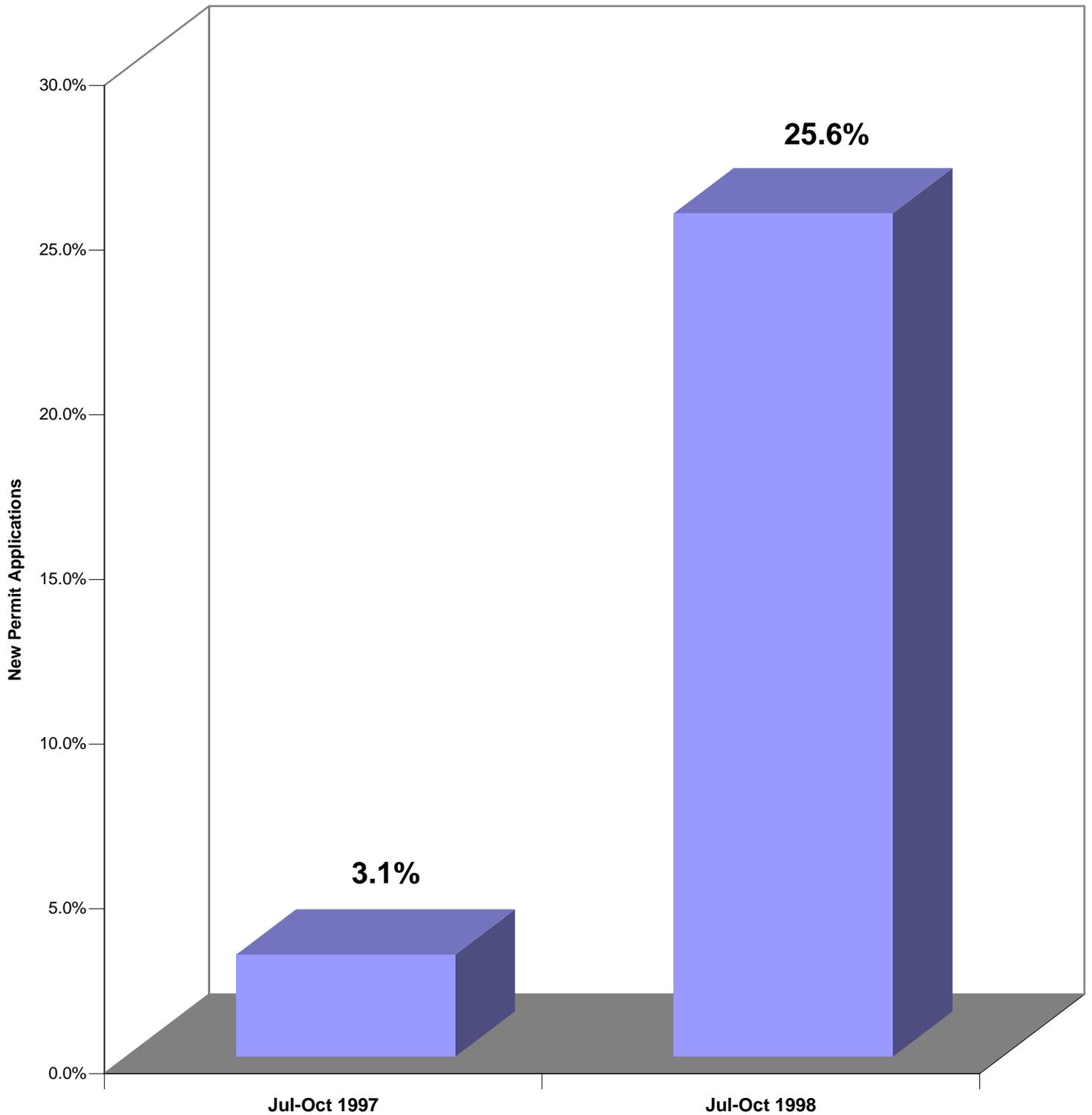
Taxi and Limousine Commission. The safety and viability of the taxicab industry in New York City continues to improve as a result of the Administration's Comprehensive Taxicab and Livery Industry Reform Package, which focuses on the promotion of public and consumer safety through requirements such as mandatory drug testing, increased levels of insurance coverage, a probationary period for licensees, accident reporting, and a revamped program for persistent violators.

In November 1998, the Taxi and Limousine Commission (TLC) enacted the Critical Driver Program. This program is designed to enhance passenger and public safety through an examination of medallion and for-hire vehicle driver records. Under the Critical Driver Program, TLC examines New York State Department of Motor Vehicle (DMV) records to evaluate driver performance. The program enables TLC to revoke the medallion taxicab and for-hire vehicle drivers' licenses of operators that accrue ten or more points on their State DMV license within an eighteen-month period. The accrual of six DMV points during an eighteen-month period will result in a suspension of the driver's license for thirty days.

In September 1998, as part of TLC's efforts to improve taxicab performance, the Commission passed a regulation that mandates all new applicants for a medallion taxicab driver's license to undergo a minimum of eighty hours of taxi-operator instruction prior to taking TLC's final examination for a taxicab driver's license. The new curriculum eliminates the fourteen and forty-hour training rules, expands upon and intensifies job-critical areas such as route design, map reading, in-depth geography, TLC rules and regulations, and driver-passenger relations. In addition, applicants are now required to pass an English competency test as part of their final examination before receiving a license.

Department of Buildings

Percent of New Permit Applications Using PC Filing



MANAGING MANDATED SERVICES

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

HUMAN SERVICES

WELFARE REFORM

Public Assistance

Public assistance rolls continue to decline. The number of public assistance recipients was 703,367 at the end of January 1999, a reduction of more than 457,200 since the implementation of the City's welfare reform initiative in March 1995, and the lowest level since November 1967.

Between May 1998 and the end of the January 1999 the Human Resources Administration (HRA) converted 15 Income Support Centers into 13 Job Centers. By Spring 1999 there will be 16 additional Job Centers, while ten Begin Employment Gain Independence Now (BEGIN) offices will be converted to the new model by December 1999. By the end of Fiscal 1999 Job Centers will offer on-site services from the State Department of Labor, the State Office of Vocational and Educational Services for Individuals with Disabilities, and the State Department of Education. Job Center programs will also be located at selected New York City Housing Authority sites, State Department of Labor offices, and other appropriate facilities.

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

The federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996 requires that up to 25 percent of the families receiving public assistance in federal Fiscal 1997 must hold jobs or actively prepare themselves for work. This rate increases by five percentage points annually, to 50 percent in Federal Fiscal 2002, and is adjusted for caseload reductions like those achieved in New York City. At the end of June 1998 29.3 percent of families receiving Temporary Assistance to Needy Families participated in work activities, compared with the 19.6 percent required for New York State as of the end of September 1998, the end of federal Fiscal 1997.

Food Assistance

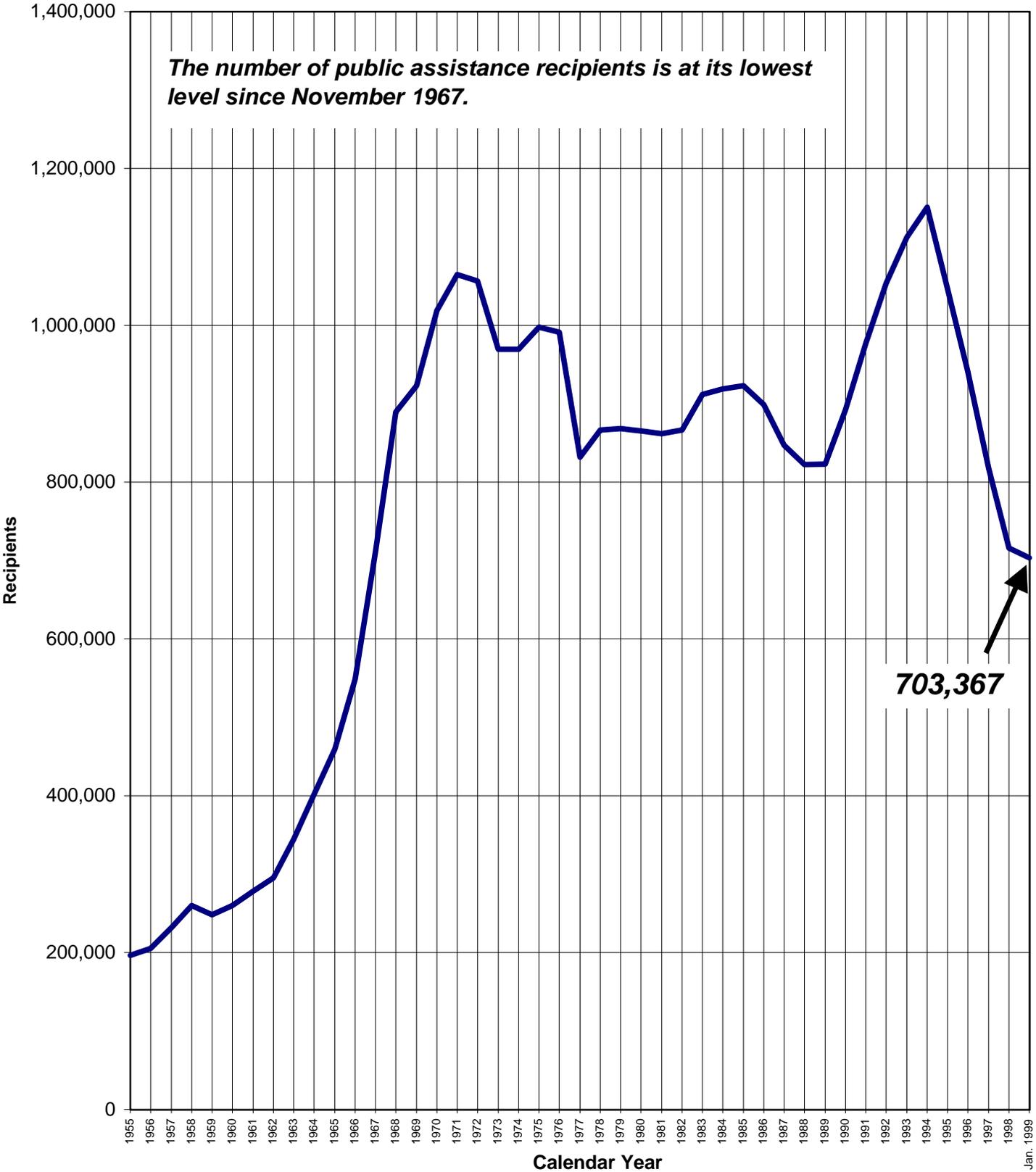
In June 1998 federal legislation restored food stamp benefits to 71,350 legal aliens who were previously denied assistance under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. By November 1998, the effective date of the new law, HRA restored federally funded benefits to food assistance program recipients who qualify under the new legislation.

Medicaid Managed Care

In July 1998 the Department of Health's (DOH) Division of Health Care Access (HCA) was launched to develop, implement and monitor initiatives that expand access to health care services. HCA has completed the integration of the Mayor's Office of Medicaid Managed Care into DOH, and has assumed responsibility to administer the Medicaid Managed Care program; to execute contracts with Medicaid

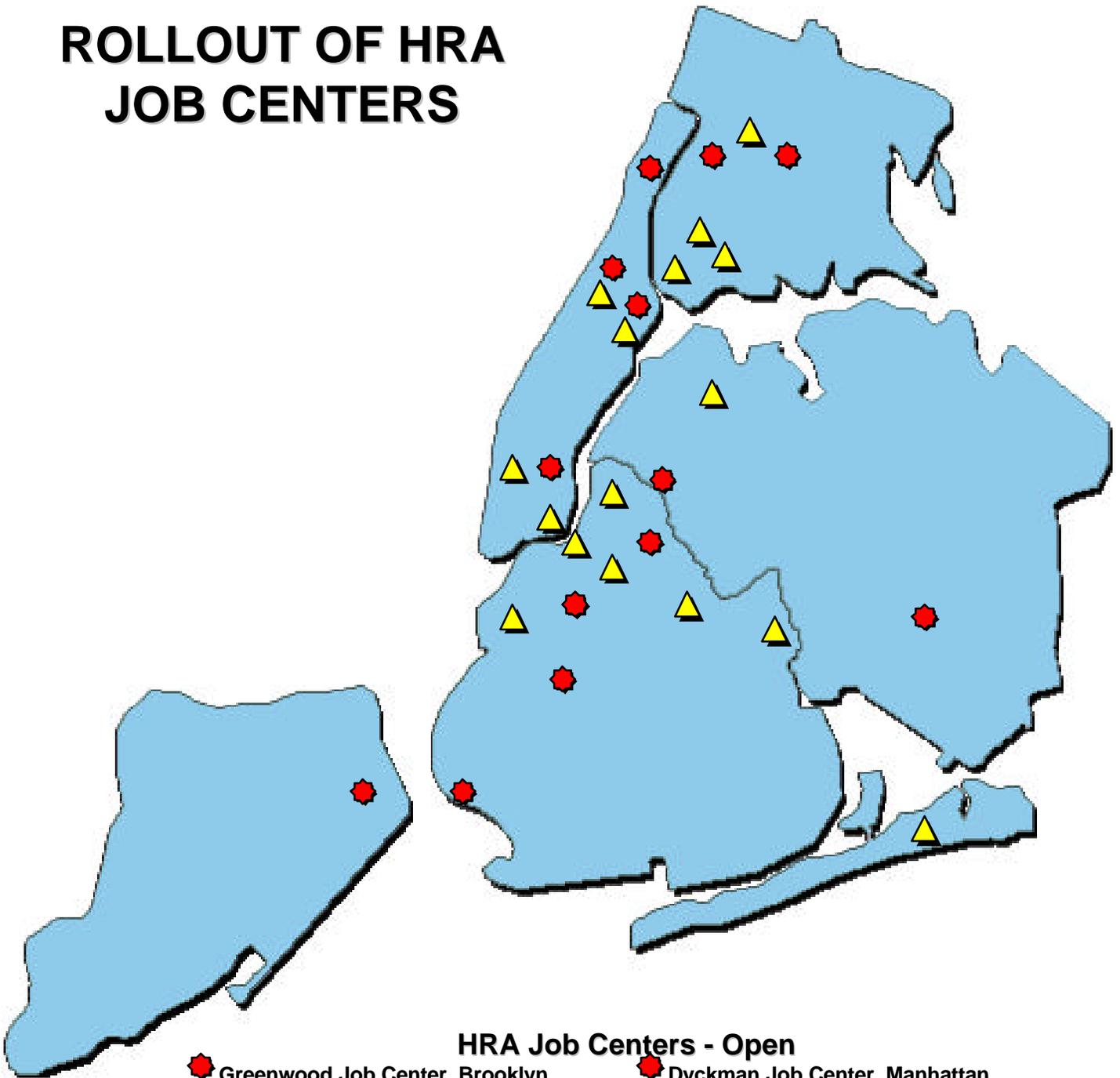
Human Resources Administration

Number of Public Assistance Recipients December 1955 - January 1999



Figures are end-of-period. January 1999 data represents an unduplicated count.

ROLLOUT OF HRA JOB CENTERS



HRA Job Centers - Open

- | | |
|--------------------------------------|-------------------------------------|
| ● Greenwood Job Center, Brooklyn | ● Dyckman Job Center, Manhattan |
| ● Jamaica Job Center, Queens | ● Bushwick Job Center, Brooklyn |
| ● Richmond Job Center, Staten Island | ● Yorkville Job Center, Manhattan |
| ● Queens Job Center, Queens | ● Hamilton Job Center, Manhattan |
| ● Tremont/Crotona Job Center, Bronx | ● Bay Ridge Job Center, Brooklyn |
| ● Linden Job Center, Brooklyn | ● East Harlem Job Center, Manhattan |
| ● Concourse Job Center, Bronx | |

HRA Job Centers - Opening Spring 1999

- | | |
|--|------------------------------------|
| ▲ DeKalb Job Center, Brooklyn | ▲ Brownsville Job Center, Brooklyn |
| ▲ St. Nicholas Job Center, Manhattan | ▲ Bergen-Willis Job Center, Bronx |
| ▲ Melrose Job Center, Bronx | ▲ Clinton Job Center, Brooklyn |
| ▲ Queensboro Job Center, Queens | ▲ Fordham Job Center, Bronx |
| ▲ Euclid Job Center, Brooklyn | ▲ Rider Job Center, Bronx |
| ▲ Rockaway Job Center, Queens | ▲ East End Job Center, Manhattan |
| ▲ HRA Headquarters Job Center, Manhattan | ▲ Waverly Job Center, Manhattan |
| ▲ Fulton Job Center, Brooklyn | ▲ Red Hook Job Center, Brooklyn |

MANAGING MANDATED SERVICES

managed care plans; to monitor plans' performance; and to enforce the terms and conditions of the plan contracts. In partnership with the State and the Human Resources Administration, HCA will also oversee the outreach and enrollment in the Child Health Plus program.

During the first four months of Fiscal 1999, DOH has worked in partnership with the Department of Mental Health, Mental Retardation, and Alcoholism Services (DMH), the State Department Of Health (NYSDOH), and the State Office of Mental Health on the development of Special Needs Plans (SNPs) for Medicaid recipients with mental illness, and in partnership with the state AIDS Institute on SNPs for those with HIV infection. DOH has also continued to work closely with the Mayor's Office of Health Services on insurance initiatives, such as combating the high-priced and continued increased cost of health insurance for small business employers for their employees.

The number of managed care enrollees increased by 32 percent, to 94,666, from October 1997 to October 1998. This increase is largely due to aggressive MetroPlus Health Plan marketing efforts, such as media and promotional campaigns, and an increase in Health and Hospitals Corporation facility contracts with the Child Health Insurance Program (CHIP). Effective in December 1998 the State Department of Health and the State Department of Insurance approved MetroPlus Health Plan's application to provide comprehensive health services for children through CHIP. Enrollment is expected to begin in Spring 1999.

Work Experience Program

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

In the first four months of Fiscal 1999 the Department of Transportation removed stickers from 7,337 signs and poles. This effort was organized by the Mayor's Anti-Graffiti Task Force, and utilized the work of WEP participants as well as Community Service workers.

The New York City Housing Authority (NYCHA) continues to keep its developments clean by assigning WEP participants to help NYCHA's groundskeepers. In Fiscal 1998 the Authority developed indicators to track improvements in cleanliness, monitoring conditions of the grounds, grass and shrubs, garbage collection points, and building exteriors. The Site Assessment Unit was established, which is responsible for compiling data on development cleanliness by monitoring the conditions of grounds, grass and shrubs, garbage collection points, and building exteriors. The Unit surveyed 115 developments in Brooklyn and Manhattan between July and October of 1998. Results indicate that assignment of WEP participants helped NYCHA staff to meet or exceed standards for grounds and janitorial operations.

The assignment of WEP participants to street cleaning duties has been an integral part of the Department of Sanitation's success since Fiscal 1996 in achieving record street cleanliness ratings. The citywide percent of acceptably clean streets rose to 85.9 percent in the first half of Fiscal 1999, the cleanest rating ever recorded for these months. WEP teams led by uniformed Sanitation supervisors are assigned to manual sweeping and bagging of street litter throughout the City, with a concentration on areas receiving relatively low cleanliness ratings. The ability to redeploy manual sweeping teams within different parts of a neighborhood has been a key factor in these improvements. On average, between 450 and 500 WEP participants per day take part in street cleaning operations.

MANAGING MANDATED SERVICES

During July-October 1998 the Department of Parks and Recreation (DPR) assigned a bi-weekly average of 5,331 WEP participants to locations citywide, where they perform basic tasks such as removing debris and raking leaves. WEP participation has assisted the Department in achieving record cleanliness levels during the first four months of Fiscal 1999, with 95 percent of small parks, playgrounds, malls, triangles and sitting areas rated acceptably clean.

During the first four months of Fiscal 1999 an average of 458 of DPR's most motivated WEP participants were enrolled in the Department's Parks Career Training (PACT) program. PACT participants receive intensive on-the-job instruction in custodial, clerical, horticultural, security, and maintenance work, along with job placement assistance and a comprehensive package of employment-related services. Of the PACT participants placed during the reporting period, 170 remained in the workforce for more than 30 days, 142 of them in private sector jobs. In comparison, the Department found employment for 155 participants during the first four months of Fiscal 1998, 114 of them in the private sector. The Job Assistant Centers (JAC) strive to facilitate the movement of WEP participants into unsubsidized entry level employment in the private sector through use of state-of-the-art technology, an aggressive job development strategy, and a core curriculum of classes designed to equip participants with marketable skills. The JAC program currently works out of two recreation centers and will open three additional centers in Fiscal 1999. A JAC group of approximately 25 participants will begin the program every two weeks.

CITIZENSHIP NEW YORK CITY

Citizenship NYC (CNYC) was created in July 1997 to help legal immigrants obtain benefits and apply for naturalization. In its first fifteen months it has served 9,803 people at CNYC centers. CNYC helped individuals file 8,000 applications for naturalization with the Immigration and Naturalization Service (INS). In addition, 9,442 immigrants, who either visited the centers or were contacted by phone, were referred to community-based organizations for a variety of services including legal assistance, education, and help in applying for Medicaid.

Beginning in September 1998 CNYC staff began making monthly visits to the Home Energy Assistance Program office in Staten Island to provide naturalization application assistance. The program now provides similar assistance to residents in Rockaway, Queens.

In order to process and file the maximum number of naturalization applications prior to the January 15, 1999 INS fee increase, CNYC opened its centers during evening hours. In addition, the program increased the number of people temporarily assigned to its central office to provide quality control reviews of the applications processed in the centers.

DISASTER RELIEF

Because of its unique variety of strong ethnic communities as well as its abundant resources and facilities, New York City is both prepared and motivated to offer critical assistance to victims of disaster throughout our region of the world. New Yorkers, with the help of the Mayor's Office and a combination of non-government and government organizations, have provided generous and timely relief to disaster victims in the Caribbean, Central America and South America over the past several months. In the aftermath of Hurricane Georges in September 1998, the Office of the Deputy Mayor for Education and Human Services and the Office of Emergency Management worked with the Hispanic Federation and the Puerto Rican government to coordinate hurricane relief and fund-raising initiatives. The relief effort also benefited victims in the Dominican Republic and other Caribbean islands. Mayor Giuliani ordered the deployment of the City's 63-person Urban Search and Rescue Team to assist Puerto Rico in recovering from the hurricane's destructive effects. In October 1998 the Yankee Foundation contributed \$200,000 for reconstruction projects in the Dominican Republic and Puerto Rico.

MANAGING MANDATED SERVICES

In November 1998 Mayor Giuliani again called on New Yorkers to support relief efforts for the people of Honduras, Nicaragua, El Salvador, and Guatemala in the wake of the devastation caused by Hurricane Mitch, the deadliest Atlantic storm of this century. The Mayor's Office and the Hispanic Federation coordinated relief and fund-raising efforts, and New York City fire stations served as drop-off points for donated items such as water, canned foods, medicines and non-perishable supplies.

On January 27, 1999, Mayor Giuliani appealed to New Yorkers and members of the business community to donate critically needed supplies to assist the victims of the powerful earthquake that struck Colombia on January 25. The Deputy Mayor for Education and Human Services, the Office of Emergency Management, and the Police and Fire Departments joined to coordinate relief efforts with representatives of the Colombian government, and the City's 222 local firehouses were designated as drop-off points for urgently needed supplies.

HEALTH AND HOSPITALS CORPORATION

Utilization. The Health and Hospitals Corporation (HHC) continues to reorient and reorganize its services to adapt to the changing health care environment. From July-October 1992 to the same months of 1998, total hospital average length of stay has declined by 24 percent, to 11.8 days; while total hospital average daily census has declined by 21 percent, to 6,892 patients. At the same time, utilization of home care continues to increase sharply; there were 115,800 home care visits during July-October 1998, 171 percent more than in the same months of 1992 and 13.5 percent above the figure for July-October 1997. The Corporation has also reduced its headcount by 25 percent over the past six years, to 33,542.

Community Health Partnership Program. Through the Community Health Partnership (CHP), HHC facilities will receive approximately \$100 million in federal funds for each of the next five years to expand primary care services, develop programs for the uninsured, retrain workers, make technology improvements, and carry out other local and systemwide initiatives to prepare for the transition to mandatory managed care. In August 1998 the Corporation received its first CHP payment of \$15 million. The remaining \$85 million for federal Fiscal 1999 will be issued when mandatory Medicaid/Managed Care begins to be implemented throughout the City.

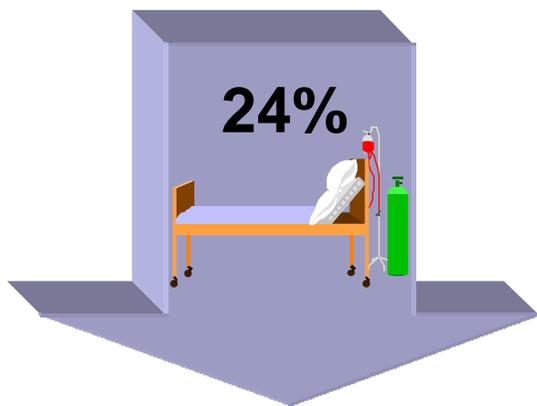
Affiliates. HHC continues to implement agreements holding the Corporation's affiliates to high performance standards. In December 1998 negotiations between the Queens Health Care Network and the Mt. Sinai School of Medicine for a new three-year performance-based agreement were completed. Pending Board of HHC's approval, this agreement will become effective in July 1999, providing for continuing medical staff and services at the Network. By the end of Fiscal 1999 the Corporation will complete renegotiations for performance-based agreements with the affiliates at the Northern Manhattan Health Care Network and the Metropolitan Hospital/Morrisania Diagnostic and Treatment Center. The Corporation's final evaluation of affiliate contracts reduced total affiliation expenses by 7 percent, from \$470 million in Fiscal 1997 to \$439 million in Fiscal 1998. HHC anticipates additional savings of \$11 million in Fiscal 1999.

Accreditation. Each of the sixteen HHC acute and long term care facilities and six certified home health agencies that participate in the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) survey processes are fully accredited. In October and November of 1998, JCAHO conducted surveys at Elmhurst Hospital Center, Jacobi Medical Center, Metropolitan Hospital Center, and Queens Hospital Center, as well as two long term care facilities, the Gouverneur Skilled Nursing Facility and the Dr. Susan B. Smith McKinney Nursing and Rehabilitation Home. Each facility received preliminary three-year accreditation.

Construction. In October 1998, Mayor Giuliani participated in groundbreaking for the construction of the new Queens Hospital, which will be completed during Calendar 2001. The new hospital will be a 200-bed facility accommodating a range of medical and surgical services including intensive care, behavioral

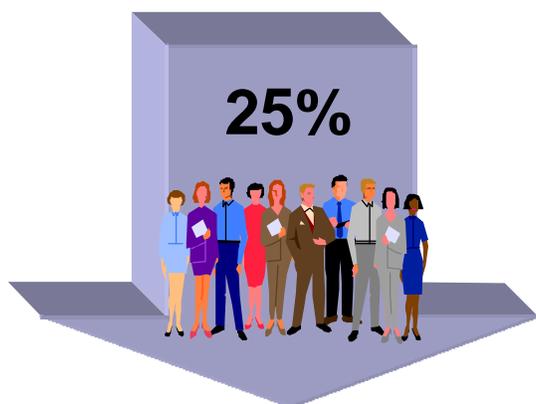
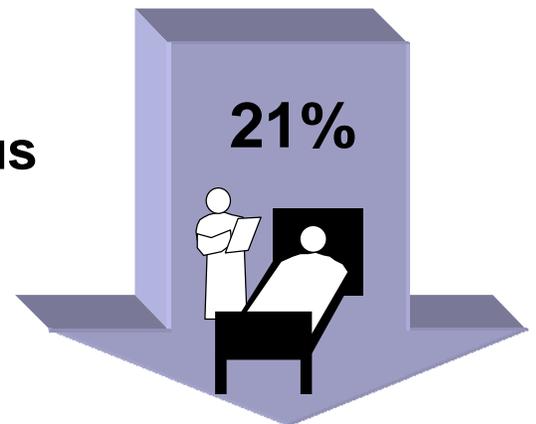
Health and Hospitals Corporation Utilization and Management

July-October FY 1993 Compared to July -October FY 1999



**Total Hospital Average Length
of Stay (15.5 days to 11.8 days)**

**Total Hospital Average Daily Census
(8,711 patients to 6,892 patients)**



**Headcount
(44,798 to 33,542)**

Health and Hospitals Corporation

Accreditation of All Eleven Acute Care Hospitals

Fiscal 1991-1993

5 hospitals received three-year accreditation



Bellevue

Elmhurst

Jacobi

Accreditation was conditional or delayed for 6 hospitals



Harlem

Woodhull

Coney Island



Queens

North Central Bronx



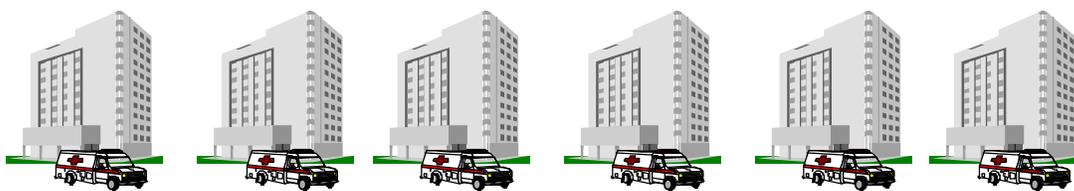
King County

Lincoln

Metropolitan

Fiscal 1994-1998

All eleven hospitals continue to receive three-year accreditation



Bellevue

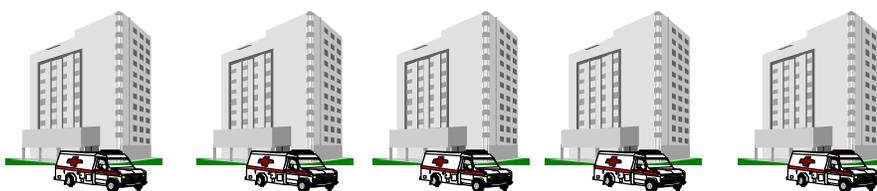
Elmhurst

Jacobi

Woodhull

Harlem

Coney Island



Kings County

Metropolitan

Queens

Lincoln

North Central
Bronx

MANAGING MANDATED SERVICES

health, medical rehabilitation, pediatrics, obstetrics, labor and delivery suites, and a new state-of-the-art emergency department. It will also include the development of two Centers of Excellence – one for cancer care treatment, and another for women’s health services – and two community-based primary care centers.

HOMELESS SERVICES

Incentive Contracts. In Fiscal 1998 the Department of Homeless Services (DHS) implemented a systemwide incentive payment program designed to reward those shelter and drop-in center operators who demonstrate excellence as measured by several performance criteria. The program aims to increase the placement of homeless families and single adults into permanent or alternative long-term housing and reduce the number of clients who return to the shelter system once placed. During Fiscal 1998 providers in the Family System were also measured by school attendance rates of school-aged children of families residing at shelters. Providers are eligible to earn up to an additional 3 percent of the dollar amount of their contract to be used for program enhancements. The Department is now paying approximately \$1.1 million to family providers and \$1.6 million to single providers for meeting or exceeding their performance goals.

Consistent with the Department’s mission of helping clients progress toward independent living, as well as meeting federal, State, and City requirements for public assistance recipients, for Fiscal 1999 the Department has added employment-related performance criteria to contracts of adult and family shelter providers. Contracts will be evaluated based on their effectiveness in helping clients to attain and retain employment at minimum wage or above and to work at least 20 hours a week. In addition, the initiative will be expanded to include outreach providers, who will be evaluated based on the number of clients who complete detoxification programs, enter and are assessed in the shelter system, or are placed into long-term housing.

In Fiscal 1998, the first year of the program, the Department conducted monthly work groups with providers to adjust performance indicators based on both provider feedback and the analysis of the preliminary performance data. Improvements, such as a monthly process for reconciling data on the number of clients placed in housing and the number of clients obtaining and retaining jobs, and a calculation methodology to evaluate the overall length of stay for clients in each facility, have been made to the program based on these meetings. The work group will continue to meet in Fiscal 1999.

SPECIAL EDUCATION

The number of students in special education was 156,653 in October 1998, accounting for 14.3 percent of total public school enrollment. In June 1998 the Mayor’s Task Force on Special Education released a report entitled “Reforming Special Education in New York City: An Action Plan,” which recommended substantial changes in the delivery of special education services in pursuit of one paramount goal: to ensure effective instruction in the least restrictive environment for all students.

The task force’s most important recommendations are as follows:

- Return non-disabled students to general education through the review and evaluation process, and ensure that all evaluations are done in conformance with State regulations.
- Decentralize clinical services to strengthen the accountability of staff, and align both clinical and instructional services under the Principals and Superintendents.
- Develop targeted education programs for students at risk for referral to Special Education.
- Provide support to students decertified from Special Education, to ensure an effective transition back to the regular classroom.

MANAGING MANDATED SERVICES

- Develop more flexible placement options for disabled students.
- Provide professional development for Special Education teachers in content-area teaching strategies, and for general education teachers on the skills necessary to adapt instruction to at-risk children.
- Redefine Special Education monitoring to go beyond narrow issues of legal compliance, to focus on instruction and curriculum, student achievement, and fiscal monitoring.
- Obtain City/State agreement that funds saved through the reduction of non-disabled student placements into Special Education will be transferred to general education, in order to provide services for at-risk and decertified students.

Substantial changes are already taking place. The number of student referrals for initial special education evaluation declined by 25 percent, from 15,576 during July-December 1997 to 11,753 during July-December 1998. The number of students decertified from special education increased to 729 during the first two months of the 1998-99 school year, from 673 during the first two months of the 1997-98 school year.

In Fall 1998 the Board implemented the decentralization of special education clinical services and aligned both clinical and instructional services under school Principals and Superintendents. General and special education programs will now be more closely linked, participation of parents in the evaluation and placement process will be enhanced, and students' special needs will be more likely to be met in the least restrictive setting possible.

Educators are also making progress toward the goal of placing students in the least restrictive environment suited to their needs; 4,545 special education enrollees were placed in the least restrictive environment in the first two months of the 1998-99 School Year, compared with 3,556 in the same part of the previous year. As students are redirected toward general education where appropriate, the funds that are saved will be reinvested to provide the specialized educational services that enable many children with special needs to do well in general education classes.

THE ENVIRONMENT

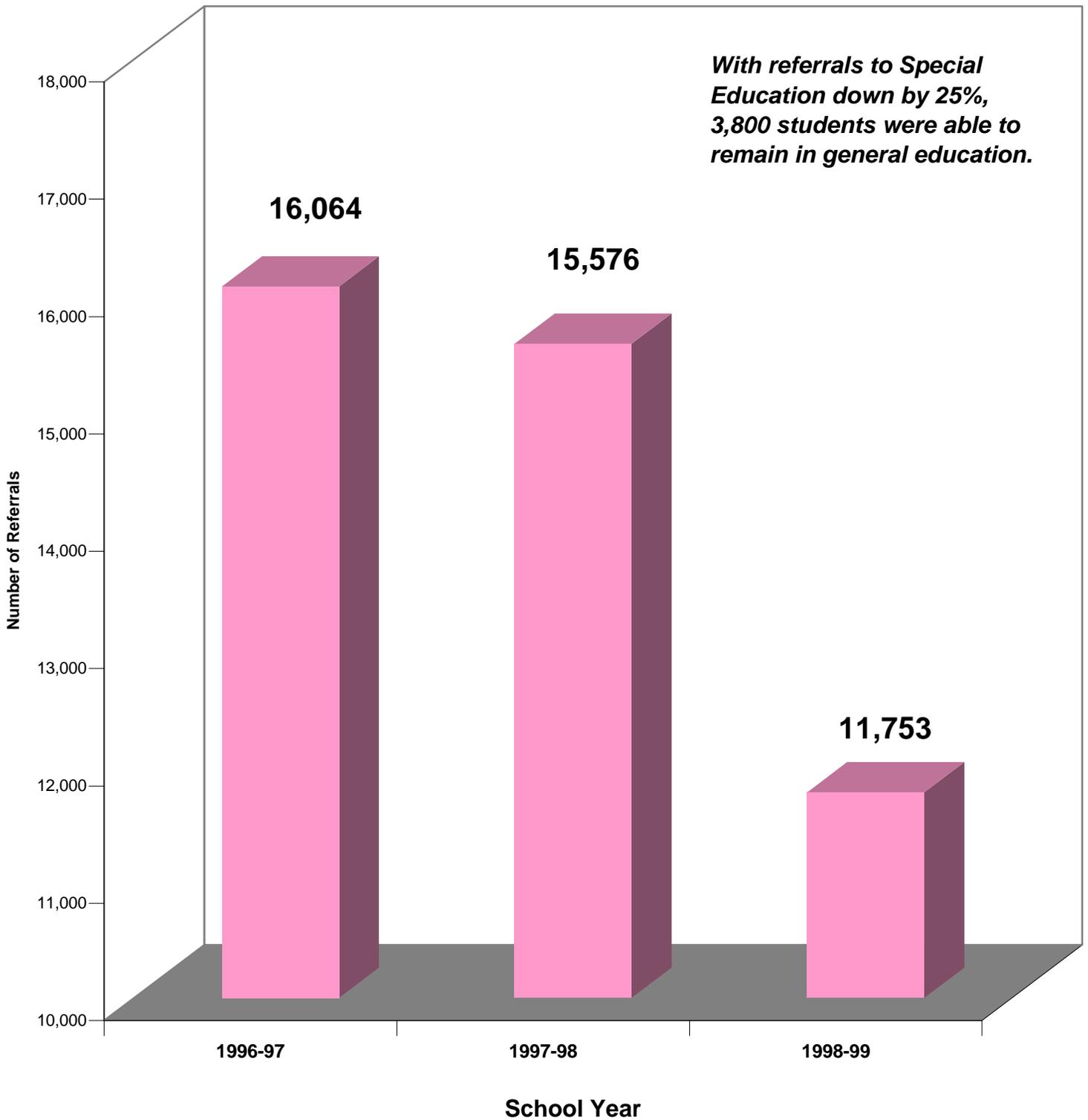
WATER SUPPLY

Work on the Brooklyn and Queens portions of City Tunnel No. 3 continued during the first four months of Fiscal 1999. All contracted services to be performed on the Brooklyn portion of Tunnel No. 3 are expected to be completed by July 1999; excavation of the Queens portion will finish by the end of Fiscal 1999. The first contracts for the excavation of the Manhattan portion of Tunnel No. 3 will be awarded in Spring 2000. The completion of Tunnel No. 3, the largest single capital project in the City's history, will guarantee New York City an adequate water supply well into the next millennium.

Under its Land Acquisition and Stewardship Program, the Department of Environmental Protection (DEP) has entered into 95 contracts to purchase a total of 8,256 acres of watershed land as of October 31, 1998. DEP had received preliminary Mayoral approval for 122 parcels and the City had acquired title to 55 parcels, totaling 4,079 acres of land, at the end of October 1998. To date, the Department has solicited the purchase of 37,287 acres of its 51,266 acre second-year solicitation goal.

Board of Education

Initial Case Referrals for Special Education Assessment July-December



MANAGING MANDATED SERVICES

In August 1998 the City entered into a Memorandum of Agreement with United States 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. The program aims to enroll 5,000 acres in five years and to establish 165 miles of riparian buffers. DEP is working with USDA and Watershed Agricultural Council staff to develop a tracking system that will facilitate the reporting of CREP progress.

SOLID WASTE DISPOSAL

In December 1998 Mayor Giuliani released the City's long-term plan to replace the Fresh Kills landfill. The plan includes contracting with vendors for the construction of enclosed barge unloading facilities to handle waste generated in Manhattan, Queens, and Brooklyn, and the exportation of Bronx and Staten Island generated waste through truck-to-container-to-barge or rail facilities. The Mayor reiterated the City's commitment to close Fresh Kills by December 31, 2001, and outlined four key premises underlying the plan: arranging for each of the five boroughs to handle only its own waste for export; maximizing use of the City's marine transfer stations; the continuation of Sanitation collection routes so that no additional trucks will be on the roads in the five boroughs; and an open and complete environmental review process.

Significant revisions have been made to the sequential fill plans for Fresh Kills Section 6/7 in order to reflect the section's planned closure in mid-1999. The Closure Implementation Plan will be revised to reflect aspects of the landfill gas flaring operation and concession agreement finalized in 1998. Final cover and closure designs for Section 6/7 will be submitted for approval to the New York State Department of Environmental Conservation by the end of Fiscal 1999. In October 1998 the Department and a private energy company entered into a concession agreement for the collection, processing, and sale of landfill gas from Fresh Kills over a twenty-year period. The firm paid the City a \$875,000 fee at the contract signing, and will also pay an annual concession fee of approximately \$1 million; this annual payment may increase as a result of changes in gas prices or gas sale quantities. The firm assumed complete control of the existing landfill gas collection and flaring system in mid-Fiscal 1999.

CONSOLIDATION AND RESTRUCTURING

City government has been substantially restructured in order to increase efficiency and eliminate duplicative functions. Recent consolidation and restructuring initiatives build on earlier efforts, including the City's Collections Consolidation, which merged the Parking Violations Bureau and the Sheriff's Office with the Department of Finance; the merger of the Housing and Transit Police with the New York Police Department, and the transfer of Traffic Enforcement Agents and certain towing functions to NYPD; the merging of personnel and support functions into the Department of Citywide Administrative Services; the creation of the Department of Information Technology and Telecommunications; the merger of the Emergency Medical Service with the Fire Department; the establishment of the Department of Design and Construction; and the creation of the Administration for Children's Services. A number of major restructuring initiatives have followed; in some cases, work to finalize the full consolidation or the transfer of administrative and service operations is still ongoing.

School Safety

The Board of Education's Division of School Safety was merged into the Police Department in December 1998 with the inter-agency transfer of over 3,400 personnel. The Police Department will be responsible for selection, hiring, training, supervision and discipline of school safety officers assigned to public schools citywide.

Department of Public Health

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

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

Department of Design and Construction

Created in October 1995 by Local Law 77, the Department of Design and Construction (DDC) performs design and construction functions related to streets and highways; sewers; water mains; correctional and court facilities; cultural buildings; libraries; and other public buildings, facilities, and structures. The consolidation of design and construction into a single agency allows for the elimination of duplicative program units within agencies; the standardization of construction procedures and practices; the reform of current practices relating to procurement for construction projects; and the expansion of the use of construction-related technology, such as Computer-Aided Drafting and Design (CADD). The Department also enables the City to coordinate a wide variety of construction projects with utilities, community representatives, and private industry, thus minimizing the disruption to individual neighborhoods caused by water-main projects, sewer construction, and road work, as well as reducing the costs associated with such projects.

CONSOLIDATION AND RESTRUCTURING

Since its creation in Fiscal 1996 DDC has worked to reduce the duration of construction projects in order to reduce the impact of excessive noise, obstructions from equipment and machinery, traffic delays, and detours on local neighborhoods. As part of these efforts the Department has reduced the average authorized contract duration of typical street construction projects by 44 percent. The Department defines a typical street reconstruction project as one which is valued between \$5 and \$20 million, and entails the reconstruction of water mains, sewers, roadways, sidewalks, curbs, street lights, or pedestrian ramps. This decrease in project duration is the result of innovative bidding and contracting methods; the consolidation of all construction activities into one agency; and a project tracking system, which provides accurate and up-to-date information on the status of all DDC projects.

The Department continues its Quality Assurance (QA) program, which rates Infrastructure Division projects for management, record keeping, construction quality, safety, and site maintenance. A comprehensive checklist for the Structures Division construction projects was also developed during Fiscal 1998 and implemented in early Fiscal 1999. During the reporting period DDC rated 25 percent of its Fiscal 1999 active construction projects. Of the 78 projects rated, seven had deficiencies which were corrected using information provided by the report-card process.

By the beginning of the 1998-99 school year the Department completed all Phase II Fiscal 1997 window replacement projects; roof, parapet, and masonry repairs/reconstruction on 22 Fiscal 1998 schools; and roof parapet and masonry repairs/reconstruction on 18 Fiscal 1999 schools. The Department also completed emergency stabilization and protection at 57 schools before the beginning of the 1998-99 school year. The work included interim repairs, bridging, and the correction of potentially hazardous conditions.

Medical Emergency Response

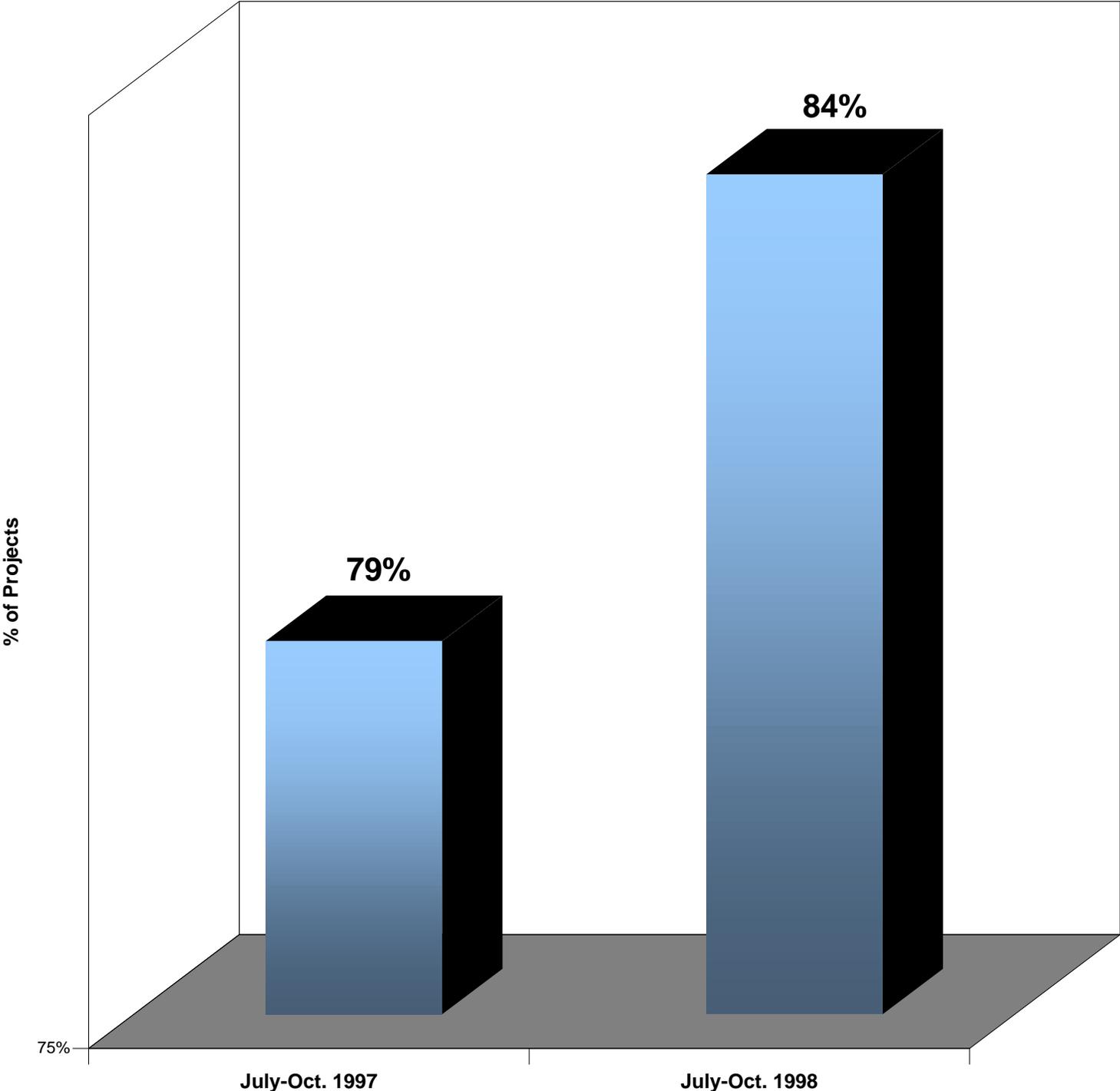
The performance of the Emergency Medical Service (EMS) in responding quickly and effectively to medical emergencies has improved steadily since merger with the Fire Department in 1996. During the first four months of Fiscal 1999 the average EMS response time to Segments 1-3 incidents was 7:16, a decrease of 61 seconds compared with the same period of Fiscal 1998. Fire companies trained in Certified First Responder-Defibrillation (CFR-D) techniques also respond to medical emergencies. The combined response time of EMS and CFR-D units to Segments 1-3 incidents was 6:12 in the first four months of Fiscal 1999. This is a decrease of 49 seconds compared with the first four months of Fiscal 1998, and a decrease of 2:33 compared with the same period of Fiscal 1996, prior to the merger of EMS with the Department.

In Fiscal 1999 the New York State Department of Health approved the Department's two-year pilot program to train Emergency Medical Technicians to administer a commonly used asthma medication. Prior to Fiscal 1999 only paramedics were trained to administer medications. The Department will study the effectiveness and expected cost-saving of this pilot.

The Department also continues work to enhance the deployment of EMS ambulance support stations throughout the City. Early in Fiscal 1999 work began at a new station at Woodhull Hospital in Brooklyn and at the former Fire Marshals' quarters in the Clinton area of Manhattan. Both stations are expected to be completed in Spring 1999. In Fiscal 1999 the Department will also complete the conversion of three former firehouses to three new ambulance support stations. The stations at Old Engine 232 in Brownsville, Brooklyn, and Old Engine 68 in Highbridge, Bronx, opened in November 1998; the station at Old Engine 71 in Melrose, Bronx will open in Winter 1999.

Department of Design and Construction

Percent of Projects Completed On Time or Early



TECHNOLOGY INITIATIVES

Technology is being used to improve services throughout City government, particularly by enhancing the sharing of information between government entities and with the public. The City's technology strategy is designed to maximize the efficiency of information systems and provide data useful for the management of critical service operations. The Department of Information Technology and Telecommunications (DoITT) works with the Mayor's Office of Operations, the Office of Management and Budget, and other oversight units to coordinate technology-related policy, acquisitions, and innovations for all City agencies.

CITYWIDE INITIATIVES

NYC Office of New Media. In Fiscal 1998 the New York City Office of New Media (ONM), working with communications liaisons in over 75 City agencies and organizations, continued to strengthen the City's presence on the Internet and further enhance NYC LINK, the official New York City web site (www.ci.nyc.ny.us) by making significant advancements to its infrastructure and service offerings. Under ONM's management, the City is moving aggressively toward making the Internet an access point for services for a substantial portion of its customers. The number of page views by visitors to NYC LINK was over four million during the first four months of Fiscal 1999, an increase of 194 percent over the same period in Fiscal 1998. A prime feature of NYC LINK is the ability to submit messages directly to City Commissioners. The number of messages sent to agency heads increased by 61 percent in the first four months of Fiscal 1999, to 6,454.

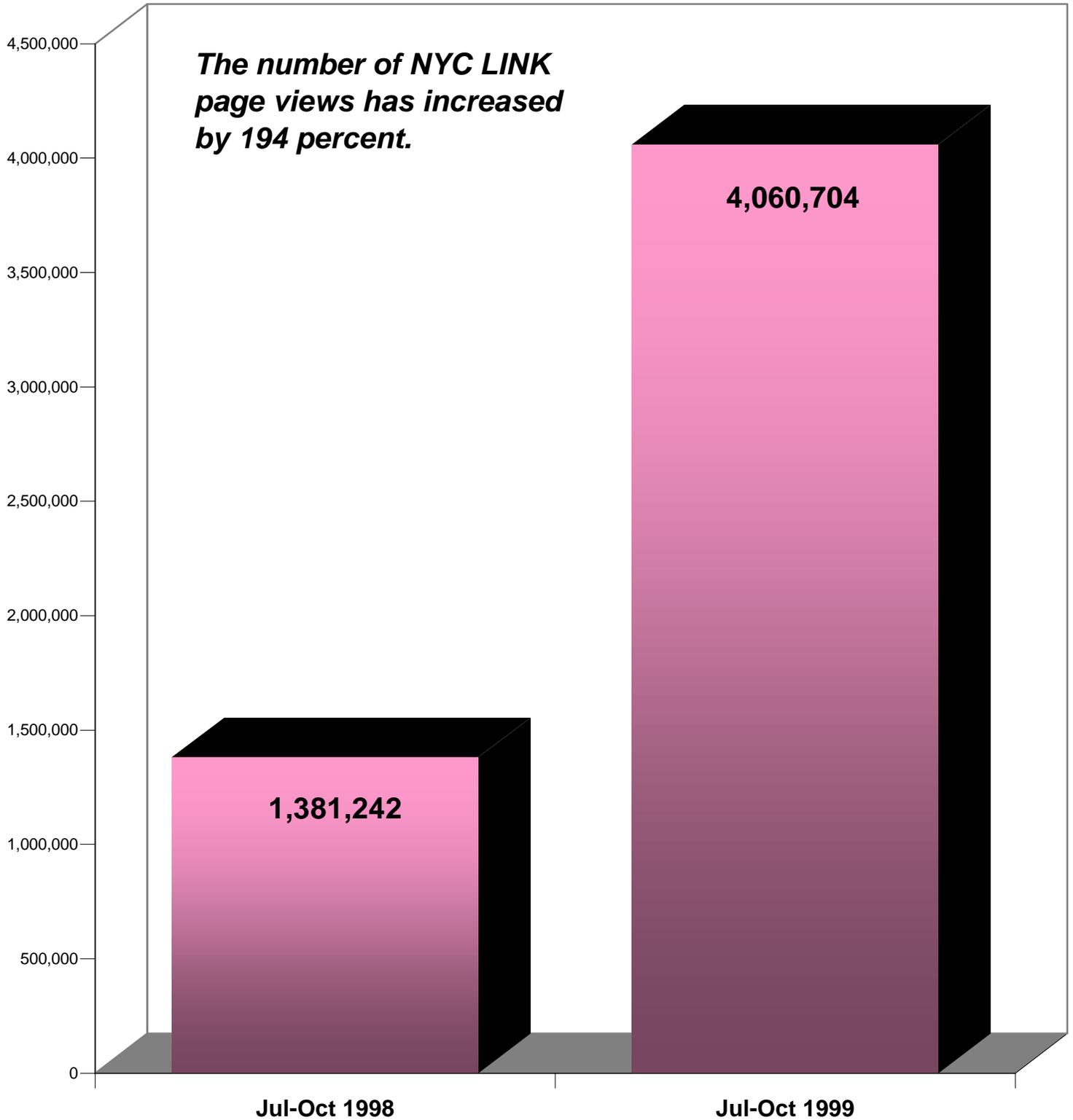
Thirty-two new features were added to NYC LINK during the first four months of Fiscal 1999, including the following:

- The Department for the Aging redesigned its home page with updated information on the major programs and services that provide benefits for the City's elderly community.
- The Department of Environmental Protection launched a new environmental news service within their home page. The service consists of easy-to-navigate content for press releases, public notices, and newsworthy items related to the environment.
- The Department of Buildings added its technical policies and procedures for construction to its home page.
- The Police Department's home page was redesigned and now includes information on local precincts, answers to many frequently asked questions, and information on how the public can help the Department.
- The Department of Finance added comprehensive information on the New York State School Tax Relief Program.
- NYC LINK issued a special address (www.ci.nyc.ny.us/salestaxfree) to provide information on sales tax relief on clothing from September 1-7, 1998 and January 17-24, 1999.
- A vendor information manual was added to the "Selling to NYC" section of the City's home page during early Fiscal 1999. The on-line manual explains what the City buys; how to identify contract opportunities; it also includes a description of the City's methods of purchasing.

In addition, in November 1998 the Department of City Planning made a major addition to its home page on NYC LINK, by including the New York City Zoning Resolution. Users can now download the text and maps, together with explanatory material and an index of new and amended sections. The Department added bike maps for all five boroughs to its NYC LINK home page.

New York City Office of New Media

Total NYC LINK Page Views



TECHNOLOGY INITIATIVES

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

Technology Steering Committee. Mayoral Executive Order 43 was signed on October 6, 1998 to establish the City's first Technology Steering Committee, led by the Department of Information Technology and Telecommunications, the Mayor's Office of Operations, and the Office of Management and Budget. The Committee's mission is to coordinate technology systems among City agencies in order to improve automation, and to develop and supervise state-of-the-art integrated information technology systems throughout the City. Under Executive Order 43, all mayoral agencies are required to submit annual technology plans, including plans for the procurement and deployment of major technology initiatives. The first drafts of the plans for Fiscal 2000 were submitted in January 1999.

The Technology Steering Committee is currently establishing subcommittees to address specific technology projects and issues that have strategic and citywide implications. During the reporting period, a Recruitment, Retention and Training Subcommittee was formed with representatives from the Department of Citywide Administrative Services, the Office of Labor Relations, and the Office of Operations. A Procurement Subcommittee has also been formed, with representatives from DoITT, the Mayor's Office of Contracts, the Department of Citywide Administrative Services, the Office of Operations, and the Office of Management and Budget. During the remainder of Fiscal 1999 the Committee will form additional subcommittees covering Geographic Information Systems, Standards, Risk Management, Computer Security, and Legal Issues.

Automated Kiosks. In Fiscal 1998 CityAccess, the City's kiosk demonstration project, was used approximately 60,000 times per month. The multimedia interactive kiosks provide the public with easy local access to information on City agencies and to services such as debt payment. In Spring 1999 DoITT expects to issue a Request for Proposals (RFP) to identify kiosk vendors, license the applications developed, and provide access to City data. Following award of the kiosk project contract, DoITT plans to install a total of at least 59 kiosks in the five boroughs during Fiscal 2000, with one kiosk in each of the City's Community Boards.

Technology Fund. In Fiscal 1996 the City established a Technology Fund, with initial allocations totaling \$30 million over four years. The Technology Fund was created to fast-track the implementation of information technology for projects that improve service delivery to the public. The Technology Fund grants moneys to agency projects that qualify by enhancing services through expanded and more responsive interfaces between customers and service providers. A sampling of the projects currently supported by the Technology Fund includes the following:

- DoITT is currently leading a project which will provide automatic call distribution equipment and technology to the departments of Transportation, Health, and Consumer Affairs; the Department for the Aging; the Mayor's Action Center; the Taxi and Limousine Commission; the New York City Employees Retirement System; the Board of Elections; and DoITT. Approval is pending to include three additional agencies in the project. This technology will provide agencies with the ability to manage their call centers more effectively, thereby both enhancing service to the public and improving productivity.
- The Department of Environmental Protection will integrate, redesign, and further automate the various computer systems used to manage complaint handling and response throughout its divisions.
- The Department of Finance employs Technology Fund allocations in numerous initiatives to improve citizens' interaction with the agency. Current and planned initiatives include installation of two new automated kiosks in Borough Centers, providing customers with information on taxes,

TECHNOLOGY INITIATIVES

licenses, and debt as well as access to Department forms; a demonstration project for alternative methods of filing City tax forms, including telefiling, PC filing, and intelligent character recognition; and a pilot, in collaboration with DoITT, of software linking the NYC LINK web page with tax-related information maintained on the City's mainframe, allowing users to determine their real estate taxes by entering block and lot numbers.

- The Department of Health will expand its pilot restaurant inspection program, so that all public health sanitarians and first level supervisors are equipped with handheld computers for all inspections performed by the Department's Bureau of Inspections.

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

In December 1996 the City's Year 2000 (Y2K) Project Office was established to develop a project methodology and coordinate the efforts of the 43 City agencies. In Phase I of this project, which was completed in July 1997, these agencies conducted a survey of areas where the Year 2000 may impact their operations. The inventory included application systems; hardware/software systems; telephone systems; preprinted forms; and facility systems. Since July 1997 agency and project office staff have worked together to complete an assessment of the inventory and determine what the potential impact the Year 2000 will have on each of the agency's critical and high priority application systems. Each City agency is responsible for the work required to remediate, replace, consolidate, or sunset the applications in their inventory.

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

The Y2K inventory and strategic planning steps conducted in Phase II have identified 709 priority systems in the City. Of these, 352 are in the process of being tested and certified as Y2K compliant, and 286 applications are undergoing Y2K changes or are in the process of being replaced or consolidated; 71 applications are planned to be retired.

In Phase III the Project Office is overseeing the implementation, tracking, and reporting on the status of approved Year 2000 projects and strategic plans; and working with agencies to complete the assessment and strategic planning for hardware/software, facility, and telephone systems.

In October 1998 agencies began developing contingency plans for each of their critical business functions. The planning process includes a detailed mapping of the business functions and identification of the assets that support them. Detailed contingency plans will be created for all critical business functions including their assets and embedded technologies. The objective of the contingency planning process is to ensure that the critical services will continue uninterrupted into the Year 2000. Detailed plans based on risk level, potential impact on agency operations, probability of failure, and the time needed to correct or repair the problem are currently being developed. Plans will also include technologies, suppliers, and interfaces that are outside the control of the City; this includes systems within State and federal government agencies as well as public utilities. The coordination and oversight of the contingency planning process has been assigned to the Mayor's Office of Emergency

TECHNOLOGY INITIATIVES

Management and the Year 2000 Project Office. As part of the oversight process, each contingency plan will be reviewed by an executive steering committee and by a team of emergency planners. Plan testing and revisions will be ongoing through the third and fourth quarters of calendar 1999.

AGENCY INITIATIVES

Police Department. In the first four months of Fiscal 1999 the NYPD web site on NYC LINK, the City's official web site, was expanded to approximately 2,500 pages. It is now one of the largest police sites in the world. The site will be enhanced in the second half of Fiscal 1999 to provide information about crime prevention and information on the Department's crime control strategies.

Installation of the new Transit Division Local Area Network (LAN) is continuing. Nine of the 12 transit districts currently interface with the Department's on-line complaint system (OLCS). Transit districts connected to OLCS can review and finalize any transit-related complaints within their area and interact easily with their precinct counterparts, thereby improving the accuracy of crime reporting and tracking. Connection of the remaining three districts with OLCS is scheduled for the second half of Fiscal 1999.

Department of Correction. The Victim Notification System (VINE) protects registered crime victims by notifying them when an inmate is to be released from incarceration. The Department has developed a new videotape and curriculum for training victims on the use of the VINE program. By Fiscal 2000 the entire state will have one phone number to register and receive notification about inmates.

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

Department of Probation. In Fiscal 1999 the Department will continue work on the ARTS project, which will automate adult probationers' case folders citywide. The Department automated Queens case tracking in November 1998; 50 Department staff members use the system. Brooklyn offices are scheduled to go on line by the end of Fiscal 1999, with 60 users; Bronx offices are scheduled for the first quarter of Fiscal 2000, also with 60 users. The Department will continue to use the computer-based ARTS training system; during the second half of Fiscal 1999 it plans to install seven workstations for ARTS training purposes, making a total of 13 citywide.

In the first four months of Fiscal 1999 the Department worked with DoITT on the Criminal Justice Information System (CJIS), installing 81 personal computers in 11 sites citywide. Hardware installation will be completed by the third quarter of Fiscal 1999; the CJIS system is scheduled to come on line by the end of Fiscal 1999.

Department of Transportation. In August 1998 the Department enhanced its web site by including new interactive maps that show commercial truck routes, bicycle and ferry routes, parking facilities, bridges, points of interests, and neighborhoods in the five boroughs. This has become the most popular feature of the DOT section of NYC LINK. In September and October 1998, after the transportation maps were added to the site, it received over 72,000 visits out of a total of 149,000 hits on the entire site during this period. The DOT web site received a total of 205,752 visits during the first four months of Fiscal 1999, compared with 29,861 during the first four months of Fiscal 1998.

DOT is participating with NYPD, the Mayor's Community Assistance Unit Street Activity Permit Office, the Department of Environmental Protection, the Fire Department, the Parks Department, the Department of Information Technology and Telecommunications, the Department of Design and Construction, and the Mayor's Office of Film, Theater and Broadcasting in a new Permit Coordination initiative led by the Mayor's Office of Operations. The initiative will establish a uniform, citywide procedure for issuing all permits that impact traffic and other street conditions. DOT expanded the

TECHNOLOGY INITIATIVES

functionality of its Management Oriented Street Attribute Information Control System (MOSAICS) street permitting system to accommodate use by the other agencies. Each permit-issuing agency will enter its permit data and access other agencies' permit data, through the MOSAICS system in order to identify and resolve conflicts, improve traffic mobility, and avoid unnecessary street closures.

Department of Environmental Protection. In conjunction with the City's Geographic Information System (GIS) Steering Committee, the Department is continuing its development of a citywide computerized basemap that will serve as the foundation for an integrated GIS serving City agencies and other public and private organizations. Aerial photographs have been converted to a digital basemap of Manhattan, and conversion is now progressing for Staten Island. The Department expects to have a map of the entire City completed by the end of Fiscal 2000. Mapping of the water system has been substantially completed and DEP will release an RFP before the end of Fiscal 1999 for mapping of the sewer system. These maps, as well as data for all underground infrastructure, will be incorporated into the basemap.

Department of Design and Construction. The Department has developed a customized computer application, Project Info, that maintains accurate, up-to-date information about all DDC projects in a single, integrated source. In Fiscal 1999 DDC plans to implement a Contract Data System linking project and payment data in DDC's existing systems, including Project Info, Contract Ledger, and PAYLOG. This will improve management of the capital commitment plan, project schedules, and budgets.

The Department is working on several additional technology initiatives for Fiscal 1999, including the development of a process-oriented system to track the life cycle of a change order; research on handheld devices that will automate the report card function, enabling field staff to enter evaluation data while on site; and the introduction of state-of-the-art surveying equipment, including robotic surveying stations, global positioning systems, and laser distance measuring devices.

Department of Parks and Recreation. During the first four months of Fiscal 1999 SPORTSLOG, a state-of-the-art membership, registration, and tracking system, was installed at four recreation centers. In July 1998, the Department integrated its Street Tree program with its Tree Manager Database to store information regarding the location, species, size, condition, and work done to each of the City's approximately 500,000 street trees more effectively. This integration will allow the Department to record all new plantings as they are completed and continue to catalogue existing trees.

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

Public Libraries. Technology Resource Centers (TRCs), equipped with new computers that provide Internet access and standard PC-based software applications, are now available for public use in every branch of the Brooklyn Public Library (BPL) system. TRCs also offer users access to on-line reference resources such as "Books in Print," full-text journals and magazines, and BPL's materials catalog. During the first four months of Fiscal 1999 patrons used BPL's computers for more than 150,000 one-half hour sessions. Beginning in December 1998 a series of instructional programs entitled "Learn to Use the Electronic Library" was offered to the public throughout BPL branches.

In August 1998 the New York Public Library (NYPL) began notifying borrowers by email when items on reserve are ready for pick-up. Currently, the Library has on file over 17,000 patron records containing email addresses that may be used for notification; this number will increase as the Library obtains email addresses from both previously registered borrowers and new registrants. A voice-synthesis telephone notification system is being developed for borrowers without email; borrowers who cannot be reached by email or telephone will receive printed notifications by mail. The new electronic and automated methods will speed user notification and reduce printing and postage costs.

TECHNOLOGY INITIATIVES

A Cyber Center featuring 48 computer workstations for public use, including printing capability and Internet access, opened at the Queens Borough Public Library system's Central Library in Jamaica in October 1998. Beginning in the third quarter of Fiscal 1999, the center plans to hold formal and informal training for customers in basic computer literacy and Internet use. A total of 68 percent of all user-accessible computers in the City's three public library systems are now connected to the Internet.

Department of Cultural Affairs. The Department is currently working with a not-for-profit arts organization to develop NYC Arts Online, a comprehensive three-part database on the City's arts community. The first part of the database, planned for completion in Fall 1999, will be NYC KidsArts. Accessible through the Internet to parents and teachers, KidsArts will provide information on cultural programming for families and school groups. The other two components will be a searchable database of information on City cultural programs, and a statistical compendium demonstrating the arts community's economic impact on the City.

Department of Health. Initial testing of Electronic Death Registration System (EDRS) began in October 1998, and system development will be completed and fully implemented in September 1999. EDRS will allow physicians, hospitals, the Office of the Chief Medical Examiner, and funeral directors to file and review death certificates electronically through a secure computer network.

Office of the Chief Medical Examiner. At the beginning of Fiscal 1999 the Forensic Biology Laboratory started full-scale DNA testing for homicides, sexual assaults, and selected other crimes. During the first four months of Fiscal 1999 the laboratory accepted 626 cases and completed 37,525 tests. For Calendar 1999 OCME anticipates a significant increase to over 3,500 cases completed. By comparison, the Federal Bureau of Investigation handles less than 2,500 cases per year. As part of its expanded capability to work with DNA, OCME is preparing to use the federal Combined DNA Index System (CODIS). This system allows DNA profiles to be entered into a shared database and searched on a local, State, or national level. OCME is finalizing the selection and purchasing of equipment and will begin training its staff to use the system in early Calendar 1999.

Health and Hospitals Corporation. By the end of Fiscal 1999 the Corporation will complete the implementation of the Health Care Information System (HCIS), a computerized patient record system used by physicians to document a patient's lifetime health and treatment history. As of the end of October 1998, 12 of HHC's 16 acute and long-term care facilities were using HCIS.

Administration for Children's Services. Beginning in Fiscal 1999, the Agency's MIS division has established an agency-wide communications infrastructure, ACS Enterprise, to serve the Agency's office automation, programmatic and administrative needs. By the end of Fiscal 1999 ACS Enterprise will be expanded beyond the statewide Child Welfare application and Connections users to contract agencies that are providers for Head Start, ACD, and OCSE programs.

Department for the Aging. In December 1998 the Department released a working version of its redesigned Uni-Form software for user testing. This software allows users in contracted programs to screen seniors for eligibility for eight benefit programs, as well as print completed applications for various benefits using information provided by seniors. User acceptance of the revised application at the four locations where it is in use has been positive. The Department expects to distribute the new software to 41 community-based contracted service programs by the end of Fiscal 1999.

Board of Education. In Fiscal 1999 the Board's Division of Student Support Services will expand an automated tracking system in all schools, allowing schools to identify students who are not in school for 10 consecutive or 20 aggregate days. The system permits timely follow-up on, and intervention with, students with excessive absence or truancy.

Through Project Smart Schools, the Division of Management Information System (DMIS) installed 4,042 computers in 1,095 classrooms used by students in grades 6-8 during the first four months of Fiscal

TECHNOLOGY INITIATIVES

1999. By August 1999, 13,000 additional computers in 3,000 classrooms will be installed, serving an additional 90,000 children. The Board is also working to provide a wider range of options in the use of informational technology in the classroom. Through Project Connect, DMIS will create a wide area network linking at least five classrooms, the library, and the administrative system in all 1,200 City schools and offices to each other, the Internet, and the City's Metrotech data center.

Department of Consumer Affairs. In order to increase the operational efficiency of its licensing process, the Department is currently obtaining funding for an upgrade of its fingerprint imaging system, which will enable the electronic transmission of fingerprints and rap sheets between the Department and the New York State Division of Criminal Justice Services. Turnaround time is now several weeks; the upgrade is expected to result in a turnaround time of two days.

Department of Buildings. During the first four months of Fiscal 1999, 25.6 percent of all new permit applications to the Department were filed using PC Filing, an increase from only 3.1 percent during the comparative period of Fiscal 1998. PC Filing gives applicants the option of submitting their filings for nearly all new permit applications on computer diskette instead of on paper forms. The Department is also proceeding with other efforts that will require modifications to its computer systems, including projects that will allow applicants to pay application fees using major credit cards and integrate approvals for sewer, drainage, and septic work into the Buildings Information System.

APPENDIX
INDICATORS ADDED AND DELETED

**NEW INDICATORS IN THE PRELIMINARY FISCAL 1999
MAYOR'S MANAGEMENT REPORT**

The following table lists new performance measures appearing in the Preliminary Fiscal 1999 Mayor's Management Report. A total of 81 indicators have been added to the Report.

APPENDIX

INDICATORS ADDED AND DELETED

I. PUBLIC SAFETY

Police Department

- Violation and Target Tows
- Tows per Person Day

Fire Department

- Advanced Life Support Unit (ALS) Response to ALS Incidents in Under 10 Minutes

Department of Probation

- Family Court Supervision:
- Cases Removed from Supervision - Other

Department of Juvenile Justice

- Percent of On-Time Court Appearances
- Number of Hospital Runs
- Reduce Children's Violence Program:
- Juveniles Who Successfully Completed the Program

Civilian Complaint Review Board

- Average Case Completion Time (days) by Case Completion Category
- Substantiated Case by Time Remaining on Statute of Limitations (months)

APPENDIX

INDICATORS ADDED AND DELETED

II. INFRASTRUCTURE, COMMUNITY SERVICES, AND ECONOMIC DEVELOPMENT SERVICES

Department of Transportation

- Red Light Camera:
- Total Notices of Violations
- Total Number of Cameras
- Camera Uptime

- Adopt-a-Highway Program:
 - Total Adoptable Miles
 - Total Number of Miles Adopted
 - Percent of Miles Audited
 - Percent of Audits Rated Good

Department of Housing Preservation and Development

- Full-Time Employees

Tenant Lead Surveys in City-Owned Buildings:

- Administratively Closed
- No Lead Hazard Found
- Number of In Rem Actions Initiated Under Local Law 37

Housing Education:

- Number of Courses Offered
- Total Enrollment in All Courses
- Average Enrollment per Course

Department of Sanitation

Regulatory Performance (Citywide Indicators) – Environmental Unit:

- Chemical Cases
- Chemical Summonses
- Medical Cases
- Medical summonses
- Asbestos Cases
- Asbestos Summonses

Department of Parks and Recreation

- Monthly Tree Removal Backlog

APPENDIX

INDICATORS ADDED AND DELETED

III. HEALTH AND HUMAN SERVICES

Department of Health

Directly Observed Therapy Caseload:

- Eligible Patients Treated by DOH
- High Risk Patients Citywide DOH Treated and Monitored

School Children's Health Program:

- Collection and Review of New Admission Exam Forms
- Medicaid/Managed Care (HMO Enrollment (previously reported under HRA))

Regulatory Performance (Citywide Indicators) - Lead Poisoning Prevention:

- Addresses with Violations Closed

Department of Homeless Services

Families Entering Temporary Housing:

- Returning/Lodged Within One Year
- Families at EAU Over 24 Hours

Board of Education

High School Enrollment:

- High School (Regents)
- Alternative Programs (GED and non-diplomas)

Schools Under Registration Review (SURR) – Elementary and Middle Schools:

- Schools Added
- Schools Removed
- Total Number of SURR Schools

Schools Under Registration Review (SURR) – High Schools:

- Schools Added
- Schools Removed
- Total Number of SURR Schools

Reading Progress for Low Performing Students:

- Percent of Bottom Quartile Students Progressing into a Higher Quartile

Math Progress for Low Performing Students:

- Percent of Bottom Quartile Students Progressing into a Higher Quartile

Regents Examinations:

- Number of Students Enrolled in Courses Ending in Regents Examinations
- Number of Students Taking Regents Examinations
- Number of Students Passing Regents Examinations
- Percent of Students Passing Regents Examinations
- Number of Students Meeting Graduation Requirements
- Percent of Students Meeting Graduation Requirements

Special Education Assessments:

- Less Restrictive Setting
- More Restrictive Setting

APPENDIX

INDICATORS ADDED AND DELETED

IV. REGULATORY AND ADMINISTRATIVE SERVICES

Department of Buildings

- Waiting Time at Borough Offices

Department of Finance

Audit Revenue Collected (this indicator is now collected under the following headings):

- Desk Audits
- Corporate Taxes
- Income Tax
- Sales Tax
- Commercial Rent and Hotel Tax

Property Division:

- Real Property Tax Turnaround Time (days)

Parking Violations:

- Number of Hearings by Mail

Taxi and Limousine Commission

Medallion Drivers License:

- Taxicab Driver Applicant Final Exam Failure Rate

Licensing:

- For-Hire Vehicles Licenses Issued
- New Licenses Issued
- Licenses Renewed

Operation Refusal (Citywide Indicators):

- Number of Drivers Tested
- Other Summonses Issued

Commission on Human Rights

Law Enforcement Bureau (LEB):

- Total Caseload (Beginning of Period)
- Total Caseload (End of Period)
- Cases Referred by LEB to Office of Administrative Tribunals and Hearings

Mediation:

- Total Caseload (Beginning of Period)
- Cases Received
 - From LEB
 - Other Source
- Total Caseload (End of Period)

APPENDIX

INDICATORS ADDED AND DELETED

V. CITYWIDE INDICATORS

Year 2000 Program

- Critical and High-Priority Systems
- Number of Systems Remediated
- Number of Systems Not Remediated
- Number of Systems to be Retired

These indicators are listed for each of 38 agencies and as Citywide totals.

APPENDIX
INDICATORS ADDED AND DELETED

**INDICATORS DELETED FROM THE PRELIMINARY FISCAL 1999
MAYOR'S MANAGEMENT REPORT**

The following table lists quantitative indicators deleted from the Preliminary Fiscal 1999 Mayor's Management Report. For each indicator, the table lists the reason for removing the indicator and, where applicable, the name of the new or revised indicator which provides similar information. (For some of the indicators listed, Fiscal 1998 data continues to appear in the Preliminary Fiscal 1999 MMR, but the indicator will be deleted from future Reports.) A total of 124 indicators have been eliminated from the Report, of which 51 have been replaced by new or revised indicators or are duplicated by other existing indicators.

APPENDIX

INDICATORS ADDED AND DELETED

I. PUBLIC SAFETY

Police Department

- Domestic Violence Crime Complaints

The time needed to investigate, process, and classify each complaint precludes the timely reporting of this indicator.

- Violation Tows
- Target Tows
- Violation Tows per Person Day
- Target Tows per Person Day

These indicators are replaced by combined indicators: Violation and Target Tows, and Tows per Person Day. These changes follow reporting changes made by OMB.

Civilian Complaint Review Board

- Cases Reaching Final Disposition

Duplicate information is provided by the breakdowns of Total Cases Completed. Cases reaching final disposition are equal to total completions minus truncated cases.

APPENDIX

INDICATORS ADDED AND DELETED

II. INFRASTRUCTURE, COMMUNITY SERVICES, AND ECONOMIC DEVELOPMENT SERVICES

Department of Transportation

Operable Parking Meters:

- On-Street
- Off-Street

These are not mission-critical indicators. The percent of meters that are operable is still reported.

Department of Housing Preservation and Development

Number of Employees, in three categories:

- Development
- Housing Management and Sales
- Housing Preservation

These are not mission-critical indicators. The indicator table now reports the agencywide total of full-time employees.

Apartments for Homeless Families and Individuals:

- Division of Property Management/BARR and Alternative Management Programs

Since few units are produced in this category, it is now included under "Other."

Lead Paint -- Code Violations Issued in Privately Owned Buildings:

- Owner Compliance (Non-Verified)

All compliance is now verified by HPD as required by Local Law 1.

Department of Sanitation

- Full-Time Employees
- Uniformed
- Civilian

These indicators were found within the following categories:

- Cleaning and Collection
- Derelict Vehicle Operations
- Vacant Lot Program
- Waste Disposal

These are not mission-critical indicators.

Regulatory Performance (Citywide Indicators) – Environmental Unit:

- Total Hazardous Waste Cases
- Total Hazardous Waste NOV's Issued
- Total Infections Waste Cases
- Total Infectious Waste NOV's Issued

APPENDIX

INDICATORS ADDED AND DELETED

These indicators have been replaced by six new indicators that better reflect the categories of work handled by the Environmental Unit.

Department of Business Services

Business Action Center

- Calls Received by NY*MAGIC
- New Cases
- Percent of Cases Closed within Five Business Days

These indicators do not reflect the Department's mission; the bulk of DBS outreach work is carried out through its Business Assistance field agents.

- Local Development Corporation Contracts (by borough)

Locally Based Enterprise Program:

- New Applications Received
- Companies Denied Certification

Minority/Women-Owned business Enterprise Program:

- New Applications Received
- Companies Recertified
- Companies Denied Certification

Bid-Match Program:

- New Firms Entered into Database
- Number of Participating Agencies
 - City
 - Quasi-Government
 - Private

These indicators provided excessive detail concerning Department programs. Other indicators concerning each of the above programs continue to appear in the indicator table.

Economic Development Corporation

Business Retention Activity:

- Bond Applications Approved by IDA Board
- Dollar Value of Applications Approved
- Bond Transactions Closed
- Dollar Value of Bonds Issued

EDC will no longer report these indicators because alternatives to bond financing will be pursued in its business retention transactions.

APPENDIX

INDICATORS ADDED AND DELETED

III. HEALTH AND HUMAN SERVICES

Department of Health

Regulatory Performance (Citywide Indicators) – Lead Poisoning Prevention:

- Initial Inspections of Dwelling Units

This indicator is replaced by Initial Assessments Made Within Three Days. The indicator table also reports the number of addresses with lead violations, and the outcomes of these violations.

Regulatory Performance (Citywide Indicators) – Lead Poisoning Prevention:

- Referrals to HPD (ERP)
- Referrals to HPD (In Rem)

These indicators have been transferred to the HPD indicator table.

Human Resources Administration

PA Recipients by Category:

- Aid to Families With Dependent Children (AFDC)
- Home Relief (HR)
- Payment Error Rate (%) (ADC only)

Office of Employment Services:

- Employable AFDC Recipients
- Number of BEGIN Employment Interviews Scheduled
- AFDC Client Entries into Employment-Related Activities
- Work Experience
- Job Search
- Training
- Reported Job Placements for AFDC Clients
- Employable AFDC Clients Participating in Employment-Related Activities as Calculated by and Compliant with Federal Guidelines
- Employable HR Recipients
- Number of Client HR Employment Interviews Scheduled
- HR Client Entries into Employment-Related Activities
- Work Experience
- Job Search
- Training
- Reported Job Placements for HR Clients
- Employable HR Clients Participating in Employment-Related Activities as Calculated by and Compliant with State Guidelines

The categories reflected in these indicators are no longer applicable due to changes in welfare legislation embodied in the federal Personal Responsibility and Work Reconciliation Act of 1996. New indicators appropriate to current legislation were introduced in the Fiscal 1998 MMR.

- Total Fair Hearings Requested (000)
- PA and Food Stamps (PA and Non-PA) Fair Hearings Requested (000)
- OES Fair Hearings Requested (000)
- Total Fair Hearings Held (000)

APPENDIX

INDICATORS ADDED AND DELETED

- PA and Food Stamps (PA and Non-PA) Fair Hearings Held (000)
- OES Fair Hearings Held (000)
- Decisions in Favor of HRA: PA, PA Food Stamps, and OES

Indicators related to Fair Hearings have been restructured to reflect agency goals. New indicators were introduced in the Fiscal 1998 MMR.

- Medicaid Payment Error Rate

Due to a waiver from the federal Health Care Financing Administration, New York State is exempted from the Medicaid Eligibility Quality Control sanction process.

Cases Receiving Home Care Services:

- Home Health Aide

Home health aid cases are not reflected in the home care caseload.

Department of Homeless Services

- New Families at EAU
- Families at EAU Under 48 Hours
- Families at EAU Over 48 Hours

Families requesting temporary housing at the Emergency Assistance Unit remain for no more than the court-mandated 24 hours after arrival.

Board of Education

High School Enrollment:

- Vocational and Adult Education Program

Due to the new Regents requirements, high school students are offered only Regents diplomas or GED diplomas.

IV. REGULATORY AND ADMINISTRATIVE SERVICES

Department of Consumer Affairs

Full-Time Employees, in the following categories:

- Enforcement
- Adjudication
- Legal Affairs
- License Issuance
- Collections
- Consumer Services

These are not mission-critical indicators.

License Issuance:

- Applications Distributed

APPENDIX

INDICATORS ADDED AND DELETED

The number of applications distributed is a function of application requests, and does not reflect the Department's level of effort.

Department of Finance

Assessment per Audit, in the following categories:

- Desk Audits
- Corporate Taxes
- Income Tax
- Sales Tax
- Commercial Rent and Hotel Tax

These indicators have been replaced in each category by Audit Revenue Collected.

Tax Processing:

- Returns Received and Checked for Mathematical Accuracy

This indicator does not address the Department's core mission of collecting tax revenues.

- Real Property Tax Delinquency Rate

This indicator has been deleted from the Preliminary MMR, but will continue to appear in the full-fiscal-year MMR released in September. The delinquency rate can only be calculated accurately on a year-end basis.

Parking Violations:

- Improper Dunning Complaints Received
- Improper Dunning Complaints Resolved Within 30 Days

DOF consistently resolves 99 to 100 percent of all improper dunning complaints within 30 days.

Full-Time Employees, in the following categories:

- Audit and Tax Enforcement
- Operations Division
- Property Division
- Citywide Support
- Parking Violations

These are not mission-critical indicators.

Taxi and Limousine Commission

Full-Time Employees, in the following categories:

- Consumer Relations
- Legal Affairs
- Licensing

These are not mission-critical indicators.

Adjudications (Hearings to Final Disposition):

- Generated from Other Enforcement Agencies
- NYPD
- Port Authority

APPENDIX

INDICATORS ADDED AND DELETED

These indicators do not reflect the actions or efficiency of the Commission.

Adjudications:

- Summons Disposition by Guilty Pleas
 - In-Person
 - By Mail

These are not mission-critical indicators.

Licenses Not Renewed, in the following categories:

- Medallion Drivers License
- For-Hire Vehicle Drivers License
- For-Hire Bases

These are not mission-critical indicators.

Medallion Drivers License:

- Prospective Applicants Rejected for Failing Initial English Proficiency Test

The English Proficiency Test is now a part of applicants' final examination; the failure rate for this examination is included in the indicator table.

Regulatory Performance – Medallion Patrol:

- Refusals

This indicator has been moved to the Operational Refusal section under the Commission's Regulatory Performance indicators.

Commission on Human Rights

Law Enforcement Bureau:

- Cases Resolved by Intervention
 - Cases Referred to Mediation
 - Cases Referred to Office of Administrative Tribunals and Hearings (OATH)
 - Court Actions
- Total Number of Cases Pending
- Systemic Discrimination Litigation

Mediation:

- Pre-Investigation
- Pre-Trial
- Post-Referral to Trial
- Cases Pending

Community Relations Bureau:

- Bias-Classified Complaints Referred by NYPD

The Commission has undertaken an overall revision of the indicator table, intended to eliminate excessive detail concerning internal processing of cases and enhance focus on overall caseload and efficiency. The above indicators are replaced by eight new indicators concerning caseload statistics. The Community Relations Bureau section of the table continues to report the number of bias complaints received from all sources.

Department of Information Technology and Telecommunications

Cable Television Franchise Enforcement:

- New Basic Subscribers

The number of subscribers has leveled off as cable systems have been substantially completed.