

INTRODUCTION

The Summary Volume of the Fiscal 1998 Mayor's Management Report assesses the performance of City agencies during the twelve months of Fiscal 1998 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 and consolidating agency operations in order to enhance customer service in every area where citizens interact with government.
- ◆ Using state-of-the-art technology and new media to enhance service delivery, address citizens' needs, and maximize cost-effectiveness.
- ◆ Continuing to downsize City government and limit City government spending in order to achieve long-term fiscal stability, while enhancing the delivery of core services.
- ◆ Fostering the continued growth of private sector employment through business recruitment and retention efforts, targeted tax cuts, tax incentives, economic development initiatives, and regulatory reform.
- ◆ Helping to lower the cost of doing business in the City by eliminating the influence of organized crime in areas such as commercial carting and wholesale food markets.

CONTINUING DEVELOPMENT OF THE MAYOR'S MANAGEMENT REPORT

The Fiscal 1998 Mayor's Management Report (MMR), as required by the City Charter, focuses on agency performance during the period July 1997 through June 1998; long-term trend data are also presented for many key indicators. The Report details agency performance relative to plan for Fiscal 1998, and presents objectives and performance targets for Fiscal 1999 based on the City's adopted budget.

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. These elements are most critical to evaluating the current direction of City government. 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 Fiscal 1998 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 both recent progress and ongoing initiatives in public safety, traffic, street and roadway conditions, sanitation, parks and playgrounds, housing, and public health.

PUBLIC SAFETY

REDUCTIONS IN FELONY CRIMES

The New York City Police Department's (NYPD) targeted approach to crime prevention continues to increase the personal safety of all New Yorkers as well as visitors to New York. FBI Index Crimes, as well as murder and non-negligent manslaughter, are at their lowest level in three decades. In Calendar 1997 the City's Total FBI Index Crime rate per 100,000 population improved relative to other large cities. In comparison to 201 U.S. cities with a population over 100,000 reporting to the FBI, New York ranked 160th during Calendar 1997, compared with a rank of 157th in 1996 and 88th in 1993. New York City also has the lowest crime rate among the nine American cities with a population over one million reporting full data to the FBI.

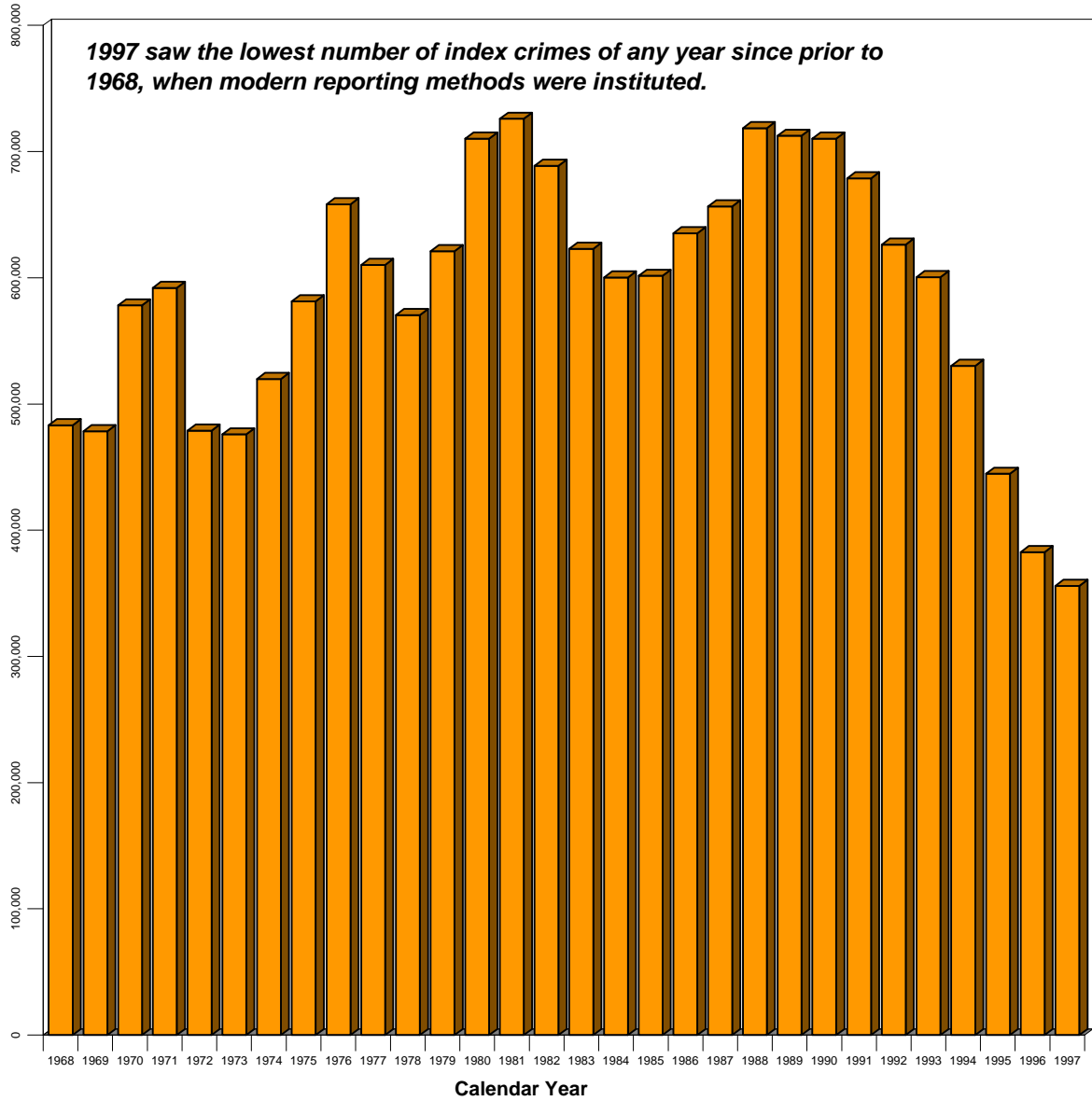
While the nation as a whole has seen crime reductions over the past few years, the City's improvements have contributed disproportionately to the national trend. New York City accounted for 38 percent of the reduction in FBI Index Crimes in cities with population over 100,000 from 1993 to 1997, 28 percent of the reduction in homicides, and 63 percent of the reduction in larceny theft. The City's pacesetter role is seen most dramatically if New York's numbers are subtracted from the national comparison. From 1993 to 1997, New York City's reduction was more than five times as large as that seen in other cities for total index crimes, 2.3 times as large for homicides, twice as large for robberies, 4.2 times as large for motor vehicle theft, and an astonishing 16.5 times as large for larceny theft. And while other cities' improvements from 1996 to 1997 are closer to those seen in New York, the City continued to see larger reductions in total index crimes, in homicides, and in five of the seven index crime categories.

These improvements have been continued and extended through the first half of Calendar 1998, as shown by NYPD's COMPSTAT figures. The COMPSTAT system provides preliminary crime figures on a timely basis to all levels of Police management, and has been a key factor in the Department's ability to respond to local trends and implement anticrime strategies in a flexible and effective manner. From January through June of 1993 to the same months of 1998, the number of felony complaints was reduced by 49 percent. Improvements over this period totaled 69 percent for murder and non-negligent manslaughter, 55 percent for robbery, 51 percent for burglary, and 59 percent for grand larceny motor vehicle.

Substantial crime reductions have occurred in every part of the City. From the first half of 1993 to the first half of 1998, reductions in major felonies ranged from 48.9 percent in Manhattan to 56.0 percent in Staten Island. Comparing the first six months of 1997 and 1998, reductions ranged from 7.6 percent in Brooklyn to 25.9 percent in Staten Island.

New York City Police Department

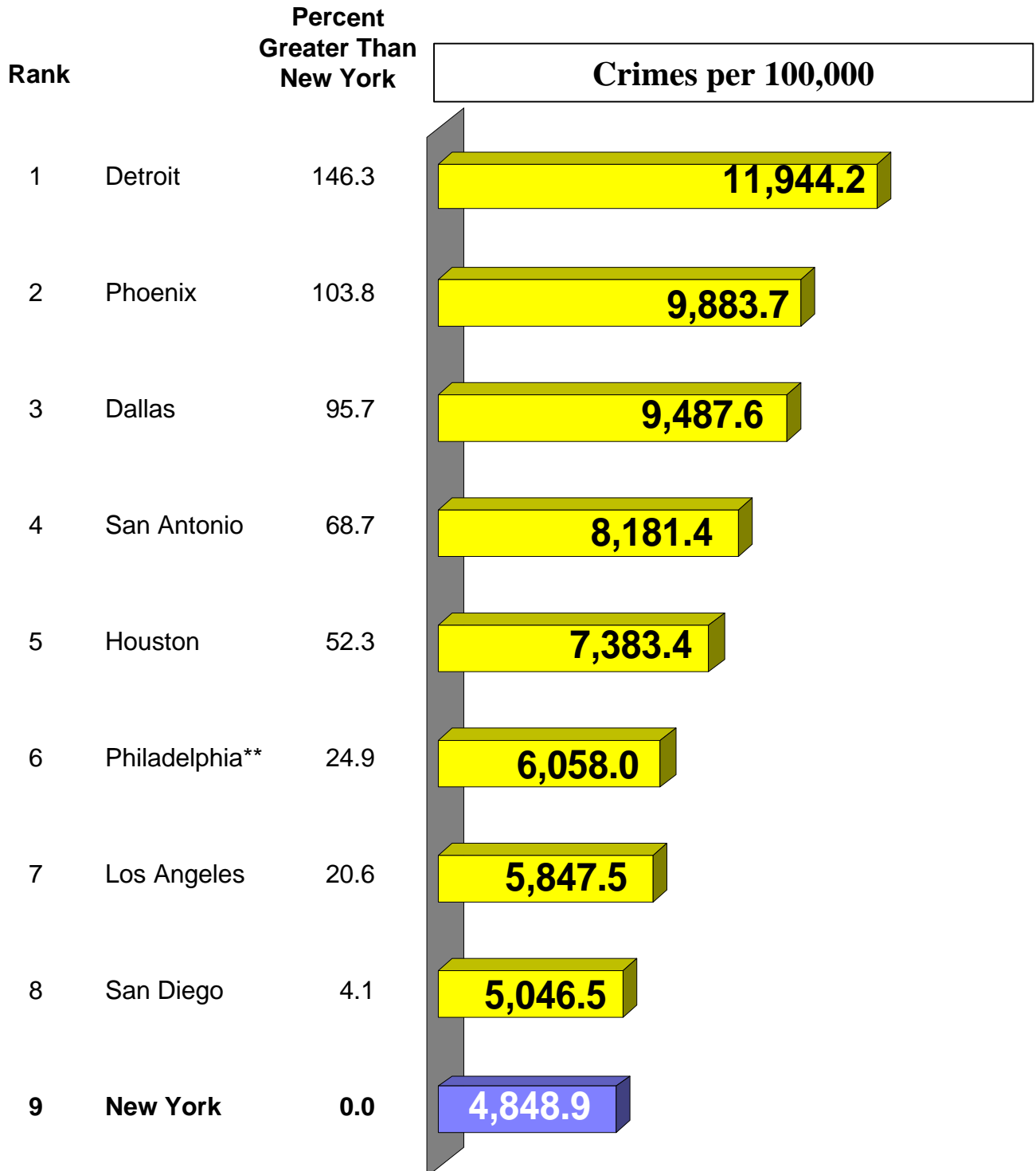
Total FBI Index Crime Complaints



*Index Crimes include murder and non-negligent manslaughter, robbery, forcible rape, aggravated assault, burglary, larceny theft, and motor vehicle theft.
Includes official data as per Crime Analysis Unit reports for 1968-1997. No comparable data is available prior to 1968.*

Crime in the Cities

Total FBI Index Crimes per 100,000 Population for Nine* Cities with Population over 1 Million Calendar 1997

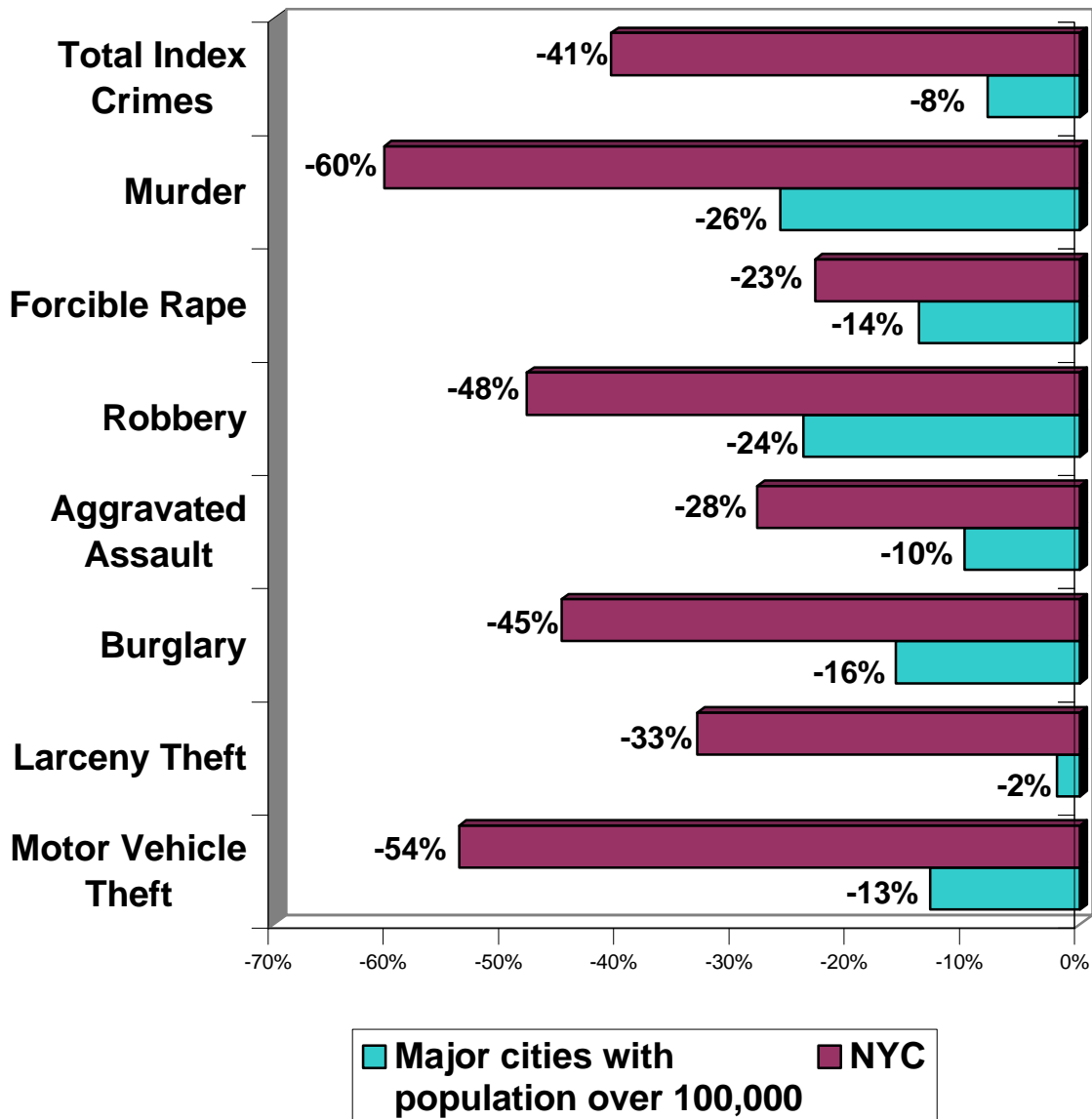


**Figures for Philadelphia are preliminary data supplied to the FBI and are subject to further revision.

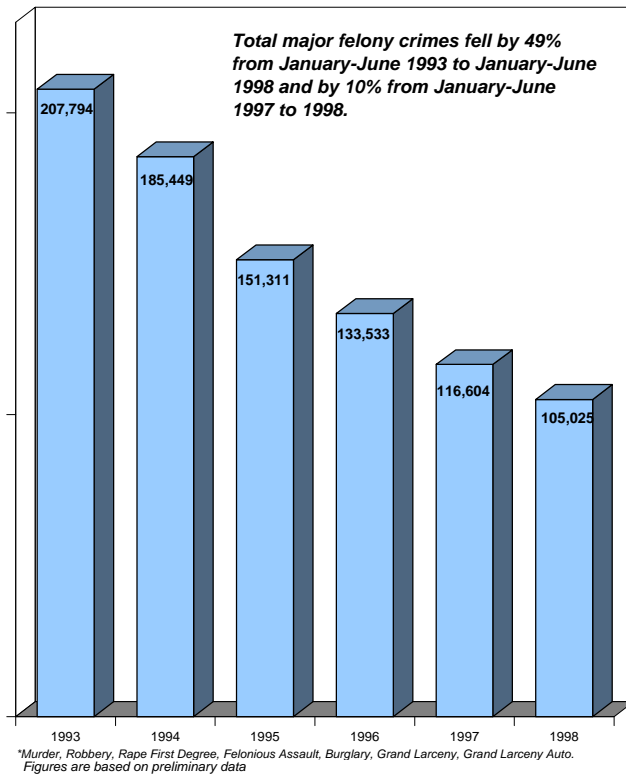
Based on preliminary FBI Uniform Crime Reports
*Data for Chicago is not available.

New York City Police Department

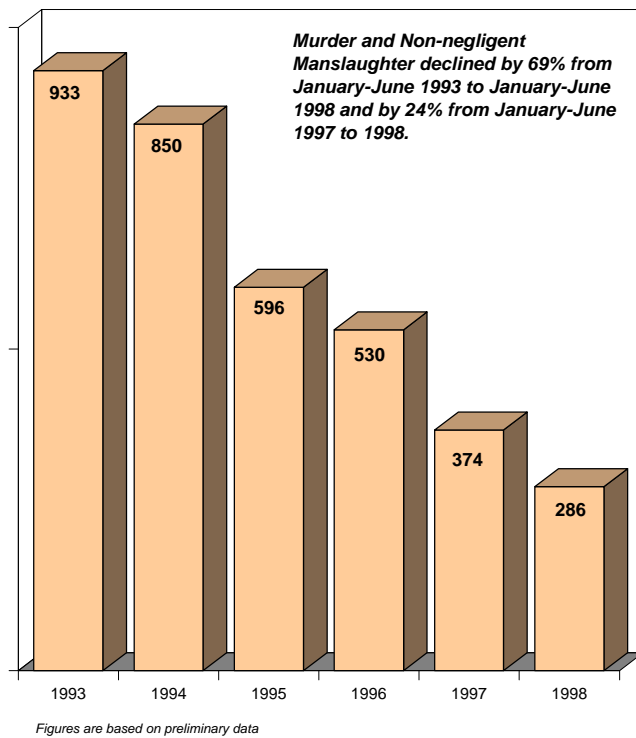
**Reduction in FBI Index Crimes:
New York City Compared with
National Trends excluding NYC
Calendar 1993 vs. Calendar 1997**



**Seven Major Felony Categories*
January-June 1993-1998**



**Murder and Non-Negligent Manslaughter
January-June 1993-1998**



ANTICRIME STRATEGIES

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

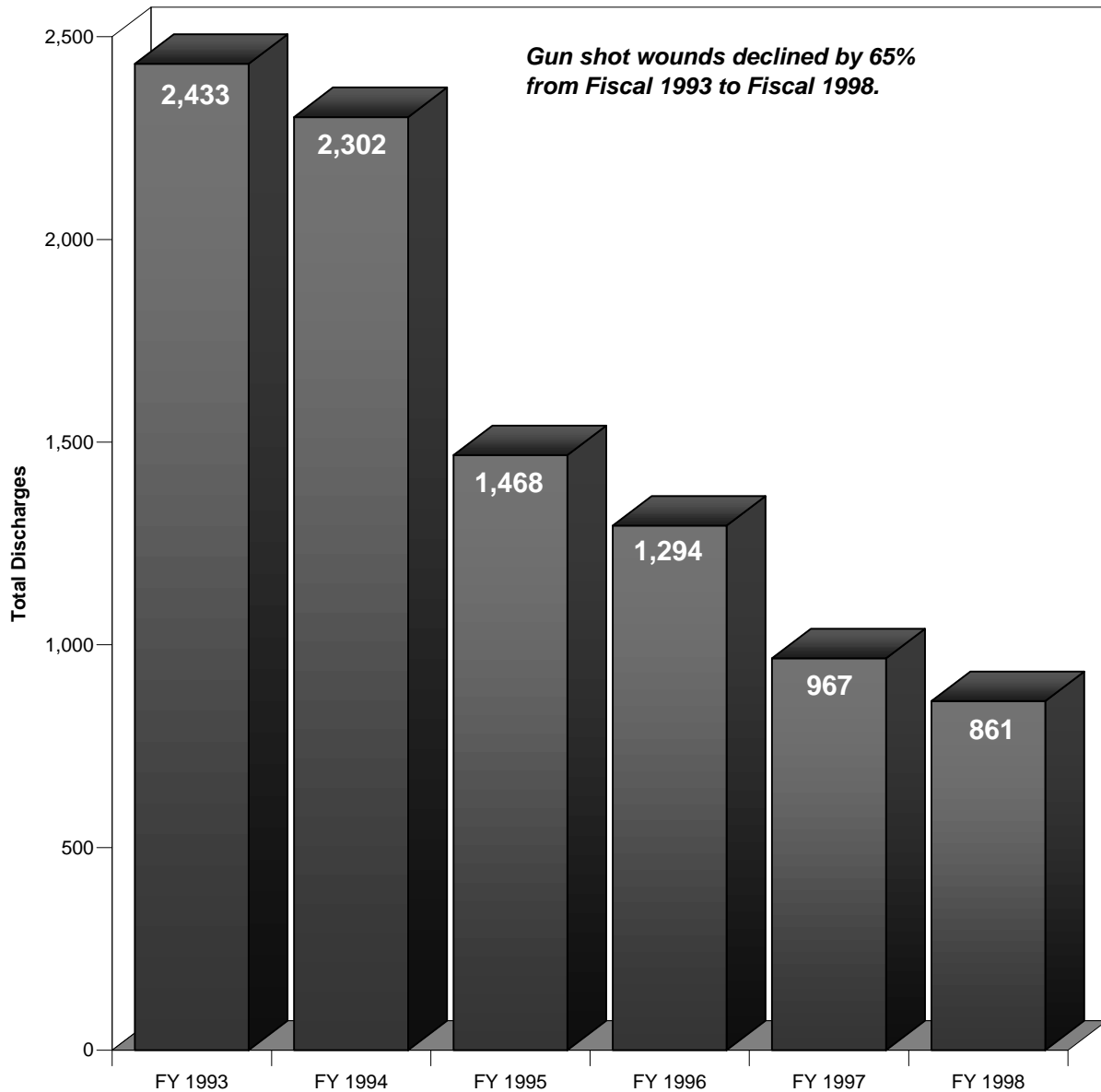
- ◆ Reduce the number of shooting incidents and guns on the street.
- ◆ Reduce youth crime by increased attention to juvenile offenses and by coordinated action against gangs.
- ◆ Target major narcotics offenders for enforcement, as well as street-level drug dealers and buyers.
- ◆ Expand efforts to 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 motor vehicle complaints.
- ◆ Improve the flow of traffic and ensure pedestrian safety.
- ◆ Promote positive police/community relations by emphasizing courtesy, professionalism, and respect.
- ◆ Bring fugitives to justice by focusing on pursuit of warrant violators.

Shootings. NYPD's success in protecting New Yorkers from violent crime is illustrated by the success of its gun strategy. The number of shooting incidents in New York City fell by 67 percent from the first six months of 1993 to the same months of 1998; the number of victims of shootings decreased by 66 percent over this period; and the incidence of gunshot wounds, as reported by Health and Hospitals Corporation facilities, declined by 65 percent from Fiscal 1993 to Fiscal 1998. New and expanded anti-crime initiatives are designed to continue these gains by focusing on areas that make the urban environment vulnerable to violence.

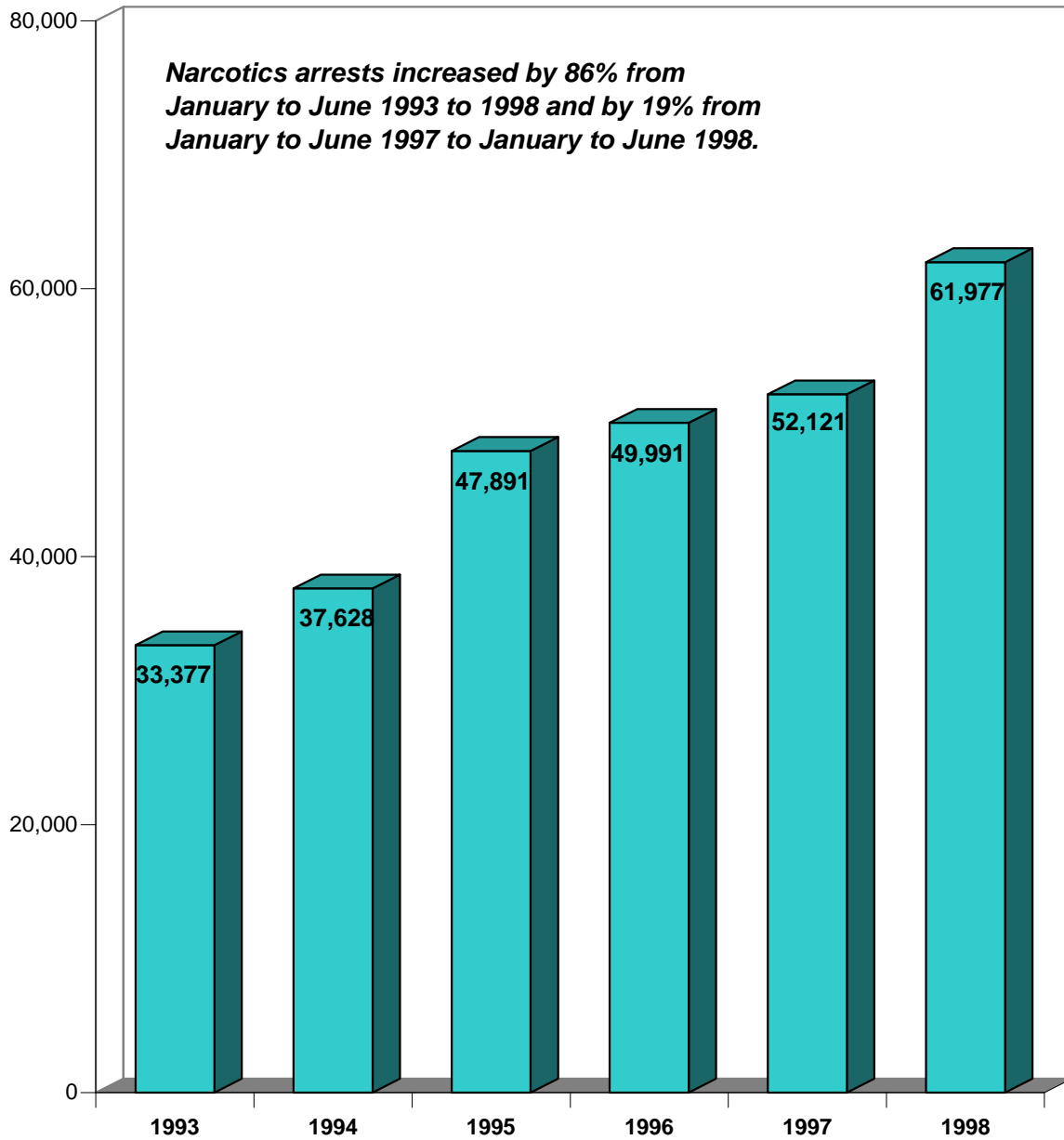
Narcotics. In order to ensure that the enhancements in personal safety achieved so far, especially in reducing violent crime, can be extended, Mayor Giuliani has made the fight against narcotics a central theme of the Administration's second term. During the first half of 1998 narcotics arrests increased to nearly 62,000, 86 percent more than in the first half of 1993. Perhaps most important, misdemeanor narcotics arrests alone have increased by 50 percent over the past two years – illustrating the aggressive implementation of a zero tolerance policy toward all narcotics offenses.

The Police Department is expanding its Narcotics Initiatives to additional neighborhoods in need of focused enforcement to combat high drug activity. New programs include Initiatives in the South Bronx, Southeast Queens, and the City's parks and schools. Trained drug investigators, uniformed patrol officers, and members of the Detective Bureau, operating 24 hours a day, coordinate efforts to eliminate the drug trade, firearms trafficking, money laundering, and violent crimes related to chronic narcotics problems. Each Initiative's intelligence center collects and analyzes information, both about the drug trade, and about locations where narcotics transactions are conducted. The Initiatives include uniformed tracer units, charged with intensive enforcement of quality of life violations. Units also man vehicle safety checkpoints at areas with high drug-traffic activity, and patrol public housing developments and other multiple dwellings, with an emphasis on trespassing arrests.

Gun Shot Wounds Reported by the Health and Hospitals Corporation FY 1993 - FY 1998



Total Narcotics Arrests January - June



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

During Fiscal 1998 special drug enforcement attention was directed at New York City schools and public parks. The Narcotics Division closely monitors reported drug activity at 100 designated schools citywide. During Fiscal 1998 it made 3,099 drug arrests in and around public schools. In addition to the drug-free zone established in Washington Square Park in Manhattan, NYPD monitors six other parks closely for drug activity, resulting in 1,651 narcotics arrests in and around these parks in Fiscal 1998. In July 1998 the Department began Narcotics Initiatives in the 28th and 32nd Precincts of Central Harlem and the 120th Precinct on Staten Island. Four additional Initiatives are currently scheduled for implementation during Fiscal 1999.

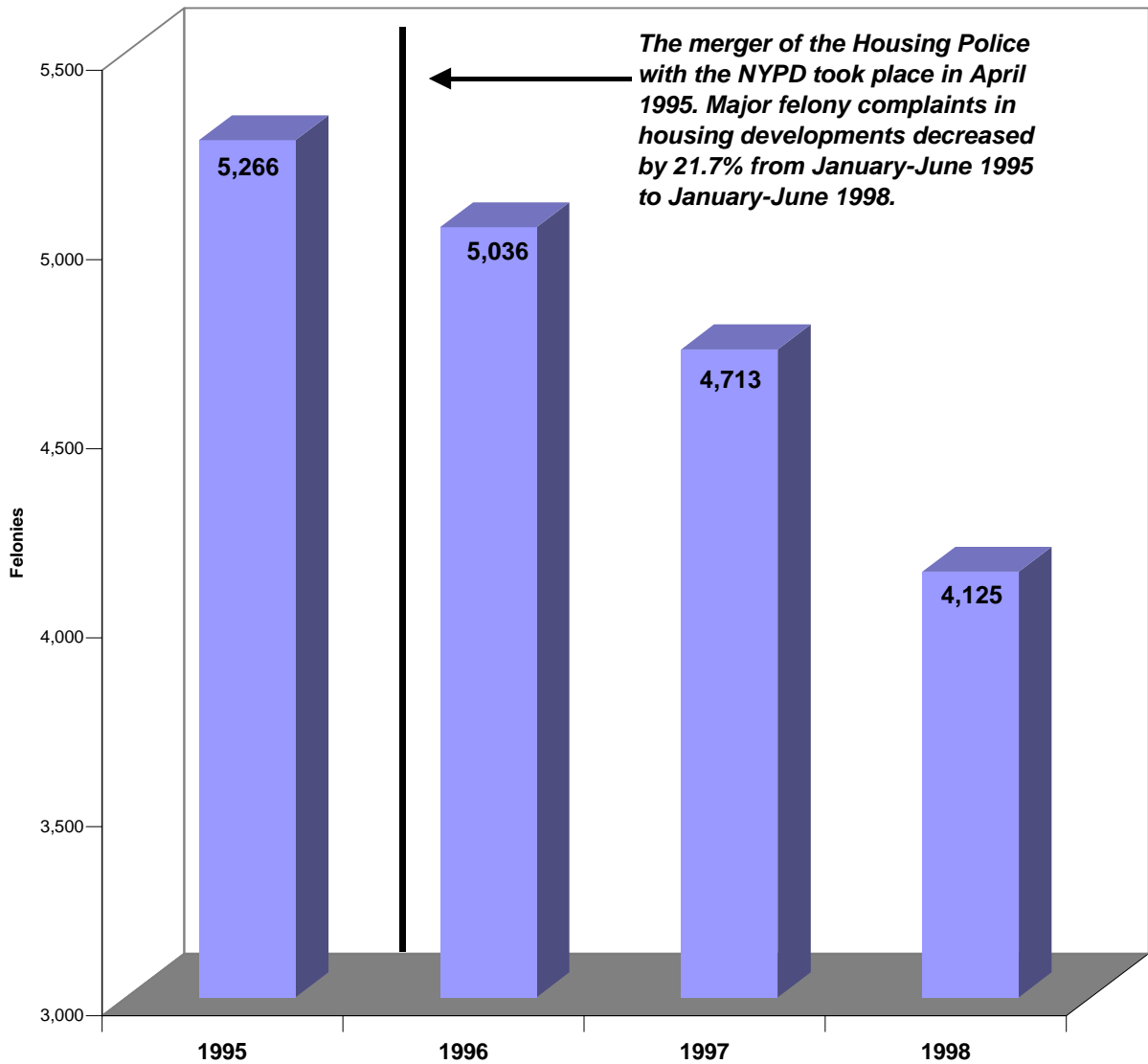
Gangs. Organized in coordination with the Department's Narcotics Initiatives, the Gang Initiative is a citywide strategic plan to identify and discourage both violent street gangs and narcotics trafficking in schools. Gang suppression units, investigation squads, transit enforcement teams, and an enhanced intelligence unit are now active in all five boroughs. Members of the Intelligence Division's Gang Intelligence Unit are now developing comprehensive intelligence on all violent street gangs by responding on a 24-hour basis and interviewing gang-member prisoners, victims of, and witnesses to gang-related crimes. In Fiscal 1998 the Unit recorded 2,220 gang-related criminal incidents and the arrest of 3,310 suspected gang members.

In October 1997, in conjunction with the Mayor's Criminal Justice Coordinator and the Department of Probation, NYPD implemented Operation Night Light. Under this program, probation officers are assigned to work with members of NYPD's Warrant Division to target persons in violation of their terms of their probation, to execute warrants on probation violators, and to enforce court-imposed curfews. Originally intended to monitor only high-risk adult probationers, this program has been expanded to address juveniles as well, an effort undertaken in conjunction with both the Narcotics and Gang Initiatives. To keep convicted juvenile offenders off the street and reduce youth gang violence, Family Court judges have recently started to include curfews as a condition of probation for youthful offenders. In the final eight months of Fiscal 1998 unannounced field and curfew visits to probationers' homes, street stops of probationers in high crime areas, debriefing of subjects on probation, and warrant sweeps resulted in 6,700 contacts with both adult and juvenile probationers and 665 arrests of probation violators.

The Department of Correction (DOC) responded to the growing influence of organized gangs by developing and instituting initiatives aimed at reducing gang-related activities and violence within its facilities. The automated Security Risk Group System, which identifies and tracks known gang members, is utilized systemwide to minimize commingling of gang members. The system captures and stores images of inmate gang members, collects gang hierarchy information, and produces relevant reports. DOC now maintains an active database of approximately 2,000 inmates who meet the criteria for inclusion in the Security Risk Group System.

Public Housing. From January-June 1995 – prior to the merger of the Housing Police with NYPD – to the same months of 1998, the incidence of felony crimes in public housing developments dropped by 21.7 percent. The Department is working with the New York City Housing Authority (NYCHA) to continue making public housing safer through the use of closed circuit television (CCTV). First introduced in July 1997 at the Authority's Grant Houses in Harlem, CCTV helped produce a significant decrease in crime. A second phase of the project has begun with the planned installation of 66 additional CCTV cameras to cover rooftops, elevators, playgrounds, and walkways, supplementing 39 cameras that cover building lobbies, hallways, and common areas. In Fiscal 1998 major felony crime in the Grant Houses declined by 27 percent; rape was down 57 percent, robbery decreased by 42 percent, and burglary declined by 43 percent. The Department installed CCTV cameras and monitoring equipment at the Albany Housing Development in Brooklyn's 77th Precinct in June 1998, and now plans to expand this program to eight additional developments throughout the City during Fiscal 1999.

Crime in Housing Developments Seven Major Felonies * January-June 1995-1998



*Murder, Robbery, Rape First Degree, Felonious Assault, Burglary, Grand Larceny, Grand Larceny Motor Vehicle.

Figures are based on preliminary data

During Fiscal 1998 the Authority continued Operation Safe Home, the security component of its Drug Elimination Program, at all its consolidated developments. The program deploys over 300 NYPD Housing Bureau officers under a community policing concept to eliminate drug-related crime in NYCHA developments and improve quality of life for the residents of public housing. In Fiscal 1998 the officers continued to employ new strategies of flexible scheduling and deployment in developments which are experiencing the most problems. During this period Operation Safe Home personnel made 5,163 arrests, issued 19,899 Criminal Court summonses and 97 Environmental Control Board (ECB) summonses for quality of life violations, and issued over 19,000 infractions for parking and moving violations.

Quality of Life Enforcement. The Department continues to give sustained attention to quality of life violations that affect many City communities and create an environment conducive to more serious crime. NYPD continues to maintain its Quality-of-Life Hotline telephone number: 1-888-677-LIFE. During Fiscal 1998 the hotline received a total of 21,525 complaints, which were then forwarded to local precincts for investigation. Arrests for illegal peddling rose 22 percent, from 5,191 in Fiscal 1997 to 6,326 in Fiscal 1998. Summonses for unreasonable noise, the most frequent complaint to the Quality of Life Hotline, increased 2 percent, from 3,121 in Fiscal 1997 to 3,198 in Fiscal 1998.

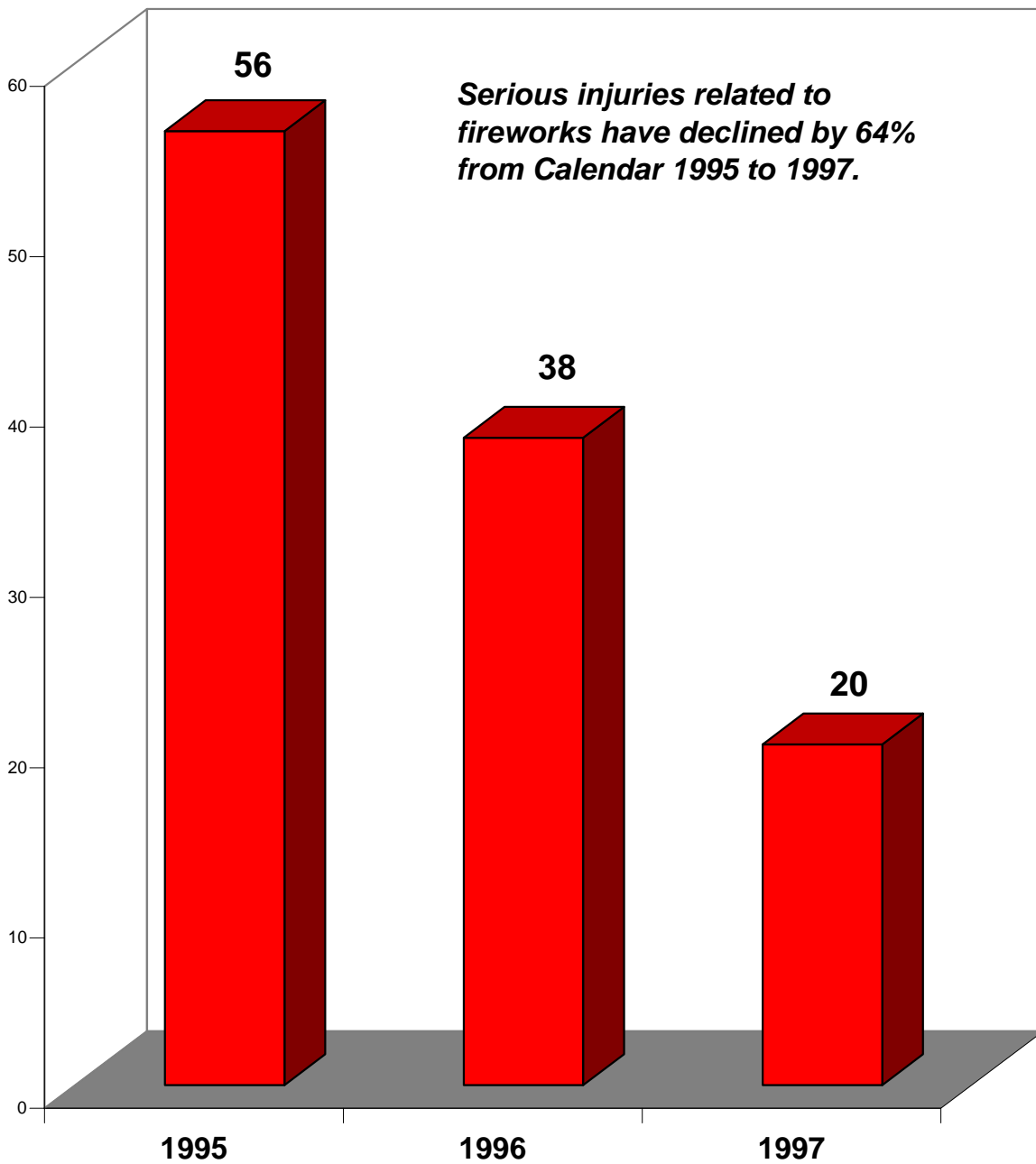
The Anti-Graffiti/Vandalism Unit (AGVU) fights graffiti and vandalism throughout the City while providing assistance to other City agencies, community groups, and organizations. In addition to anti-graffiti enforcement, discussed in this chapter's section on the Mayor's Anti-Graffiti Task Force, AGVU plays an innovative role in the Department's efforts against gangs and youth violence. By deciphering graffiti "tags," investigators can often gain information about gang members and gang-related offenses. 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.

During the second half of Fiscal 1998 the Department activated a Fireworks Interdiction Team in cooperation with the Fire Department, the U.S. Customs Service, the federal Bureau of Alcohol, Tobacco and Firearms, and other police agencies in the tri-state metropolitan area. The team investigates reports of firework shipments and sales in order to enforce all applicable laws against the illegal transportation, storage, sale, and possession of fireworks throughout the City. The number of fireworks-related arrests and seizures has declined dramatically due to aggressive enforcement over the last four years. Most important, the number of fireworks-related injuries declined by 64 percent since Calendar 1995. In Calendar 1997 the Emergency Medical Service (EMS) treated 20 serious fireworks-related injuries, compared with 38 in 1996 and 56 in 1995.

The number of major felonies reported in the transit system declined from 2,880 during January-June 1997 to 2,463 during the same months of 1998, a drop of 14.5 percent. The Transit Division's ongoing attention to fare evasion has reduced violations to less than 1 percent of all transit rides, the lowest figure ever recorded. Fare beating fell from 6.3 percent of all riders in July 1991 to a low of 0.74 percent in July 1998, dropping from a monthly average of 200,000 to an average of only 21,000. Fare evaders will continue to receive sustained police attention, since experience has proven they are a primary source of crime in the subways.

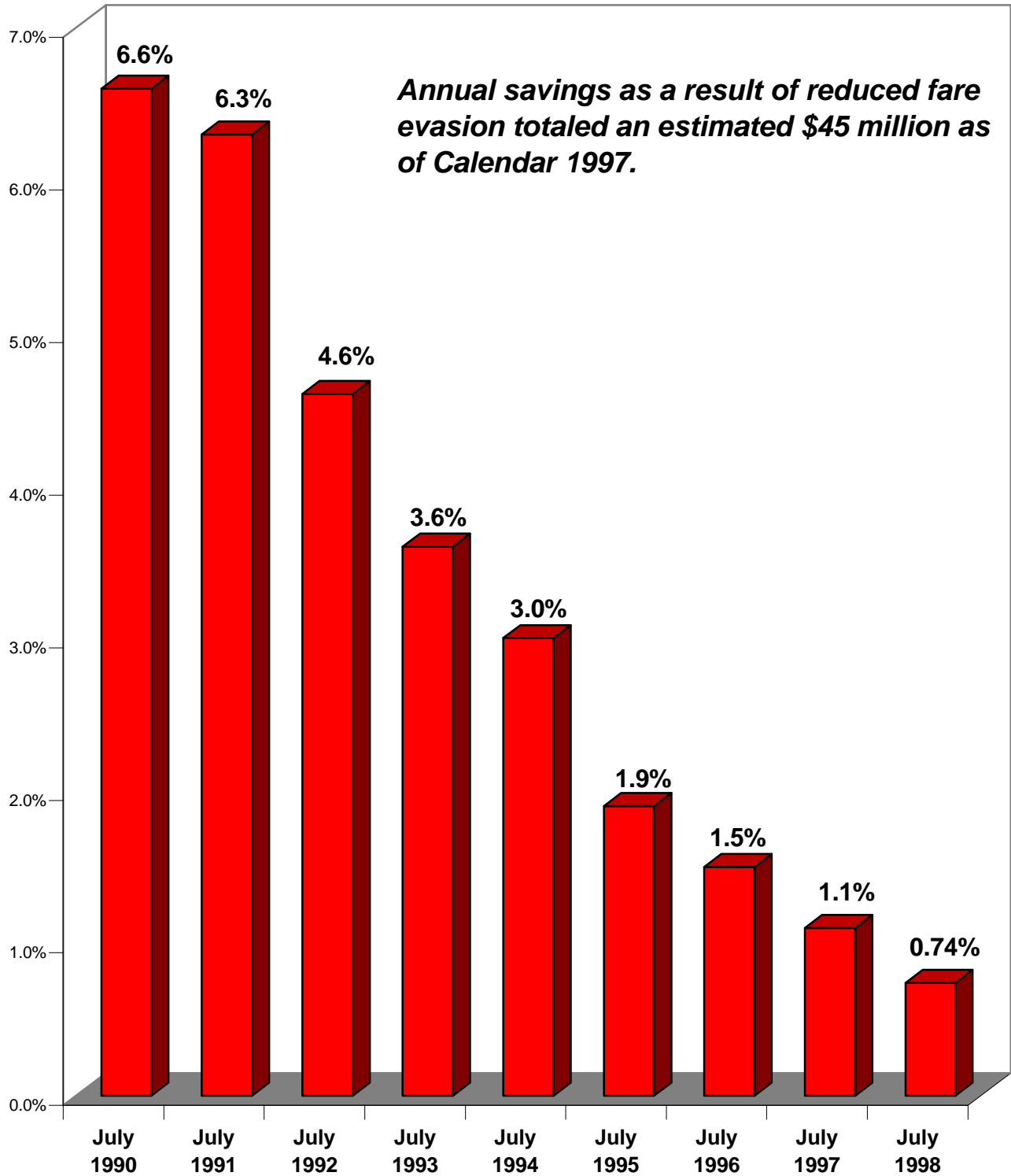
Traffic Enforcement and Control. In March 1998 the Administration announced a stepped-up program of traffic enforcement throughout the City, targeting motorists who speed as well as those who run red lights and stop signs. Also in March, the Mayor introduced City Council legislation that would allow tougher enforcement of the prohibition of riding bicycles on sidewalks and create additional penalties for that offense. These measures, as well as the overall efforts of the Police Department and the Department of Transportation in the area of traffic safety, are intended to extend the City's gains in public safety by fostering a greater level of safety for pedestrians, bicycle riders, and motorists.

Serious Fireworks-Related Injuries Calendar 1995 - 1997



New York City Police Department

Transit Fare Evasion Rate



In an effort to improve pedestrian safety and expedite the flow of traffic, in Fiscal 1998 the Department of Transportation (DOT) installed recessed crosswalks at key intersections in midtown Manhattan. New crosswalk patterns were created at two intersections on West 50th Street with the installation of permanent pedestrian barriers, new traffic signal devices, and safety crosswalks at midblock. As a result, vehicles using the crosstown corridors of 49th and 50th Streets are moving approximately 25 percent faster, while pedestrians using the new recessed crosswalks are safer.

NYPD Highway District personnel conducted Operation Safe Driving throughout the City during Fiscal 1998. This operation entails heightened enforcement efforts in a particular borough on a selected day between the hours of 11 a.m. and 11 p.m. In the seven Operations conducted during Fiscal 1998, 14,547 moving violations were issued and 147 arrests for traffic offenses were made.

In Fiscal 1998 the Department's Parking Enforcement Division issued 5,010,077 summonses, up 6 percent from the 4,729,280 issued in Fiscal 1997. The Manhattan Traffic Task Force issued 141,240 of these summonses. During both Fiscal 1997 and Fiscal 1998 the Task Force's ongoing warrant and violation checks of all owners of vehicles impounded at the Pier 76 Violation Tow Pound resulted in a total of 342 arrests. In November 1997 the Task Force established a bicycle patrol unit, which acts as both a rapid response team and patrol unit focused on bicycle violations such as ignoring red lights, riding on the sidewalk, and driving against traffic. Since its inception the bicycle patrol unit has issued 11,934 bicycle-related summonses.

In Fiscal 1998 the Traffic Control Division's Bus and Taxi Units continued to increase their enforcement efforts. The Bus Unit seized 1,458 commuter vans and issued 7,480 Taxi and Limousine Commission (TLC) summonses for violation of commuter van regulations. During the same period the Unit made 581 arrests, up 28 percent over Fiscal 1997, and issued 36,816 summonses, up 41 percent. The Taxi Unit issued 49,171 summonses in Fiscal 1998, 32,514 to drivers and 16,657 to owners, representing a 3 percent increase over Fiscal 1997. In addition, the Surface Transportation Enforcement District conducted three Operation Safe Taxi Initiatives in Manhattan in order to discourage unsafe driving by medallion taxi drivers. Operation Safe Taxi seeks to purge the industry of hazardous drivers through the issuance of summonses, accumulation of points, and suspension of licenses. These Initiatives resulted in the issuance of 4,319 summonses and 45 arrests, and will be continued in Fiscal 1999.

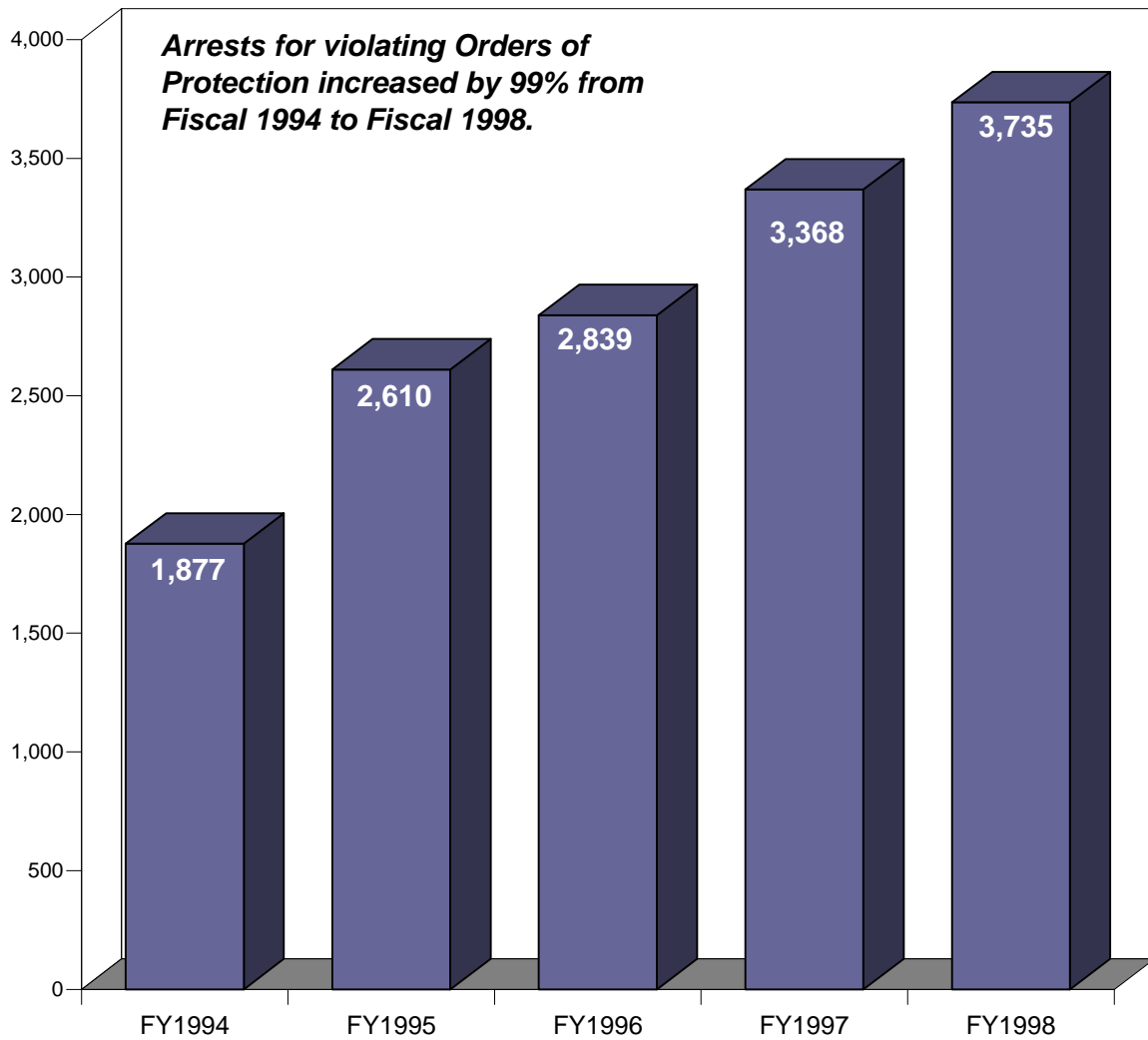
DOMESTIC VIOLENCE

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

Police Enforcement. In Fiscal 1998 the Department made 26,557 family-related arrests, a 9 percent increase over the 24,267 such arrests made in Fiscal 1997. In addition, 3,735 arrests for violation of orders of protection were made in Fiscal 1998, an 11 percent increase over Fiscal 1997. Arrests for violating orders of protection have virtually doubled since Fiscal 1994.

In Fiscal 1998 NYPD's Domestic Violence Unit trained more than 3,000 people, including all officers assigned as Domestic Violence Prevention Officers (DVPOs); Domestic Violence Investigators (DVIs); Training Sergeants; all newly-assigned recruits to the Housing Bureau; and all newly-promoted Sergeants and Lieutenants. In addition, selected police officers assigned to the Youth Services Division were trained in the teen relationship violence curriculum developed by the Mayor's Commission to Combat Family Violence. The Unit also established a High Propensity Offender Tracking List to target offenders with a demonstrated tendency toward domestic violence. The list targets individuals against whom multiple complaints have been made, and with whom intervention by the precinct DVPO or DVI may either prevent recurrence or result in arrest. The list is now available in all precincts.

**Domestic Violence Initiative
Arrests for Violating Orders of Protection
Fiscal 1994-1997**



Figures are based on preliminary data.

The Domestic Violence Prevention Contact Program, originated by the NYPD Housing Bureau in 1997, augments the services provided by DVPOs and was expanded to all precincts throughout the City in Fiscal 1998. Experience indicates that preventive contacts can significantly reduce the incidence of domestic violence. Community Police Officers now visit residences where incidents of domestic violence have been reported and introduce themselves, inquire about the current status of any household discord, supply informative literature, and advise that they will be visiting periodically.

Probationers. During Fiscal 1998 the Department continued to enhance its services to domestic violence victims. Its efforts encourage domestic violence victims to communicate regularly with probation officers, both in the investigation and supervision stages. Specially selected and trained probation officers prepare customized presentence investigation reports that assist the judiciary in incorporating appropriate special conditions when imposing probation sentences on offenders.

In the fourth quarter of Fiscal 1998 the Department was awarded two federal grants totaling \$220,000 in order to develop programs relating to domestic violence in the Bronx and in Queens. Working with NYPD, the District Attorney's Office in each borough, and a not-for-profit victims services agency, the programs will help improve the safety of domestic violence victims by sharing information on probationer misconduct. The Queens project will also establish a therapeutic violence-prevention program for batterers.

Social Services. In Fiscal 1998 the Human Resources Administration (HRA) completed a 49-bed expansion of its domestic violence emergency shelter capacity. An addition of 48 beds is planned for Fiscal 1999, and HRA will also provide an additional 88 units of Tier II transitional housing for victims of domestic violence by June 1999. HRA has also implemented the on-line Shelter Occupancy System, which allows the City's residential domestic violence programs to enter data from their own sites, thereby making vacancy information immediately available; facilitates the emergency placement of domestic violence victims and their families into safe and secure housing; streamlines the billing process; and provides data for planning purposes.

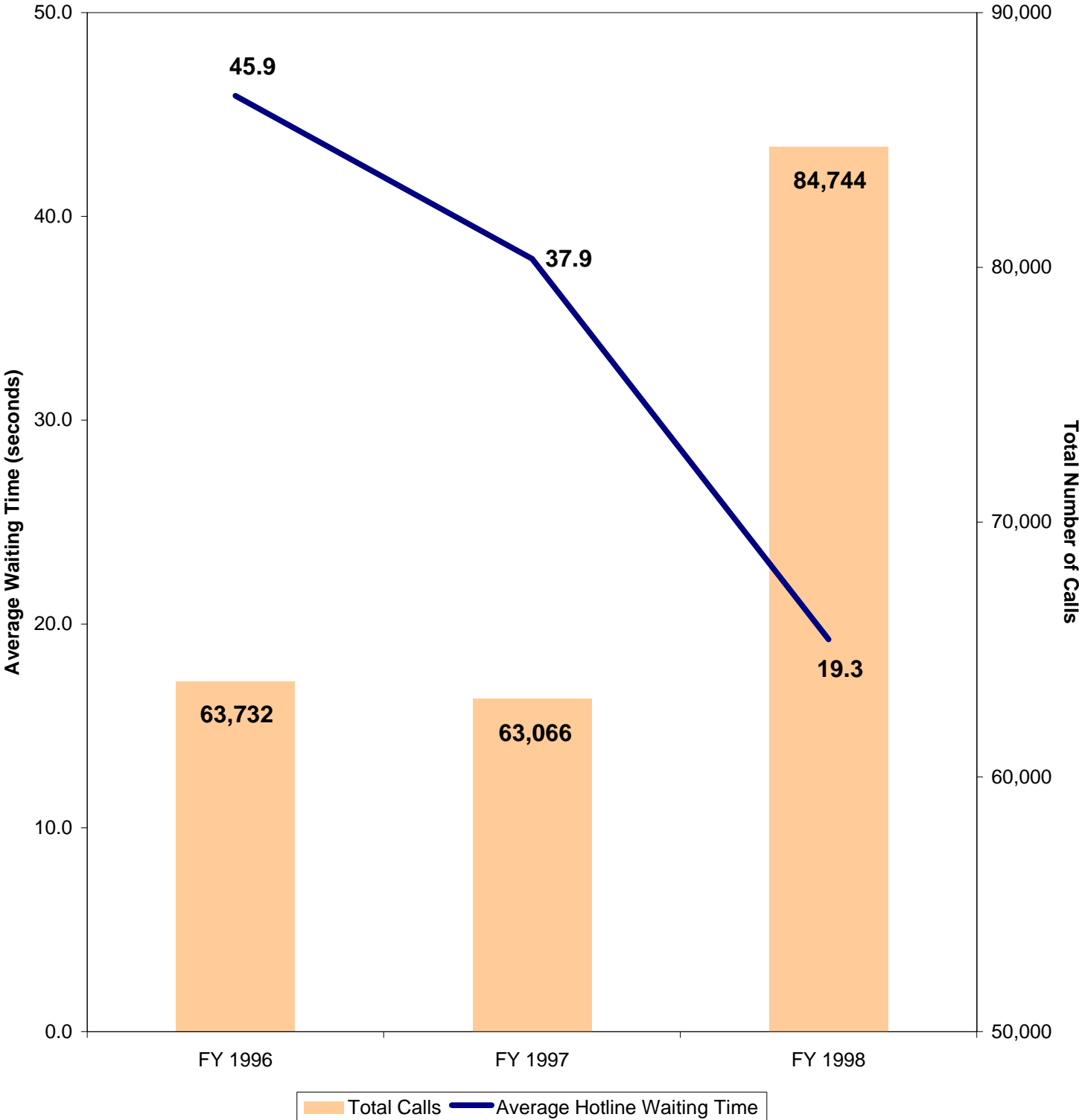
During Fiscal 1998, 11 new contracted nonresidential domestic violence programs provided telephone hotlines, counseling, safety planning, information and referrals, advocacy, and community education services to approximately 9,000 victims of domestic violence. These programs are located throughout the five boroughs.

Domestic Violence Hotline. The Domestic Violence Hotline (1-800-621-HOPE) is a Mayoral initiative launched in June 1994 under the auspices of the not-for-profit Victim Services Agency (VSA), providing information and counseling for over 200 callers a day. The counselors follow VSA's written protocol, solicit information to determine if the call is an emergency, and keep callers engaged while making referrals to domestic violence shelters, prevention programs, and other appropriate services. The Mayor's Office of Operations, in coordination with the Office of the Criminal Justice Coordinator, developed criteria for monitoring the performance of the Hotline. In Fiscal 1998 the Hotline received a total of 84,744 calls, an increase of 34 percent over the previous year; nevertheless, VSA reduced the average waiting time for calls to be answered by nearly half, to just over 19 seconds.

Mental Health. In Fiscal 1998 the Department of Mental Health, Mental Retardation, and Alcoholism Services developed a curriculum centered on the mental health issues associated with domestic violence, tailored toward issues encountered by immigrant families. The Department and LIFENET staff, who operate a mental health and substance abuse hotline, provided in-depth training to professionals at a not-for-profit organization that specializes in working with immigrants, to enable staff to serve clients seeking assistance in dealing with this form of abuse more efficiently.

Domestic Violence Hotline

Total Number of Calls and Average Waiting Time for Calls to be Answered



The Department also implemented a Domestic Violence Outreach, Coordination, Linkage, Training and Evaluation Program. This program will strengthen the helping system's response to domestic violence by working closely with police officers responding to domestic violence incidents; training mental health providers to address domestic violence issues; linking victims with a network of expert domestic violence services; increasing public awareness to help domestic violence victims; and developing a best practices model for future replication of the program.

Public Education and Prevention. In Fiscal 1998 the City implemented a comprehensive Teen Relationship Abuse Public Education Campaign to address relationship abuse among teenagers. This Mayoral initiative, conducted in partnership with private organizations, includes the collaboration of many City agencies. The Campaign includes a citywide public education effort; the training of service providers who work with young people; and services for teenagers involved in abusive relationships. Posters, brochures, fact sheets, curricula, and resource directories were distributed throughout the City, and nine City agencies contributed to training over 7,000 city employees on teen relationship abuse.

Inmates. Another Mayoral initiative resulted in the funding of a jail-based program providing batterer intervention and substance abuse counseling. This program will be offered by St. Barnabas Hospital to sentenced inmates at DOC's Correctional Institute for Men on Rikers Island. Focusing on stopping the violent behavior of the batterer, this initiative involves the collaboration of the Department of Probation and social service agencies from the private sector.

New York City Housing Authority. During Fiscal 1998 the Housing Authority continued its efforts to offer services to residents who are domestic violence victims and to increase staff sensitivity toward working with victims of domestic violence. The Authority provided support services to victims and their children through its Emergency Transfer Program, which confidentially relocates qualified domestic violence victims, and its Aftercare Program, which reaches out to domestic violence victims who are in the process of relocating. In partnership with the Victim Services Agency, the Authority also provided domestic violence training to hundreds of employees and sponsored a Domestic Violence Awareness Conference for staff.

PAROLE

On May 28, 1998 Mayor Giuliani and Police Commissioner Safir released a report titled "End Parole Now: The New York City Police Department's Comprehensive Report on Parole." The Mayor spoke in support of proposed State legislation that would increase time served from one-third to six-sevenths of a sentence, and would eliminate parole for first-time violent felony offenders. The report found that:

- ◆ Of the 14 police officers killed in the line of duty since 1994, five have been killed by parolees.
- ◆ There were 12,081 arrests of parolees in Calendar 1997, involving 8,762 individuals on parole.
- ◆ Parole violators and conditional release violators accounted for 23 percent of admissions to New York State prisons in 1997.
- ◆ A recent State Department of Correction study of inmates released to parole in 1993 found that 44 percent of parolees were returned to State prison within three years of release.

POLICE-COMMUNITY RELATIONS

CPR Strategy. The Police Department's Courtesy, Professionalism, Respect (CPR) Strategy seeks to promote a culture of professionalism within the Police Department, and ensure that principles of courtesy and respect are consistently applied on a daily basis in all types of police interactions with the public. In Fiscal 1998 the Police Academy trained all uniformed members of the service in CPR in a Borough-Community Partnership exercise organized and monitored by NYPD's Office of Community Affairs. External facilitators were recruited to run the workshops, which consisted of full-day training sessions followed by small groups discussions between officers and members of their local community.

During Fiscal 1998 the Department's Quality Assurance Division randomly tested 7,053 NYPD members, both uniformed and civilian, for compliance with CPR standards. Testing was conducted using scenarios designed by the CPR Advisory Board. They reported that 221 members were rated exceptionally well, while 43 members who failed the tests would receive additional training or be subject to disciplinary action. The overwhelming majority, 96 percent, received acceptable ratings.

Civilian Complaint Review Board. In Fiscal 1998 the Civilian Complaint Review Board (CCRB) implemented a number of management initiatives focused on improving the quality and credibility of its investigations. As a result, complainants were more often willing to follow through with investigations, more investigations resulted in affirmative dispositions, and the Agency's distribution of pending cases by age was reflective of a more current docket.

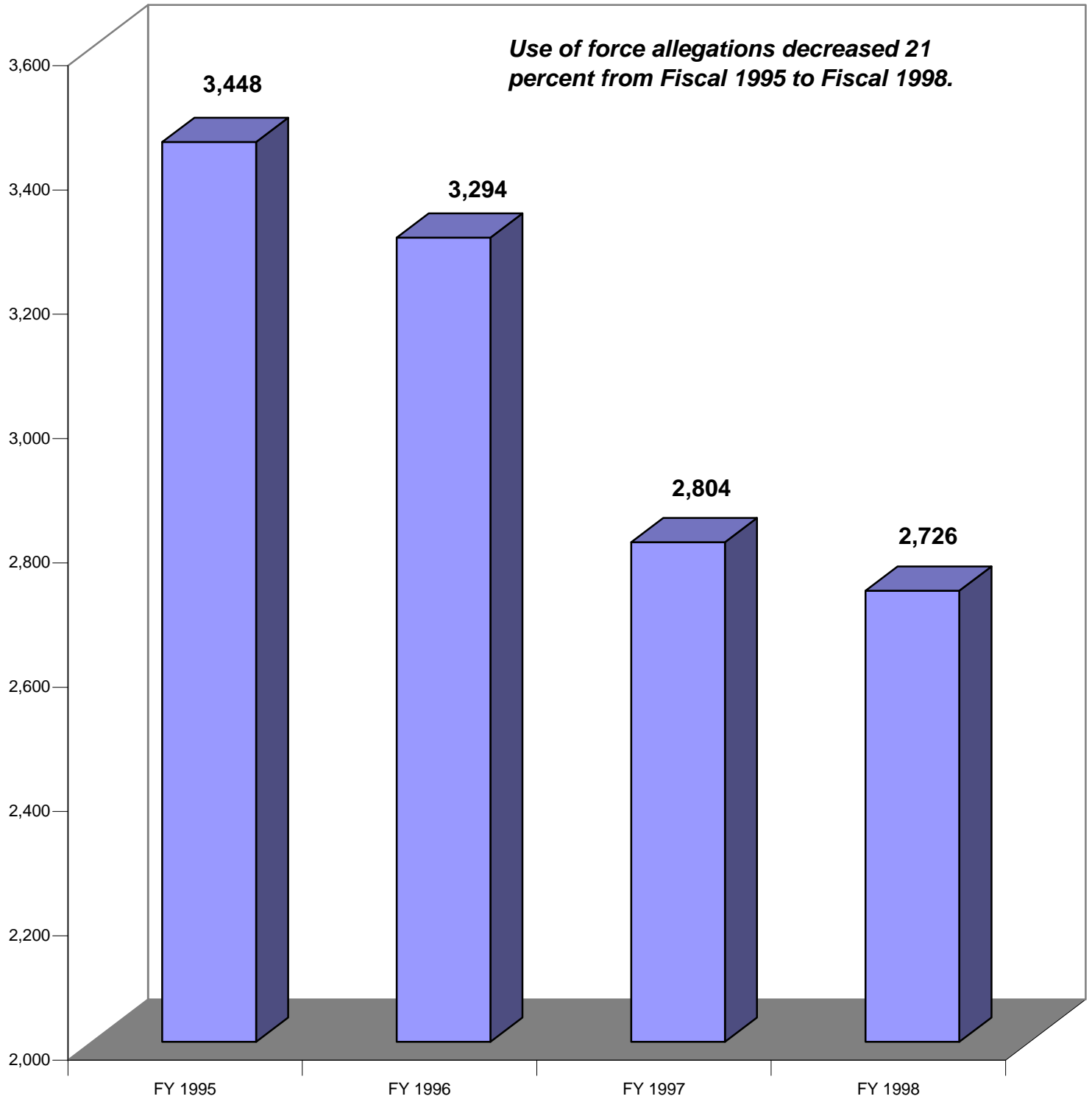
The number of complaints falling within the Board's jurisdiction increased by 13 percent in Fiscal 1998. However, analysis of the allegations included in complaints shows that incidents in the most serious category, allegations of excessive or unnecessary force, have been reduced by 21 percent since Fiscal 1995 and continued to decline from Fiscal 1997 to Fiscal 1998.

In Fiscal 1998 CCRB enhanced investigative personnel and implemented procedural changes to improve the quality, thoroughness, and timeliness of case investigations. In addition to increased outreach to complainants, 13 of 16 senior investigators had been hired as of June 30, 1998. These senior investigators, with between four to twenty years of law enforcement or investigative experience, supervise investigative teams and personally oversee the most complicated cases, thereby increasing the quality of investigated cases. CCRB's increased focus on the completion of investigations and its determination to obtain the cooperation of complainants have resulted in a steady increase in the proportion of complaints fully investigated. In Fiscal 1998 the proportion of cases fully investigated increased to 50 percent of total cases completed, a significant improvement over Fiscal 1997, when full investigations represented 42 percent of total cases completed, and Fiscal 1996, when full investigations made up only 28 percent of total cases completed. An increase in the percentage of full investigations reflects the overall quality and credibility of the Agency's investigations, as complainants follow through with the complaint until the process is complete.

A further measure of the Agency's success in increasing the timeliness of case investigations is the distribution of the pending caseload by age. At the end of June 1998, 95 percent of CCRB's cases were less than 13 months old from the date of incident, compared to 85 percent as of the end of June 1997. This is especially significant since New York State law allows the Police Commissioner to discipline an officer only within 18 months of the date of incident. In addition, cases less than five months old from date of incident represented 54 percent of the Agency's docket as of the end of June 1998, compared to 41 percent at the end of June 1997 and 35 percent at of the end of June 1996.

Civilian Complaint Review Board

Use of Force Allegations



EMERGENCY RESPONSE

Police Response. Response time to crimes in progress reflects the number of minutes between the receipt of a call by the 911 operator and the arrival of the first officers at the scene, including both dispatch and travel time. The Police Department groups dispatch codes into three tiers – critical, serious, and non-critical – based on the urgency of the call. During Fiscal 1998 average reported response time to crimes-in-progress calls was 9.8 minutes, up from 9.2 minutes in Fiscal 1997. For critical codes including robbery, shots fired, burglary, and robbery in progress, reported response time was 6.1 minutes, up from 5.9 minutes in Fiscal 1997. For serious crimes in progress, response time was 10.8 minutes, up 4 percent from 10.4 minutes in Fiscal 1997. For codes in the non-critical tier, response time was 17.9 minutes, up 5 percent from 17 minutes in Fiscal 1997. Non-critical calls require more dispatch time, since they have a lower priority; they typically require more travel time as well, since they do not mandate the use of lights or sirens by the responding patrol unit. If non-critical calls were excluded from the NYPD average response time of 9.8 minutes for Fiscal 1998, average response time would be 8.4 minutes.

Fire Emergency Response. The number of structural fires in the City declined from 29,649 in Fiscal 1997 to 29,460 in Fiscal 1998. Citywide average response time to structural fires, expressed in minutes and seconds, decreased slightly from 4:20 in Fiscal 1997 to 4:19 in Fiscal 1998. Improvements in structural fire response time were seen in three of the five boroughs; response times increased slightly in Manhattan while remaining stable in Brooklyn. Citywide non-structural fires, which include all non-building fires, declined by 16 percent in Fiscal 1998, primarily because the number of rubbish fires declined. Response times to non-structural fires fell in all five boroughs.

Beyond the timeliness of response, the overall quality of Fire Department response to fire emergencies is shown by the declining trend in civilian fire fatalities. The number of civilian fatalities over the past four calendar years is the lowest since data collection began in 1946, and the number of fatalities during 1998 to date is on pace to set a new low. There were 145 civilian fatalities in Calendar 1997, and 50 in the first half of Calendar 1998.

Medical Emergency Response. The positive effects of the merger of the Emergency Medical Service with the Fire Department can be clearly seen in the trend in average response times to serious medical emergencies by all available responders -- from 8 minutes 46 seconds in Fiscal 1995 to 6 minutes 43 seconds in Fiscal 1998, by far the fastest average ever recorded in New York City. The average response time of fire units trained in Certified First Responder-Defibrillator techniques fell by 13 seconds from Fiscal 1997 to Fiscal 1998, with reductions seen in every borough; average ambulance response time declined by 20 seconds over the same period, also with improvements in each borough.

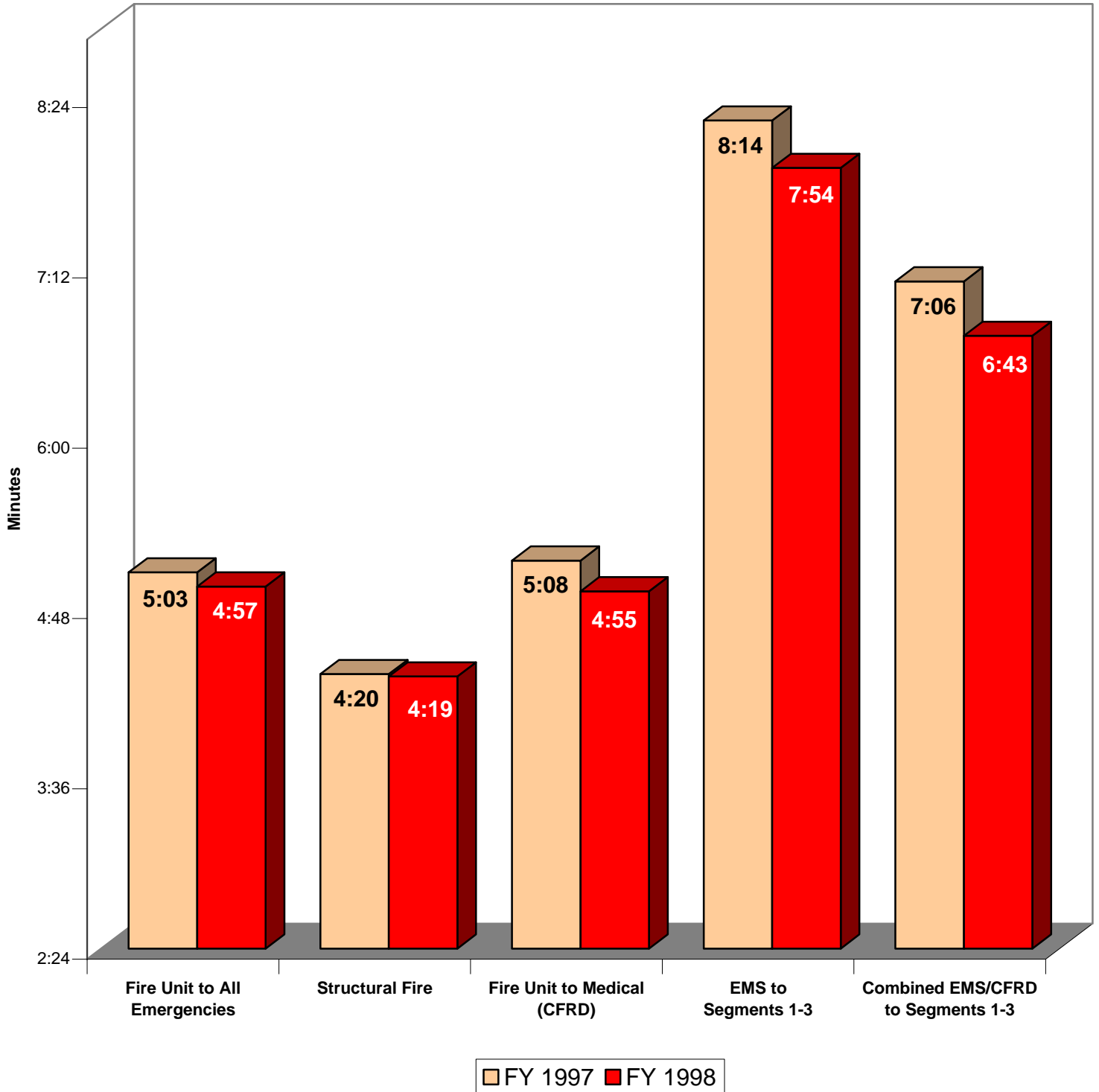
The consolidation of EMS and Fire Department headquarters, administration, support personnel and fleet services, and the coordination of dispatch, have led to historic improvements in response time to medical emergencies. The merger also established a comprehensive approach to life-saving techniques and care, since the Department is able to assess simultaneously the medical and rescue impact of emergency situations. The Department continues to place a high priority on further improvements in response time.

ARREST-TO-ARRAIGNMENT TIME

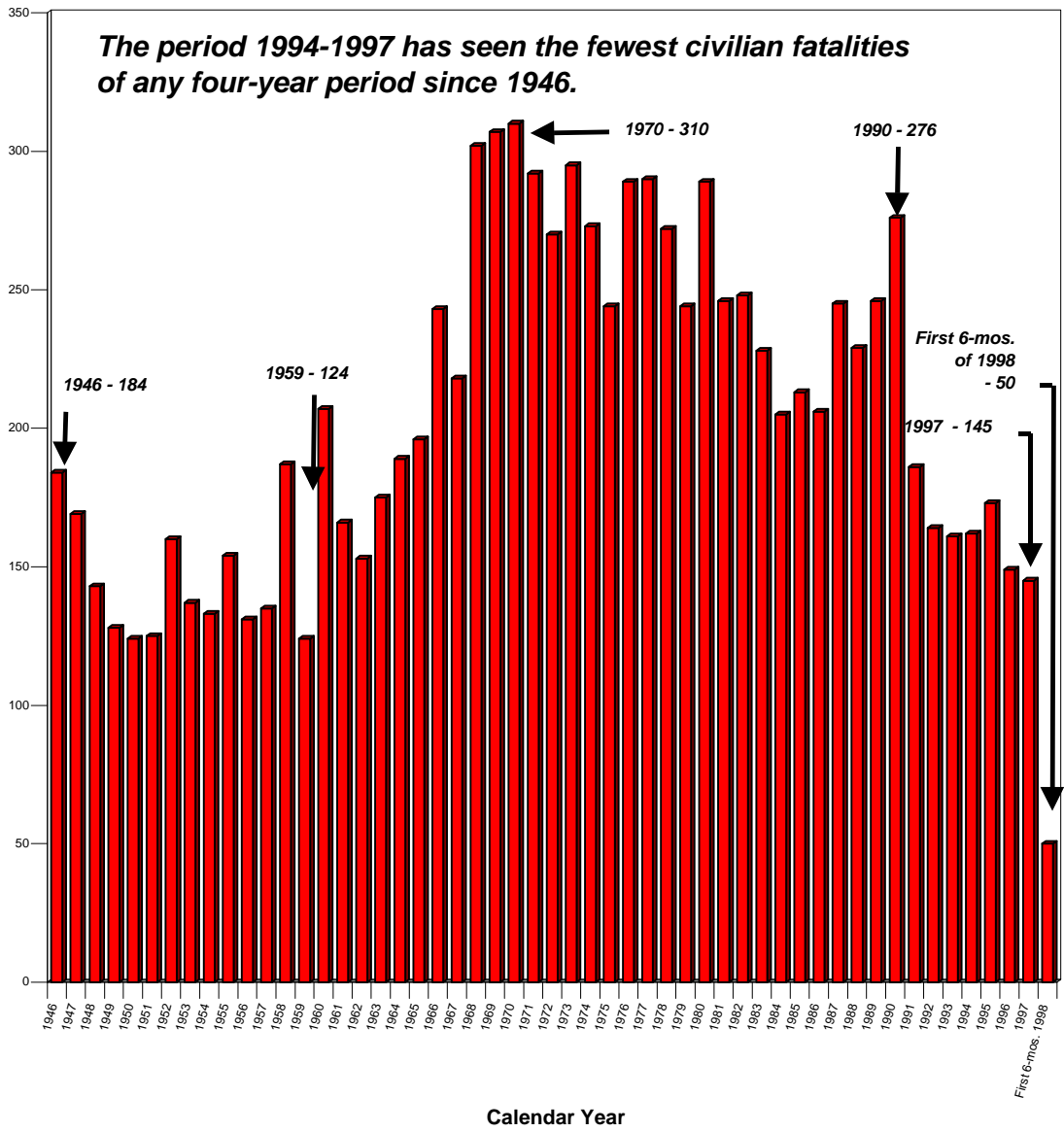
NYPD's efforts to decentralize the arrest process, automate arrest-related functions, introduce innovations to expedite arrests, and improve cooperation with other agencies in the City's criminal justice system have been successful in reducing arrest-to-arraignment times during a period of peak arrest volume. From Fiscal 1994 to Fiscal 1998, arrests processed on line (including narcotics arrests) rose by 60 percent, from 204,987 to 327,583. At the same time, arrest-to-arraignment time in Fiscal 1998 averaged 21.4 hours, down 17 percent from 25.8 hours in Fiscal 1994.

Fire Department

Citywide Average Response Times Fiscal 1997-1998

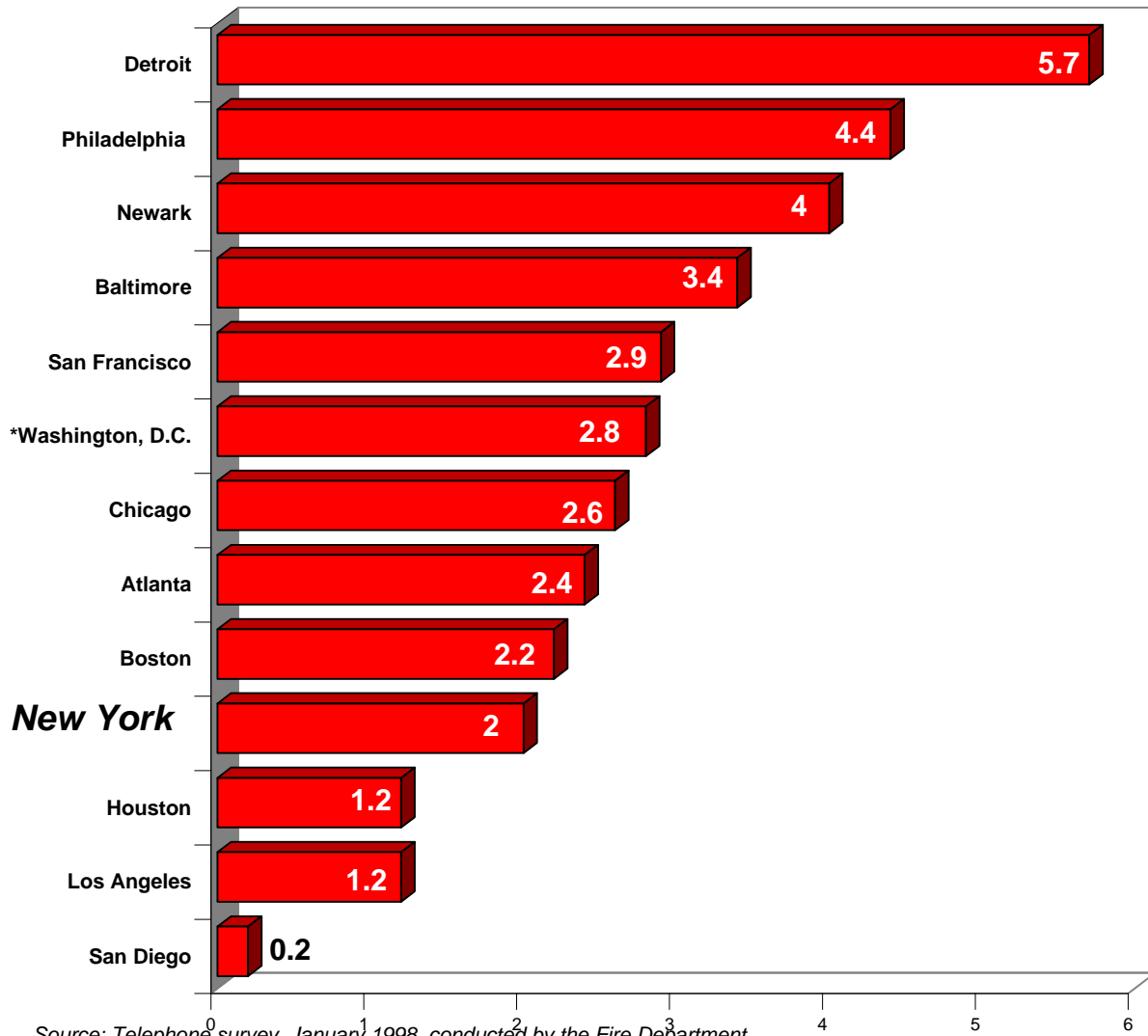


Civilian Fire Fatalities



No data is available prior to 1946.

Civilian Fire Fatalities per 100,000 Residents in Major American Cities Calendar 1997



Since Fiscal 1997 the use of LIVESCAN fingerprinting workstations at all precincts and borough court sites has made criminal history records accessible more quickly than before. This capability uses laser devices to capture digitized fingerprints and computer equipment to interface with State Division of Criminal Justice Services (DCJS) records in Albany. As a result of these processing enhancements, it now takes only 6.6 hours on average to obtain criminal records, down significantly from the 13.6 hour pre-LIVESCAN figure for May 1996.

In Fiscal 1998 NYPD's Criminal Justice Bureau introduced a number of innovations intended to make arrest processing and supporting depositions possible without an Assistant District Attorney on site. For a selected set of on line arrests, NYPD and the Manhattan District Attorney have agreed to allow the arresting officer to prepare a supporting deposition without contacting an Assistant District Attorney; prepare an affidavit; and sign a typed copy of the affidavit before returning to duty. This procedure puts the officer back on duty quickly and reduces overtime. In Fiscal 1998 the Department expanded the affidavit program to Patrol Boroughs Queens North and Queens South. The Department has also been successful in requesting extra court parts with extended hours in heavily used Manhattan and Brooklyn courts; scheduling a full complement of court parts on holidays; and obtaining both extensions on hours of operation, and better staffing, for the District Attorneys' complaint rooms. In addition, the Department expects to implement the use of electronic signature pads for affidavits in Fiscal 1999.

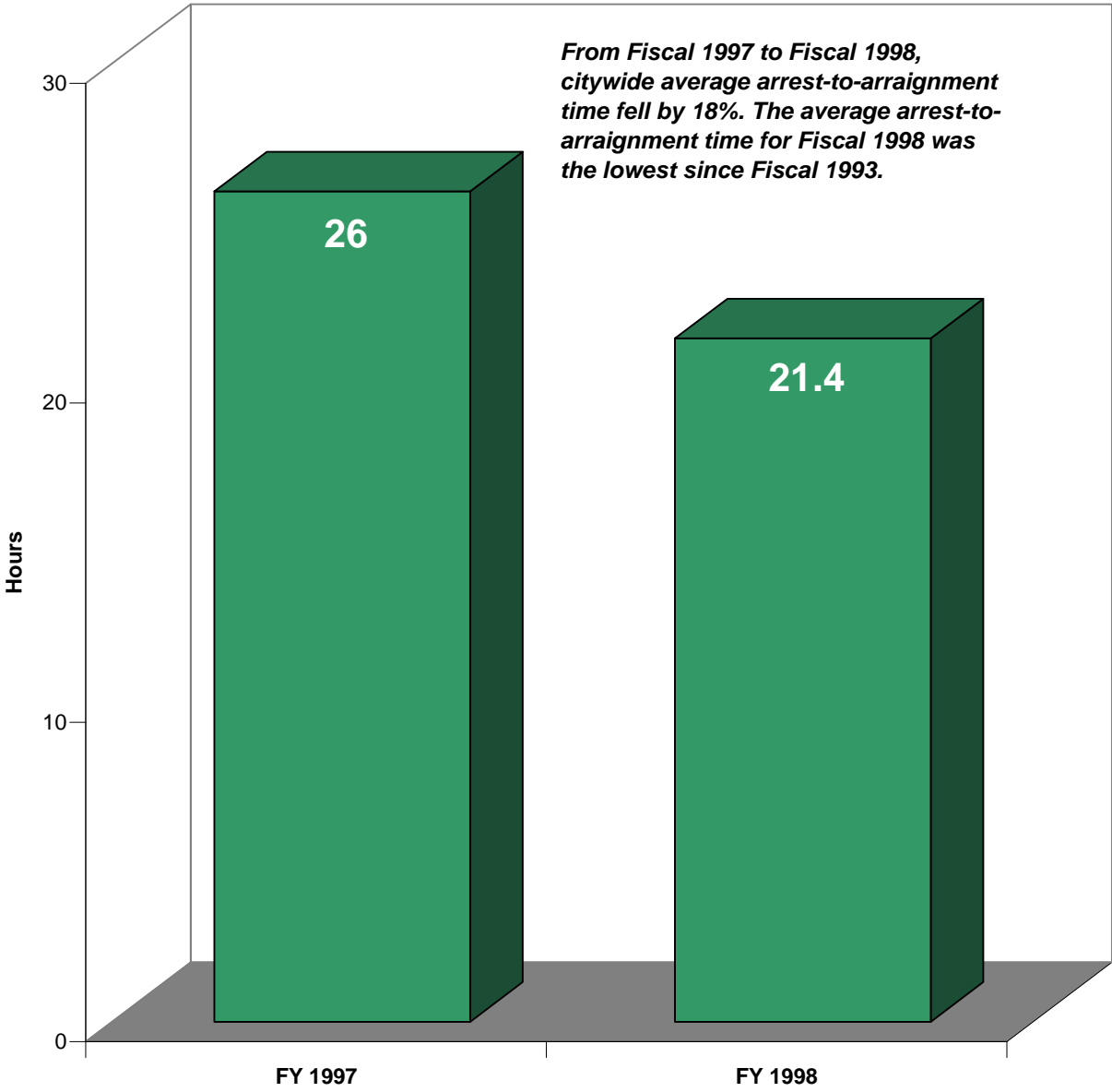
ADULT-USE BUSINESSES

As part of the Mayor's initiative to keep adult-use establishments out of the City's residential neighborhoods, in July 1998 the Department of Buildings (DOB) began inspecting those establishments as part of a multi-agency effort to enforce the City's new zoning provisions. For the past three years these provisions have been legally challenged, and subsequently upheld, at the highest levels of the State and federal court systems. The provisions seek to improve residents' quality of life by prohibiting adult-use establishments from operating within 500 feet of a residential district, school, place of worship, day care center, or another such establishment. The enforcement effort, which is overseen by the Criminal Justice Coordinator, involves the Law Department, the New York Police Department, the Mayor's Office of Midtown Enforcement, the Department of Health, and the Fire Department, as well as the Department of Buildings. DOB is committed to inspecting the 144 adult-use establishments which were determined to be in violation of the new zoning laws, and will continue to coordinate its enforcement efforts with the other agencies during Fiscal 1999.

In February 1998 in a consolidated decision entitled Stringfellow's v. City of New York, the New York Court of Appeals unanimously upheld the City's defense against three sets of plaintiffs' vigorous challenges to the Zoning Amendment affecting adult-use establishments. In June 1998 the United States Court of Appeals for the Second Circuit unanimously upheld the Zoning Amendment against further challenges under the federal Constitution in Hickerson v. City of New York. With these two cases, the City has won decisions in both federal and State courts upholding the City's amendment to the New York City Zoning Resolution, governing the location of adult use establishments, as constitutional.

During July and August 1998 the Police Department's Civil Enforcement Unit initiated 15 Nuisance Abatement cases based on the adult-use provisions of the Zoning Resolution. As a result, 11 establishments were temporarily closed, two were permanently closed, and two establishments, whose cases were settled, are no longer operating as adult-use businesses. These were the first such closing orders secured under the City's adult-use zoning ordinance.

Average Arrest-to-Arraignment Time (in hours) Fiscal 1997 and 1998



DEPARTMENT OF INVESTIGATION

The Department of Investigation (DOI) continues its effort to fight employee corruption and to help improve City management practices through the investigative process. Fourteen Sanitation workers who were soliciting and accepting bribes to collect commercial waste, and illegally charging homeowners to remove household bulk refuse, were arrested in June 1998. In addition to those arrested, 12 other Sanitation employees (including a district superintendent and six supervisors) are facing administrative charges.

Certain DOI investigative cases result in recommendations for policy and procedural changes. In Fiscal 1998 DOI recommended 139 changes in agency procedures and policies to reduce the City's vulnerability to corruption and fraud, compared with the 123 recommendations made in Fiscal 1997. These changes were recommended in connection with 112 investigations, or 15 percent of cases closed, during Fiscal 1998, compared with 72 investigations, or 10 percent of the cases closed, during Fiscal 1997.

INFRASTRUCTURE AND COMMUNITY SERVICES

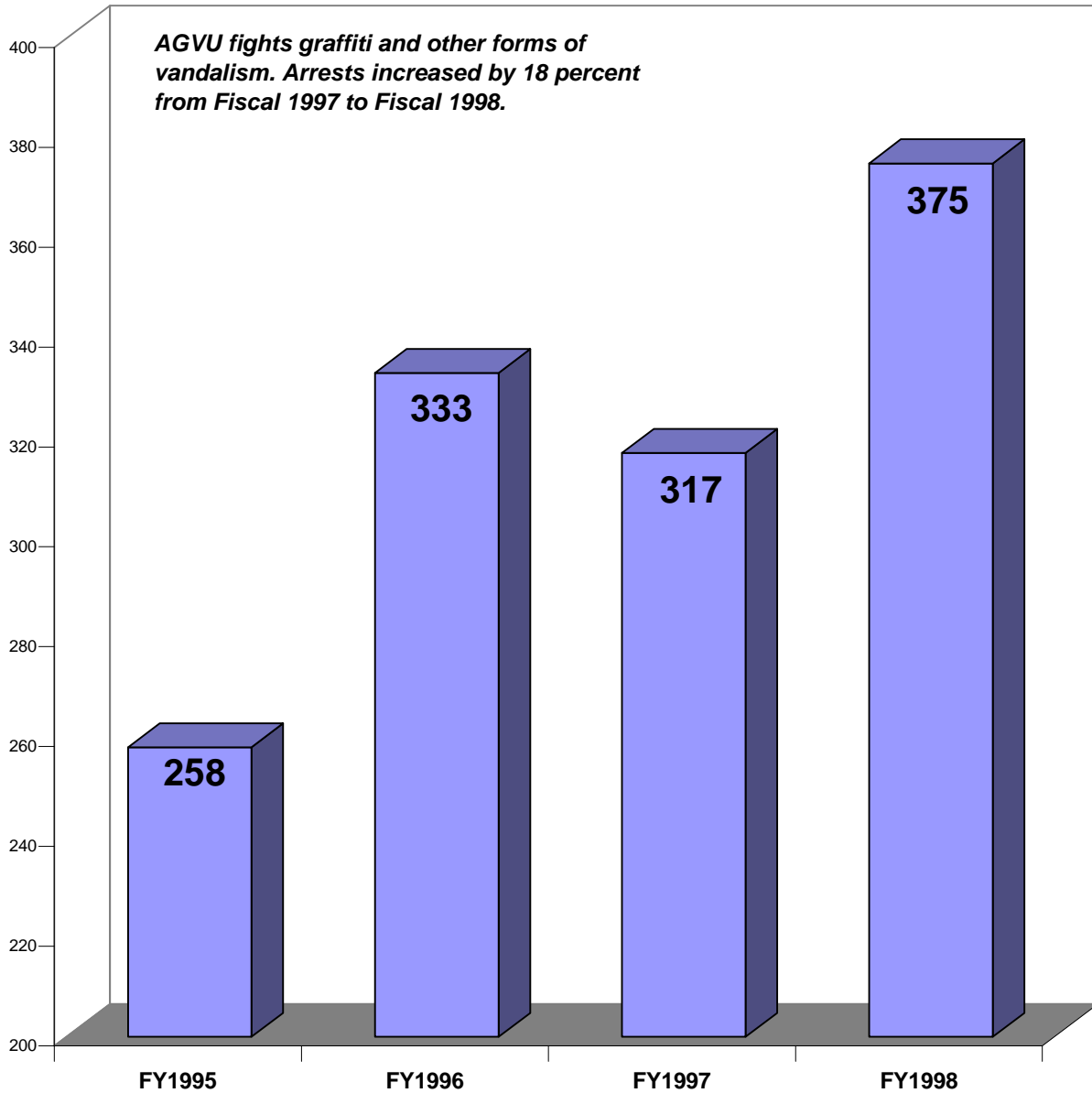
MAYOR'S ANTI-GRAFFITI TASK FORCE

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.

Police Department. NYPD's Anti-Graffiti/Vandalism Unit fights graffiti and vandalism throughout the City, and provides assistance and cooperation to other City agencies and to community groups, helping them to combat graffiti vandals successfully. A staff of one lieutenant, four sergeants, and fifteen police officers conducts plainclothes patrols during afternoon and night hours, compiles information on graffiti vandals, and helps prevent repeated vandalization of areas that have been made free of graffiti. The Unit has made numerous arrests of major graffiti vandals, who are responsible for significant damage to roadways as well as to City and private property. The Unit made 375 arrests during Fiscal 1998, including 321 graffiti-related arrests and 54 arrests for other forms of vandalism, compared with 317 arrests in Fiscal 1997, including 244 graffiti-related arrests and 73 for other forms of vandalism. Overall, NYPD made 859 arrests for graffiti vandalism during Fiscal 1998. To aid the Anti-Graffiti Vandal Squad, the NYPD Graffiti Hotline (212-374-5914) was established to allow persons to report graffiti vandalism in progress.

Arrests by the Anti-Graffiti/Vandalism Unit (AGVU) Fiscal 1995-1998



Figures are based on preliminary data.

In addition to foot and motorized patrol, the Unit utilizes bicycles in the City's parks to discourage vandalism where vehicle access is limited. The Department is currently creating a database of all graffiti-related intelligence, including 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 all investigative units.

Department of Transportation. Since July 1994 the Department has eradicated 23.8 million square feet of graffiti on the City's bridges and highways, including 5.8 million square feet in Fiscal 1998. DOT's anti-graffiti program was expanded in 1997 to include 24 of the City's highways. Principal targets include the Manhattan Bridge, Brooklyn Bridge, Belt Parkway, Long Island Expressway, and Grand Central Parkway.

Department of Sanitation. In Fiscal 1998 the Department achieved its goal of maintaining all DOS facilities and equipment free of graffiti. The Department has also been the lead agency in removing graffiti for other City agencies, cleaning thousands of square feet of graffiti from numerous City-owned locations. During Fiscal 1998 the Department removed large amounts of graffiti from the Triborough Bridge and Tunnel Authority tunnels and the facade of the old West Side Highway, across from the entrance of the Brooklyn Battery Tunnel. In August 1998 DOS unveiled its state-of-the-art anti-graffiti truck. Designed and built by the Department's Bureau of Motor Equipment, the truck contains a computerized system that identifies the color of a building's exterior and determines the individual colors that must be mixed to replicate the building's color. The truck is also equipped with the equipment necessary to prepare and then paint the surface with an exact match of the original color.

Department of Consumer Affairs. Since the creation of the Task Force in 1995 the Department of Consumer Affairs (DCA) has enforced Title 10-117, which regulates the display of aerosol spray paint and restricts its sale to minors. In March 1998 volunteer teens accompanied by DCA inspectors conducted an undercover sweep of 43 stores throughout the five boroughs. During the sweep, 44 percent of the stores sold spray paint illegally to minors. As a result of the sweep, the Department issued \$25,000 in fines.

Department of Housing Preservation and Development. In September 1997 HPD's Division of Property Management implemented a pilot program to remove graffiti from City-owned residential buildings with unpainted brick or brownstone exteriors. Contractors perform chemical power washing to clean clusters of buildings that are targeted to maximize the positive impact on a neighborhood. So far 387 buildings have received this treatment, while another 41 buildings were treated by the traditional paint-over method in Fiscal 1998. The second stage of this initiative, beginning in Fall 1998, will utilize both private contractors and Supported Work Group providers, who currently perform paint-over work, to expand the power washing services citywide.

Department of Citywide Administrative Services. The Department has created a team that responds quickly and efficiently to reported graffiti on City buildings. During Fiscal 1998 the agency removed over 34,000 square feet of graffiti; it has removed over 100,000 square feet of graffiti from City buildings since the team was created in Fiscal 1995.

Department of Probation. The Department's community service program expanded its graffiti removal efforts in Fiscal 1998. The program identified commercial stores and residences with a high incidence of vandalism in Brooklyn, Queens, and the Bronx, and conducted graffiti removal at 6,388 locations throughout the City, compared with 1,582 sites in Fiscal 1997. A total of 7,468 hours of community service performed by probationers during Fiscal 1998 were devoted to graffiti removal.

New York City Housing Authority. NYCHA's Anti-Graffiti/Vandalism program, funded with Drug Elimination Program funds, has improved the quality of life for residents and fostered positive resident-related initiatives since its inception in 1994. The program succeeds in reducing the occurrence and the resulting costs of graffiti in targeted developments by fostering a strong partnership between management staff, resident leaders, and the NYPD Housing Bureau. Management and police kick off the program at targeted developments by coordinating resident and community outreach through mailings and meetings conducted at targeted buildings. Each building entering the program must first undergo a thorough cleaning of all interior public spaces, and management must commit to the removal or covering

of any new graffiti within 48 hours of its appearance. Residents of the targeted buildings must be willing to establish an active tenant patrol that will work with police and management.

Department of Parks and Recreation. The Department continues to keep parks and playgrounds almost entirely free of unacceptable graffiti conditions. The Department's graffiti rating was 97 percent acceptable in Fiscal 1997 and 96 percent acceptable in Fiscal 1998 – a non-significant change in statistical terms, indicating that average conditions were unchanged. By comparison, parks facilities were rated only 73 percent acceptable for graffiti in Summer 1993.

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

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

New York City Transit Authority. During the first seven months of Calendar 1998 the Transit Authority cleaned approximately 1,164,000 graffiti "hits," including 240,000 from its subway cars, 180,000 from buses, and 744,000 from subway stations. The Authority continues to maintain a virtually graffiti-free transit system. Like the Department of Sanitation's success in eliminating graffiti from sanitation trucks, the Transit Authority's achievements against graffiti have brought about a basic change in the City's urban landscape.

Mayor's Paint Program. The Community Assistance Unit administers the Mayor's Paint Program, which supplies paint and related supplies to community organizations participating in graffiti clean-ups. In Calendar 1997, the program's second year of operation, the Mayor's Paint Program arranged for the donation of approximately 1,500 gallons paint, as well as over 7,000 rollers, drop cloths, and other supplies.

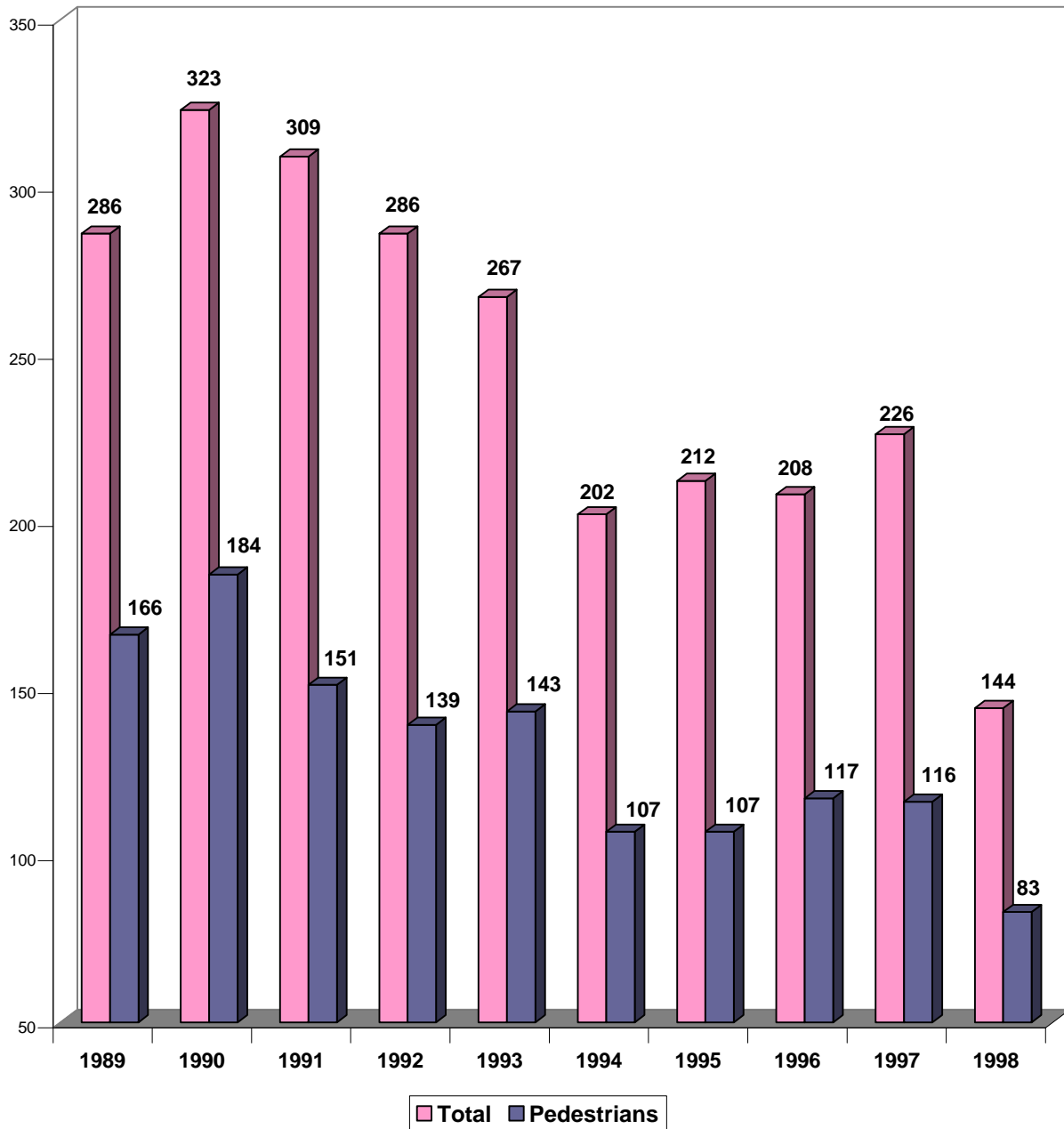
TRANSPORTATION

Initial successes in the Administration's multi-agency attack on the problem of traffic safety can be seen clearly in the trend for traffic fatalities from January-June 1998. Total fatalities have fallen by 36 percent since the first half of 1997, while pedestrian traffic deaths decreased by 28 percent.

The Department of Transportation (DOT) continues the comprehensive initiatives begun in Fiscal 1997 to improve pedestrian and vehicular safety and enhance transportation facilities throughout the City. Recent progress in these initiatives is described below.

Traffic Deaths

January-June 1989-1998



High Accident Locations. In Fiscal 1998 DOT made safety improvements at nine high pedestrian accident intersections in the five boroughs. The improvements, which included refurbishment of warning, regulatory signage, and pavement markings, signal timing modifications, thermoplastic pavement marking enhancements, and installation of additional signage, will be completed in September 1998. Another 10 high pedestrian accident locations will be selected for study during Fiscal 1999. Data collection is underway for 13 potential sites, at least 10 of which will be selected for engineering implementation. DOT has made safety improvements at a total of 28 high pedestrian accident intersections citywide since Fiscal 1997. The Department also made additional improvements at other intersections in response to community requests, and at construction sites and other accident sites that have been investigated.

Safety Zones. In October 1997 the Department introduced five new Residential Model Safety Zones, bringing the total number of these zones to 10. Incorporating traffic engineering, enforcement, and education components, the zones are designed to promote safer travel for motorists and pedestrians, especially schoolchildren. DOT's Safety Education Unit presented a comprehensive educational program to students attending each of the nine schools in the zones. The program included lectures by safety educators, theatrical performances, and distribution of educational materials. The Department evaluated the Model Safety Zones in Spring 1998 by surveying vehicular speeds, the percentage of motorists stopping behind crosswalks, and the number of pedestrians walking within crosswalks before and after the program was implemented. The results of the evaluation are anticipated by the end of September. DOT plans to implement five more safety zones – one in each borough – by the end of December 1998.

School Zones. The Department has undertaken a three-year initiative to maximize pedestrian safety around the City's private and public elementary schools. DOT will map, inspect, and develop plans for improving safety at each of the 7,000 intersections in elementary school areas. Devices that may be installed near schools include warning signs, signals, medians, speed humps, and stop signs. As of September 1998 the Department had installed 135 speed humps in school areas, more than four times the number installed in Fiscal 1997. Overall improvements at the first 100 schools will be completed by September 1999, and at the remaining 1,365 schools by September 2000. DOT will assess the need for additional traffic signals in school areas and install innovative new signage and additional pavement markings to identify school safety areas.

In Fall 1997 DOT's Safety City, a hands-on traffic safety training program for children in grade 3, began full operations in all five boroughs. The DOT Safety Education Unit provides curriculum and instructor training for each of the sites. During Fiscal 1998 DOT received two awards for its safety programs: the Allstate New York Metro Region Safety Leadership Award, in recognition of Safety City; and the Automobile Club of New York's Award for Excellence in its Community Traffic Safety Program.

Adopt-a-Highway. The Adopt-a-Highway program enlists individuals and firms to sponsor contracted cleaning and other maintenance of selected highway segments; sponsorship is acknowledged by signs along the adopted segments. As a result of the Department's increased marketing efforts, in Fiscal 1998 a total of 297 miles were adopted under the Adopt-a-Highway program. DOT inspects 17 percent of all miles cleaned weekly. In Fiscal 1999 the Department projects that a total of 313 miles will be adopted.

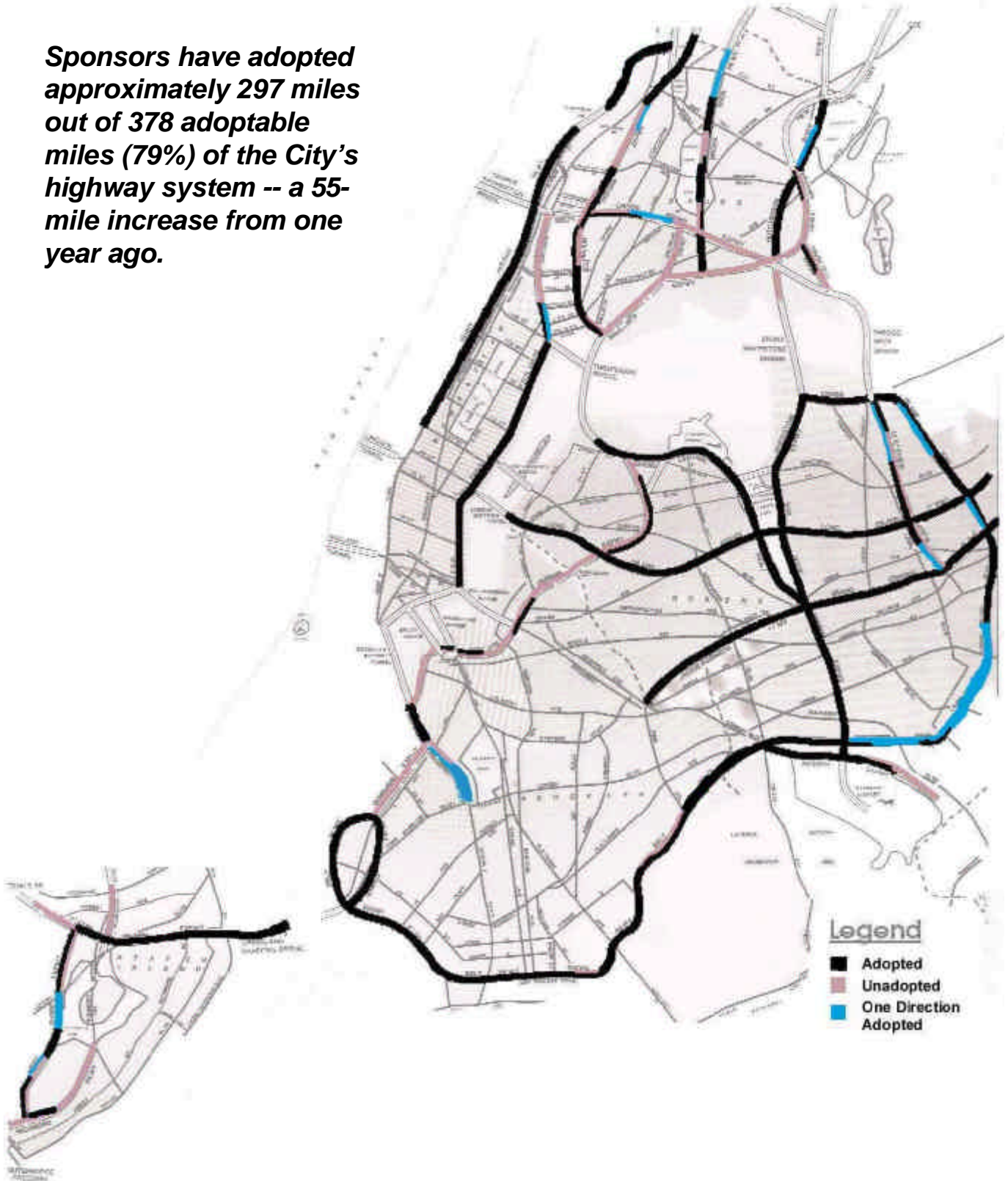
Bridges. During Fiscal 1998, 17 New York City bridges that had been partially or fully closed for rehabilitation work were fully reopened to traffic. On the Williamsburg Bridge, the south inner roadway and the new south footwalk are both scheduled to open in September 1998; and the north outer roadway on the Queensboro Bridge was substantially completed in August 1998.

In order to reduce out-of-service time on the City's bridges, DOT is introducing Design-Build contracts to expedite the capital rehabilitation process by retaining the same contractor for both design and construction. The Franklin Avenue Shuttle project in Brooklyn includes the rehabilitation of six bridges along the New York City Transit shuttle line during their shutdown by the Metropolitan Transit Authority. Construction on the shuttle is expected to commence in September 1998; the Design-Build contract and coordination with the MTA shutdown are expected to save the City between \$3 and \$4 million. Two additional Design-Build projects that will be bid in Fiscal 1999 are the Bank Street project in Staten Island and the Shore Road Bridge project in Brooklyn.

Department of Transportation

Adopt-a-Highway Adopted Highway Segments

Sponsors have adopted approximately 297 miles out of 378 adoptable miles (79%) of the City's highway system -- a 55-mile increase from one year ago.



Ferries. Ferry ridership increased by 14 percent from Fiscal 1997 to Fiscal 1998 after introduction of the "One City, One Fare" program, equalizing fares in different parts of the City. On July 4, 1997, the Mayor also announced the elimination of the Staten Island ferry fare, saving the average Staten Island commuter \$120 per year.

In Fiscal 1998 the Department continued to upgrade the infrastructure that supports New York harbor's rapidly expanding ferry system. New initiatives address deficiencies in existing facilities, open new areas of the waterfront to ferry service, and better integrate the ferry system into New York's intermodal transportation network. Rehabilitation of the substructure of North River Pier 79 at West 39th Street in Manhattan was completed on schedule in Spring 1998. Also, in May 1998 contractors broke ground for the new Wall Street Ferry pier and esplanade in lower Manhattan, a joint effort of DOT and the Economic Development Corporation. When completed in Summer 1999, this facility will offer substantially improved accommodations for ferry operators serving the financial district and their customers.

In Fiscal 1999 the Department plans to open the East 75th Street ferry landing in Manhattan; begin design work for an upgraded facility at Slip 5 of the Battery Maritime Building in Manhattan; and begin design work for the restored ferry landing at the 69th Street Pier in Brooklyn. Improvements to the East 34th Street ferry landing will continue while DOT initiates a major capital upgrade of the landing, expected to begin in Fiscal 1999. In addition, DOT granted permits for several new ferry routes in Fiscal 1998, including three from New Jersey to the World Financial Center in Manhattan; one from New Jersey to Pier 11 at East 34th Street; and one from Manhattan, Staten Island, and points in New Jersey to Shea Stadium.

SANITATION

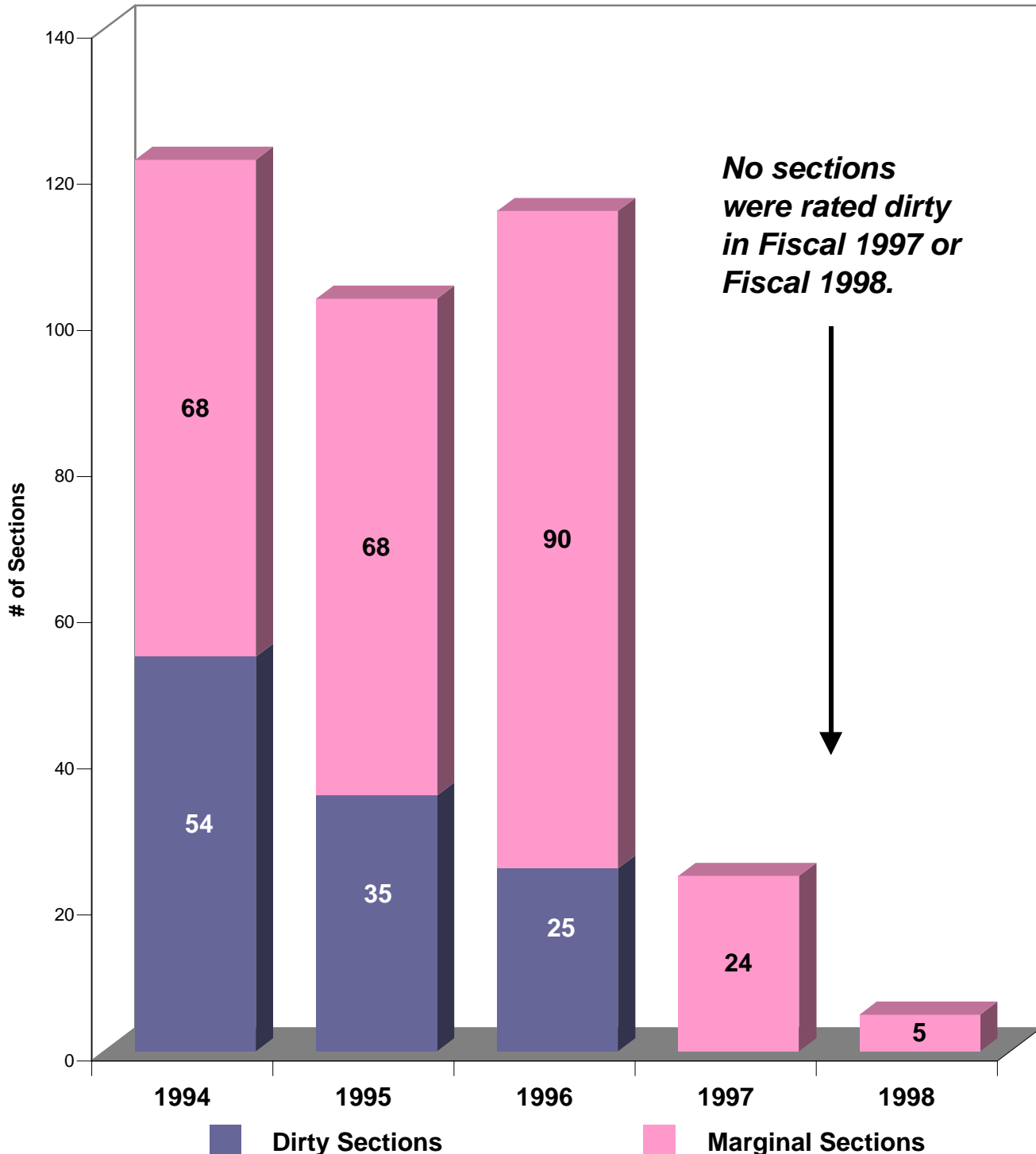
Street Cleaning. The Mayor's Office of Operations conducts the Scorecard program of street cleanliness ratings within all Sanitation Districts and Sections. With no new resources in Fiscal 1998, the Department of Sanitation (DOS) maintained and extended the historic gains in street cleanliness achieved the previous year 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 average of Fiscal 1998 rose to 85 percent acceptably clean, compared with 83.2 percent in Fiscal 1997 and 73.2 percent the previous year. DOS also achieved its local targets – none of the 59 Sanitation Districts were rated marginal (below 67 percent acceptably clean), and none of the Department's 227 Sections were rated dirty (below 50 percent acceptably clean). In fact, the number of individual Sections below the 67 percent mark was reduced to five in Fiscal 1998, compared with 24 the previous year and 115 in Fiscal 1996. Through flexible deployment and close attention to local street cleanliness issues, DOS will continue to seek improvements for neighborhoods in or near the marginal category of ratings.

In March 1998 Mayor Giuliani introduced City Council legislation aimed at reducing one of the major sources of street litter in New York City – handbills and flyers placed on cars. The proposed bill would strengthen the City's enforcement efforts against littering and help the City maintain cleaner streets. The legislation provides that the person whose name, phone number, or other identifying information appears on the handbill or flyer is responsible for its placement on a motor vehicle, and thus liable to the penalties of the proposed law.

Department of Sanitation

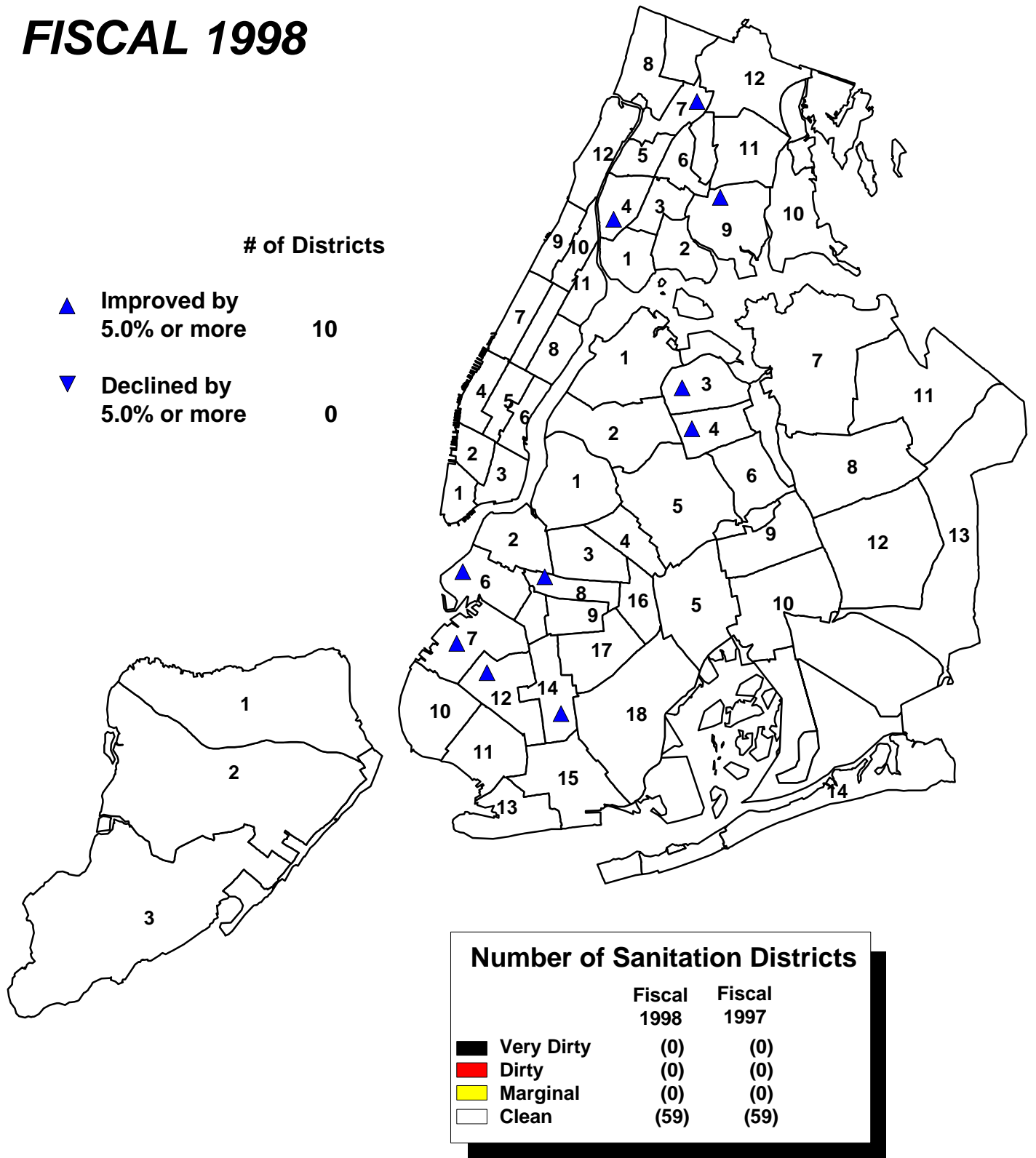
Sanitation Sections Rated Dirty or Marginal Fiscal 1994-1998



Note: Dirty sections are those rated less than 50 percent acceptably clean, while marginal sections are rated from 50.0 percent to 66.9 percent acceptably clean. There are 227 Sanitation Sections citywide.

NEW YORK CITY STREET CLEANLINESS

FISCAL 1998



All 59 Sanitation Districts were rated clean in Fiscal 1997 and 1998.

Recycling. During Fiscal 1998 DOS collected a citywide average of 6.8 tons of recyclables per-truck-shift, compared to 5.9 tons per-truck-shift during Fiscal 1997. This recycling collection productivity increase is attributable to three initiatives: the expansion of the City's residential recycling program to include mixed paper and bulk metals; the conversion of 33 districts in the Bronx, Brooklyn, and Manhattan to an alternate week collection schedule in September 1996 (five of these districts are currently part of a weekly recycling pilot project); and the January 1997 introduction of dual-bin collection trucks in five Queens districts. This is the third consecutive year of increase in recycling collection productivity.

The City's diversion rate for curbside and containerized collections – the proportion of material being recycled by residents and thus diverted from disposal – has also risen, increasing by 2.9 percentage points to 16.3 percent in Fiscal 1998, and reaching 17 percent for the month of June 1998. In order to extend and accelerate this trend, DOS began a low recycling diversion rate pilot outreach program in July 1997. The City's 23 lowest diversion rate districts were identified and key data about them analyzed. The Department's outreach staff compiled information on district population, income, education housing characteristics, previous outreach activity, local community organizations, schools, and NYCHA sites. As part of the pilot, DOS outreach staff broadened its focus from the City's public schools to include parochial and private schools in the districts, including outreach to both school administrators and PTA groups.

PARKS AND RECREATION

Condition Ratings. The Department of Parks and Recreation (DPR) Citywide Overall Condition rating 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. In Fiscal 1998, 80 percent of park sites were rated acceptable, compared with 64 percent during Fiscal 1997.

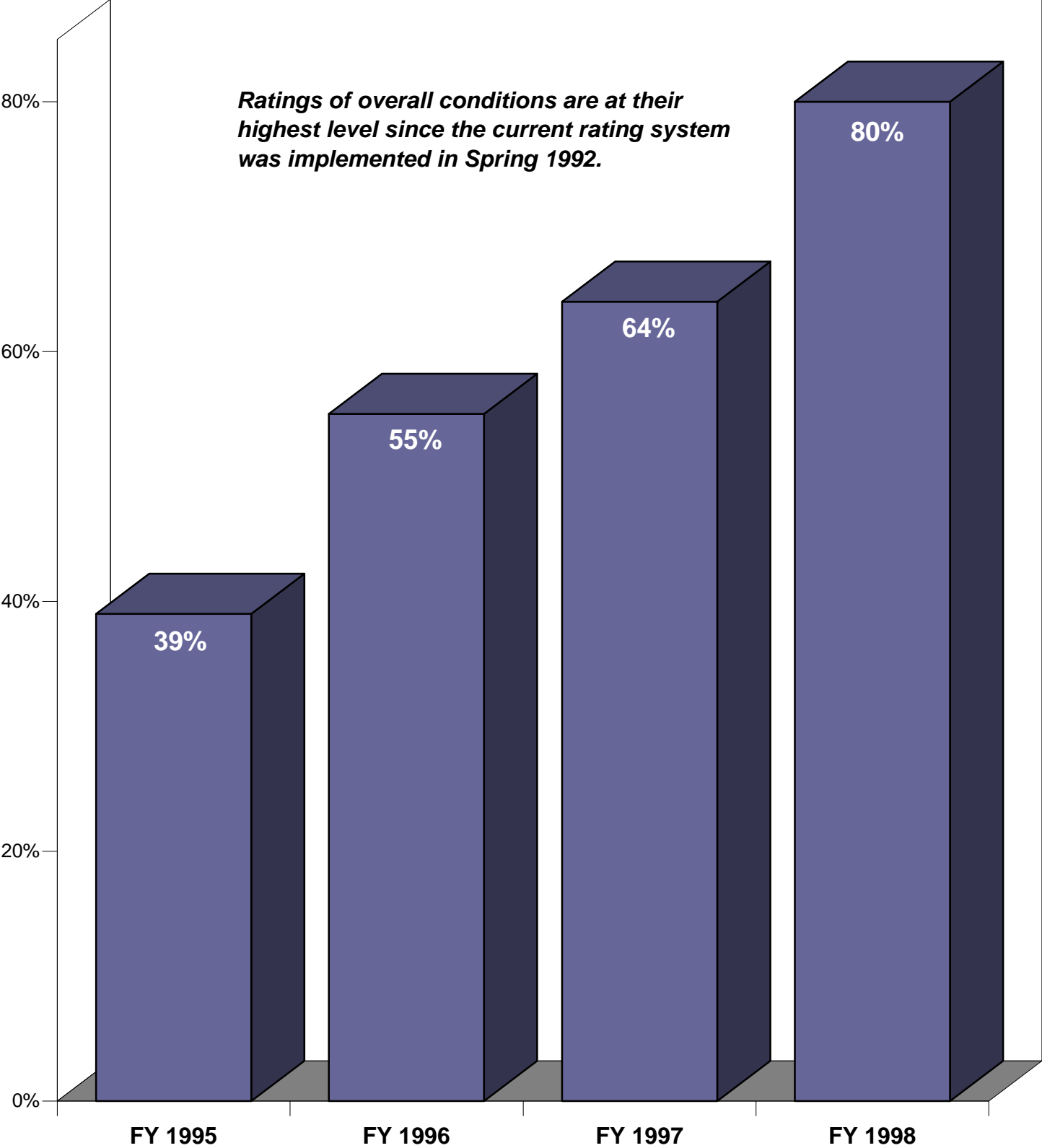
The overall rating has risen largely as a result of improvement in ratings of playground equipment; as a key safety feature, a relatively minor defect in this equipment can cause an entire site to be rated unacceptable. Ratings of playground equipment rose from 68 percent acceptable in Fiscal 1997 to 85 percent acceptable in Fiscal 1998. Over the past several years, the condition of DPR's play equipment has improved substantially, making New York City's playgrounds the safest they have been since at least 1992, when ratings were begun. The Department completed 225 site improvements at playgrounds in Fiscal 1998, compared to 167 in Fiscal 1997, 70 in Fiscal 1996, 58 in Fiscal 1995, and 21 in Fiscal 1994. All new reconstruction projects of city playgrounds are designed to meet or exceed the latest industry standards. DPR designers and inspectors continually review play equipment and play equipment manufacturers for adherence to these rigorous safety requirements.

Another important component of the Overall Condition Rating is the Cleanliness Rating, based on a subset of the rating categories: the amount of litter, broken glass, graffiti, and weeds in a park or playground, as well as the condition of its lawns. During Fiscal 1998, 96 percent of park sites were rated acceptably clean, compared with 92 percent last year. Also during Fiscal 1998, 97 percent of park sites were rated acceptably clean for broken glass, compared with a rating of 91 percent during Fiscal 1997, and 91 percent of park sites were rated acceptably clean for litter, compared with a rating of 85 percent last year.

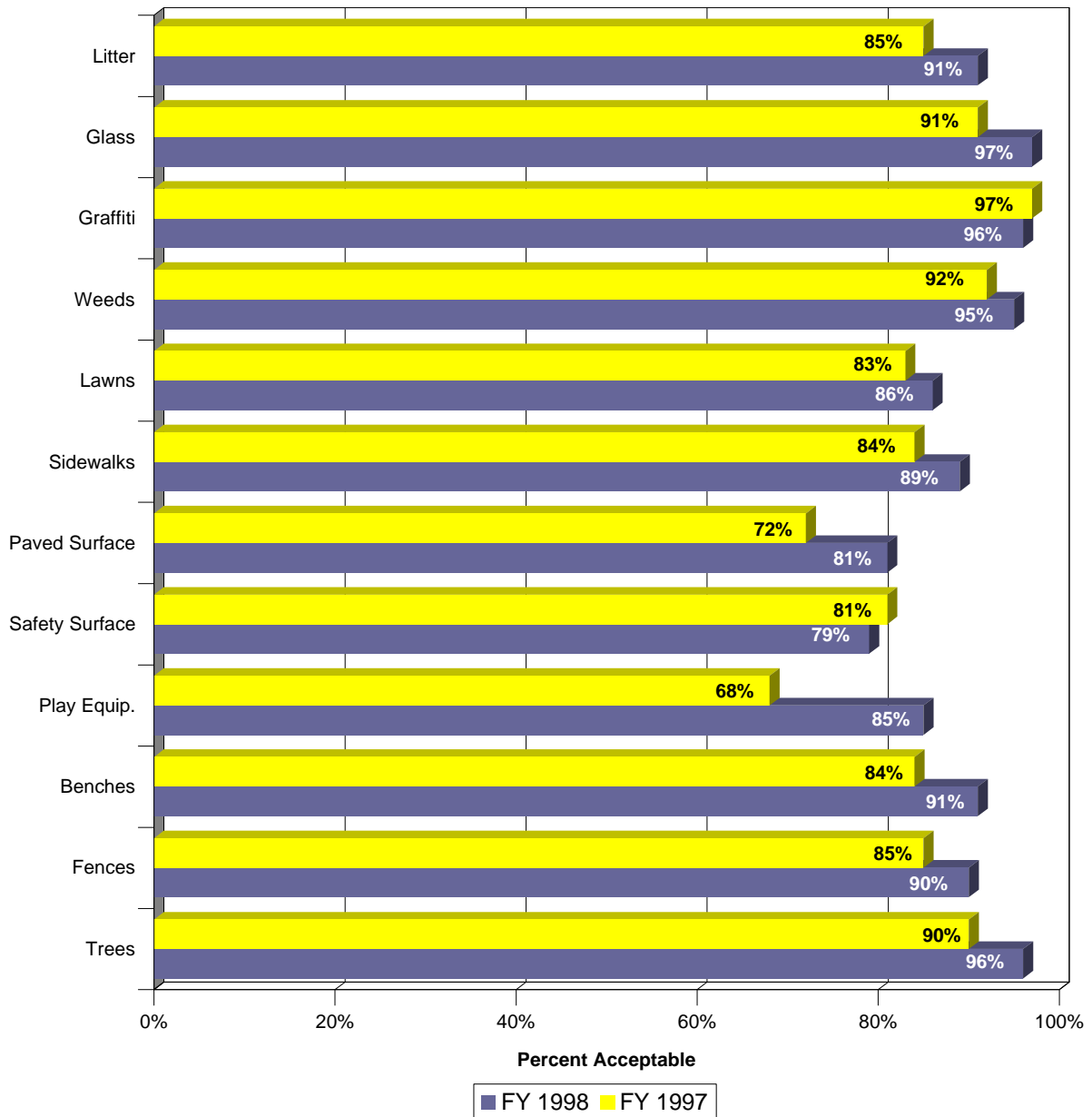
Improved overall conditions in parks and playgrounds can be attributed to significant increases in the capital budget, as well as to the Department's use of requirements contracts for capitally eligible renovations. Compared to previous years, these contracts have allowed DPR to correct a greater number of unacceptable structural conditions, such as damaged play equipment, pavement, benches, or fences. Since Fiscal 1995 DPR has completed 602 site improvements using requirements contracts, 292 of which were finished in Fiscal 1998. Work Experience Program (WEP) participants have also helped improve the cleanliness and overall appearance of the parks, performing basic tasks such as removing debris and raking leaves.

Department of Parks and Recreation

Overall Condition Rating



Parks Inspection Program



An independent study conducted by Columbia University and the Parks Council and published in the University's School of International and Public Affairs Journal in Summer 1997 confirmed the reliability of the Department's rating system. The study surveyed park users and asked them to rate the park they were visiting as excellent, good, fair, or poor. Over 75 percent of those surveyed rated the quality of the parks as either excellent or good, coinciding with DPR's own 74 percent Overall Condition Rating covering the same period.

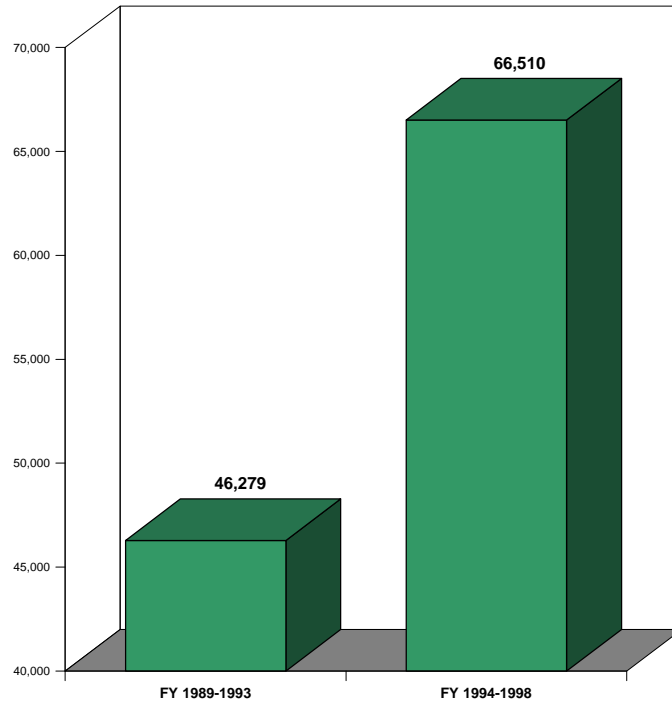
Street Trees. Funding for street trees increased to \$9.5 million in Fiscal 1998, more than triple the level allocated in Fiscal 1993. From Fiscal 1994 through Fiscal 1998 the Department has planted 66,510 trees, 44 percent more than during the previous five years. In addition, DPR has reduced its backlog for removal of dead trees to zero.

Parkland Acquisition. Since the start of Fiscal 1994 DPR has added 1,613 acres to the City's parkland, including 1,205 acres in Staten Island, increasing total parkland by 6 percent. By comparison, only 302 acres were added during Fiscal 1989-1993. During Fiscal 1998 DPR added 643.4 acres of parkland citywide. During the fiscal year 7.4 acres were added in the Bronx, including 1.3 acres for the new Hoe Avenue Tennis Courts and .4 acres for the new Walton Avenue Children's Park; 169.9 acres were added in Brooklyn, including 1.8 acres for the new Grand Ferry Park and 160.7 acres for the new Paerdegat Basin Natural Area Park; 7.3 acres were added in Manhattan, including 5.4 acres for the new Sherman Creek Wetlands and .4 acres for the new Pleasant Village Community Garden; 20.6 acres were added in Queens, including 19.3 acres for the Powells Cove Park Addition; and 438.2 acres were added in Staten Island, including 156 acres for the new Staten Island Industrial Park, 107.2 acres for the new Mariner's Marsh Park, 11.8 acres for the Crescent Beach Waterfront Park Addition, 47 acres at Great Kills Park, and 46.5 acres for the Blue Heron Park Addition at West Poillon Woods.

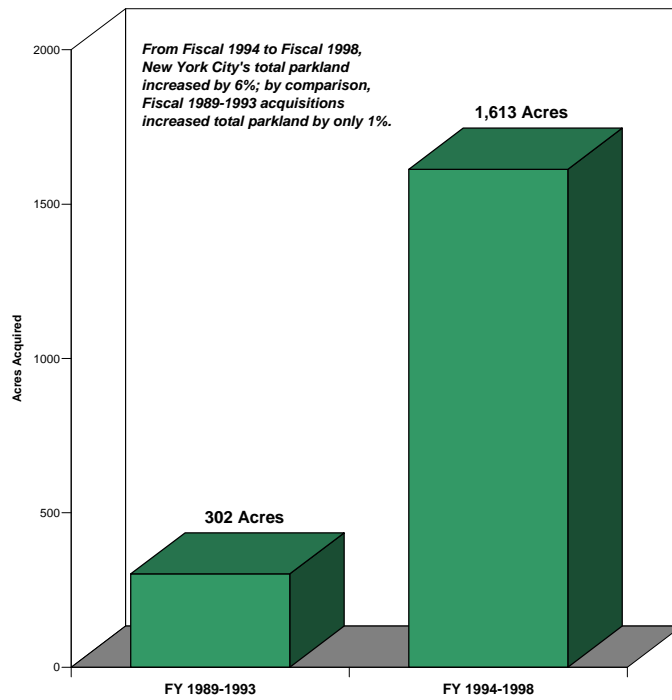
GREENWAYS

During the past four years more than \$60 million has been allocated by federal, State, and City agencies to plan, design and construct a citywide Greenway system in order to enhance the pedestrian environment, increase bicycle ridership, and relieve traffic congestion. As proposed originally in the Department of City Planning's "Greenway Plan for New York City", and amplified in the "New York City Bicycle Master Plan" prepared by the Departments of Transportation and City Planning, the Greenways will provide an interconnected system of multi-use paths for pedestrians and cyclists along rail corridors, rivers, and seashores; through parklands; and, where necessary, along City streets. Substantial portions of the Greenway system are now being upgraded and new sections are being acquired, designed, and constructed by City agencies including the Department of Transportation, the Department of Parks and Recreation, and the Economic Development Corporation, as well as by State agencies and private organizations.

Trees Planted



Parkland Acquisition



HOUSING

Illegal Conversions. The quality of life in the City's residential communities can be harmed by illegal subdivisions of one- and two-family homes to create extra rentals. These illegal conversions violate Building Code and Housing Maintenance Code standards; the influx of tenants into these illegal units also strains sanitation, sewer, parking, and other resources. In March 1997 the Department of Buildings (DOB) formed a Quality of Life Team by hiring additional inspectors specifically to address illegal conversions and related quality of life complaints. These new inspectors are assigned evening and weekend shifts in order to facilitate investigation. From Fiscal 1996 to Fiscal 1998, the number of illegal conversion complaints resolved by DOB has nearly tripled, and the number of violations issued for illegal conversions increased by 166 percent.

Public Housing Developments. NYCHA continues to keep its developments clean by utilizing public assistance recipients participating in the City's Work Experience Program (WEP) 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. It also established a Site Assessment Unit that is responsible for compiling this data, producing summaries, and issuing monthly progress reports that track the cleanliness of the developments and the effectiveness of WEP assistance. The Unit is completing initial surveys of 38 developments in Brooklyn and Manhattan; the results will be published during September 1998.

Anti-Abandonment Strategy. During Fiscal 1998 the Department of Housing Preservation and Development (HPD) created the Office of Anti-Abandonment and Housing Resources to continue its implementation of the City's anti-abandonment strategy. The Department's goal is to preserve affordable privately-owned housing and to work with the Department of Finance (DOF) to reduce real estate tax delinquency in the City.

Historically, the City took title to tax-delinquent properties, which it managed for long periods of time before conveying them to third parties through a costly and time-consuming disposition process. Beginning in Fiscal 1996 the City made several changes to eliminate this cycle of abandonment and City ownership, creating a two-tiered approach to address tax delinquency and abandonment in housing. Those properties that are either non-residential or are not deemed to be distressed by HPD's Building Evaluation Unit are sold as tax liens through DOF's Tax Lien Securitization Program. In addition, in May 1996 the City Council amended Local Law 37 to permit HPD to convey those tax-delinquent residential properties that are deemed to be distressed to a qualified third party upon completion of an in rem action.

In June 1997 HPD and DOF initiated their first pilot in rem action under the new law, against 174 tax delinquent properties in the Bronx. To avert abandonment, HPD and Neighborhood Preservation Consultant groups work with these property owners, encouraging them to pay their tax bills and upgrade properties through voluntary repair agreements; rehabilitation loans; and enforcement efforts such as housing litigation, code enforcement, and the court appointment of a 7A administrator, who assumes responsibility for day-to-day operations and provides essential building services. During Fiscal 1998 the Department continued to work with Bronx pilot area property owners who have either paid their outstanding taxes since the pilot began, or remained subject to the in rem action. At the end of the fiscal year a total of 87 owners had either paid their taxes or entered into a payment agreement with DOF, while 14 of the properties were removed from the pilot for legal or technical reasons. If an owner still fails to pay taxes, HPD will proceed to transfer the property to a qualified new owner. The Department will issue a Request for Qualifications (RFQ) in Fall 1998 in order to identify qualified bidders to whom distressed residential buildings can be transferred.

During Fiscal 1998 the Department's Housing Litigation Bureau (HLB) focused on core litigation functions, emphasizing both essential service cases and cases that support the Department's Anti-Abandonment mission. The Bureau provides support to tenants who initiate Housing Court actions to improve building conditions; initiates heat and hot water enforcement actions in winter; and commences targeted, buildingwide actions to correct substandard conditions. It supported 8,124 tenant-initiated actions during Fiscal 1998, the same number as in Fiscal 1997. Reflecting its increased focus on anti-

abandonment efforts, HLB opened 222 cases of comprehensive actions against owners with buildingwide problems during Fiscal 1998, compared with 197 in Fiscal 1997. The Bureau collected \$1.9 million in judgments and settlements during the fiscal year.

Narcotics Control. HPD's Narcotics Control Unit (NCU) works closely with tenants, community groups, property managers, and NYPD to gather information regarding drug use, drug traffic, and other illegal activities within and around in rem properties. By limiting these activities, NCU enhances the safety and quality of life of the public at large and directly improves tenants' home environments. During Fiscal 1998 NCU staff screened and referred to the Police Department 441 formal complaints, compared to 594 during Fiscal 1997. It also initiated 272 eviction cases by referring the evidence to HPD's Landlord Tenant Litigation Division, compared to 308 cases during Fiscal 1997. The Department brought to closure 275 evictions of known drug traffickers and others involved in criminal activity during this period, compared to 293 during Fiscal 1997. In addition, the Department reclaimed 714 apartments in City-owned buildings from illegal occupants as a result of its investigation of trespass actions, compared to 831 during Fiscal 1997.

Lead Paint Hazard Reduction. Lead paint violations are issued by HPD's Division of Code Enforcement when inspectors find peeling paint in a building constructed prior to 1960 where a child under the age of seven resides. The issuance of such a violation indicates only a presumption of the presence of lead. To determine actual lead content, inspectors use x-ray fluorescent analyzers to test surfaces, a verification process that averts unnecessary repairs.

In 1994 the federal Department of Housing and Urban Development (HUD) awarded HPD and DOH a \$6.7 million grant through its Lead-Based Paint Hazard-Reduction (LPHR) program. To date, the grant has funded lead-hazard reduction in 598 units in privately-owned buildings. The remaining funds will be used to identify lead risks and complete treatment in an additional 82 units, bringing the total number of units treated to 680 by December 1998.

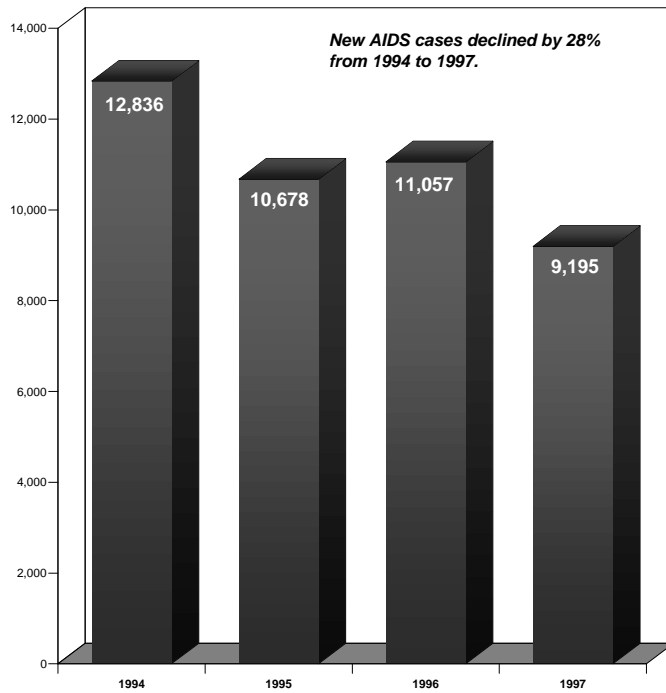
Lead hazard reduction work in 300 of the 680 units was performed through HPD's ongoing rehabilitation programs. At these sites, LPHR funded the lead-treatment component of the rehabilitation work. In the remaining 380 units, work has been or will be performed through the City's Primary Prevention Program (PPP), under which DOH and HPD identify buildings where lead paint is likely to be present and young children or expectant mothers reside. PPP gives property owners approximately \$6,000 per unit for lead-dust level reduction in order to prevent young children from developing elevated blood lead levels. The program is currently focusing on the Bedford-Stuyvesant area, as well as parts of Fort Greene, Crown Heights, and Bushwick. Together, these Brooklyn neighborhoods account for one-third of the City's childhood lead poisoning cases.

In September 1996 HPD and DOH were awarded an additional \$1.6 million as a result of their joint submission to a HUD Notice of Funding Availability for Lead Paint Hazard Control in Priority Housing. These funds enabled PPP to start the treatment of an additional 33 units during Fiscal 1998. New funds received will allow for lead reduction treatment in the Washington Heights/Hamilton Heights sections of Manhattan and the West Tremont section of the Bronx. The Department expects to treat a total of 102 units through PPP by the end of Fiscal 1999.

PUBLIC HEALTH

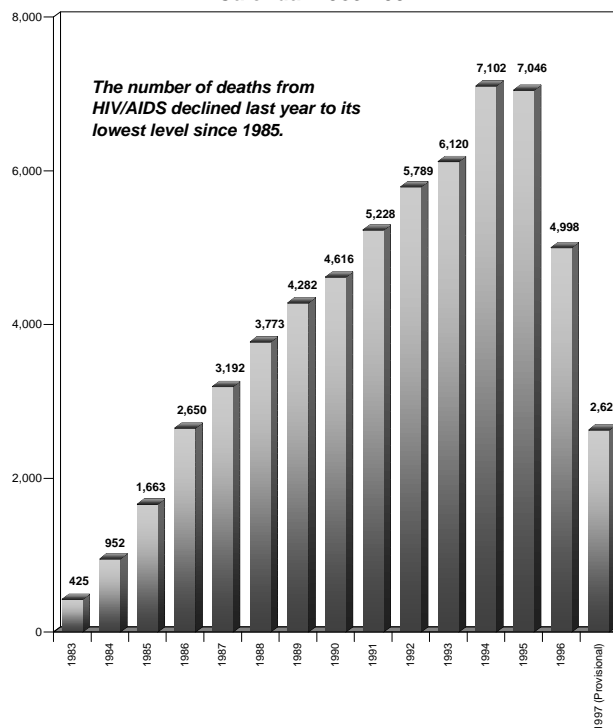
AIDS. From the beginning of the AIDS epidemic in 1981 through December 1997, 103,164 new AIDS cases were reported to DOH. The number of new AIDS cases reported each year has declined due to greater prevention awareness and the development of anti-retroviral therapy; this change follows the sharp rise in cases that occurred as a result of the 1993 expansion of the AIDS case definition. Intravenous drug use continues to be the most common mode of HIV transmission in both men and women. During Calendar 1997, 9,195 new cases of AIDS were reported, compared to 12,836 during Calendar 1994. This includes a decline in the number of new AIDS cases among children. At the same time, people are living longer with AIDS. New anti-retroviral treatments have had a dramatic impact on

New AIDS Cases*



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

Number of Deaths from HIV/AIDS Calendar 1983-1997



AIDS case surveillance began in 1981 by year of report.

mortality due to HIV/AIDS. Deaths as a result of HIV/AIDS declined from a high of 7,102 in Calendar 1994 to 2,628 in Calendar 1997. In Calendar 1997, 38,650 adults were estimated to be living with AIDS, compared to 31,710 in Calendar 1995, a 22 percent increase due to the causes cited above – declining mortality rates and a stable number of new AIDS cases.

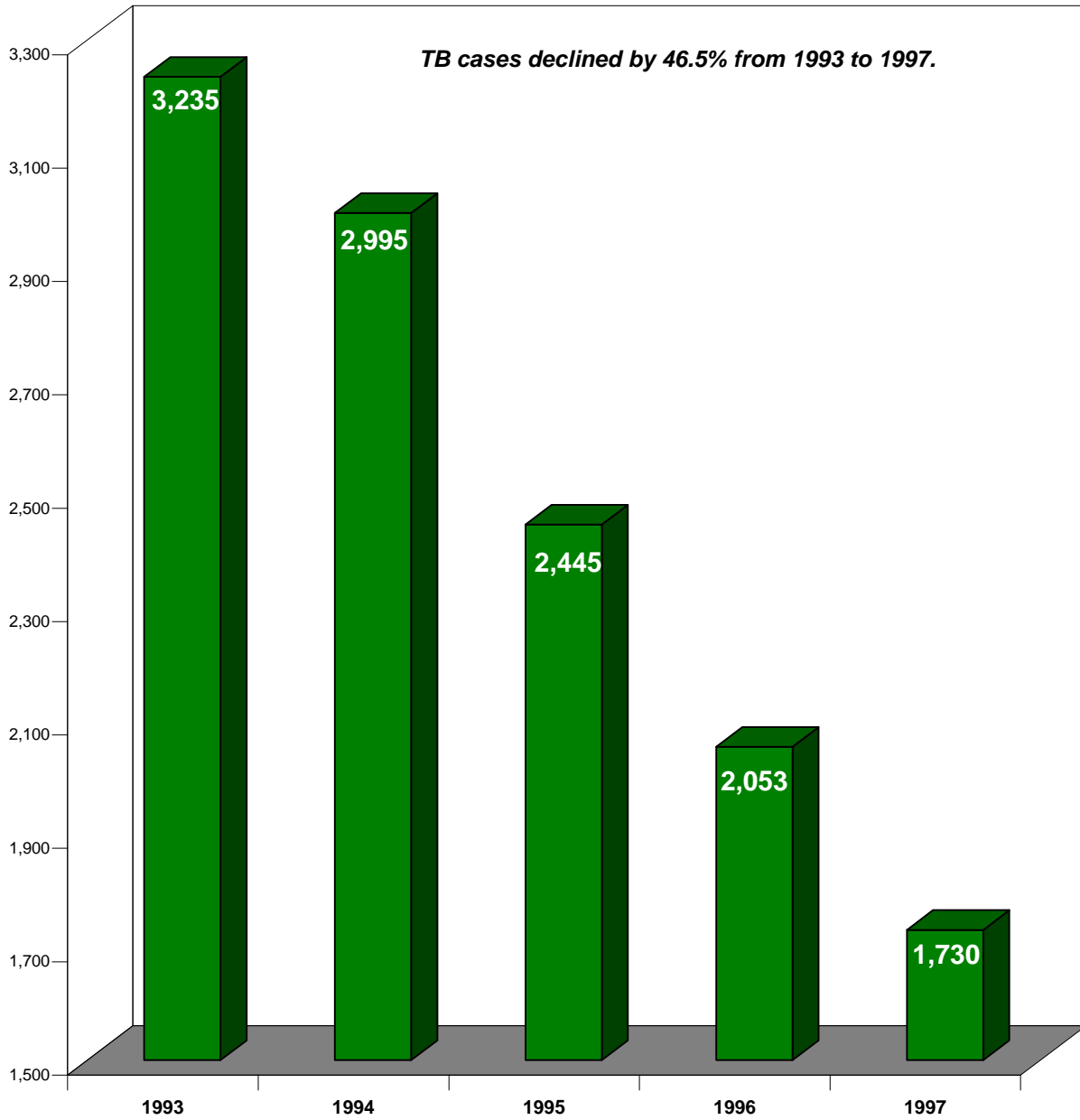
From April 1997 through February 28, 1998, the Department monitored the disbursement of \$92.3 million in federal Title I Ryan White Comprehensive AIDS Resources Emergency Act (CARE) grants, which provide services to insured and underinsured individuals living with HIV in the City. Title I funding supports individuals and families with HIV disease by providing services in the areas of health, mental health, alcohol and other substance abuse, social services, and housing, as well as by supporting the development of the community-based organizations that provide these services. The services are targeted to high-need communities based on the priorities established by the HIV Health and Human Services Planning Council of New York. During this period, 31,985 new clients enrolled in Title I programs. The largest number of new Title I clients from April 1997 through February 1998 were residents of Bedford-Stuyvesant and Crown Heights, City communities with high populations of people living with AIDS.

In Fiscal 1998 the caseload of the Human Resources Administration's Division of AIDS Services and Income Support (DASIS) increased to 23,408 cases, a 20.9 percent increase from 19,358 cases at the end of June 1997. DASIS works to expedite access to essential social services and benefits needed by eligible people living with AIDS or advanced HIV illness and their families, including financial assistance, home care, housing, and other services. The Division's caseload has increased even though the number of new cases receiving services declined by 7.8 percent over the same period. Due to advances in medical treatments for people living with AIDS, DASIS clients are requiring services for longer periods. In addition, the DASIS eligibility criteria were expanded by Local Law 49.

Tuberculosis. Tuberculosis continues to decline in New York City. In Calendar 1997 1,730 new cases of tuberculosis (TB) were reported in New York City, a 15.7 percent decrease from the 2,053 reported in 1996 and a 54.6 percent decrease from the 3,811 cases reported in Calendar 1992, the peak of the recent epidemic. In 1997 the City had 23.6 cases per 100,000 persons, compared with 52.0 in 1992. The reduction is attributed to improved case management, infection control procedures, and the continued use of Directly Observed Therapy as part of the City's disease control efforts. Although the epidemic has been brought under better control among persons born in the United States, the proportion of TB cases occurring among foreign-born individuals continues to increase. In Calendar 1997, for the first time, the proportion of foreign-born persons with TB (51.9 percent) surpassed the proportion of TB-infected persons born in the United States (48.1 percent).

A crucial element in the Department's management strategy for controlling TB is its Patient Review Approach. A team of physicians, clinic and field managers and public health professionals work together to ensure that patients complete the full treatment of TB drugs over a period of six months to two years. In September 1998 Mayor Giuliani announced that DOH's Patient Review Approach program was recently named one of 25 national finalists for the Innovations in American Government Award sponsored by the John F. Kennedy School of Government at Harvard University. The Award recognizes government initiatives, selected from a field of over 1,400 programs nationally, that demonstrate success in addressing the nation's most difficult problems.

New Tuberculosis Cases Citywide Calendar 1993-1997



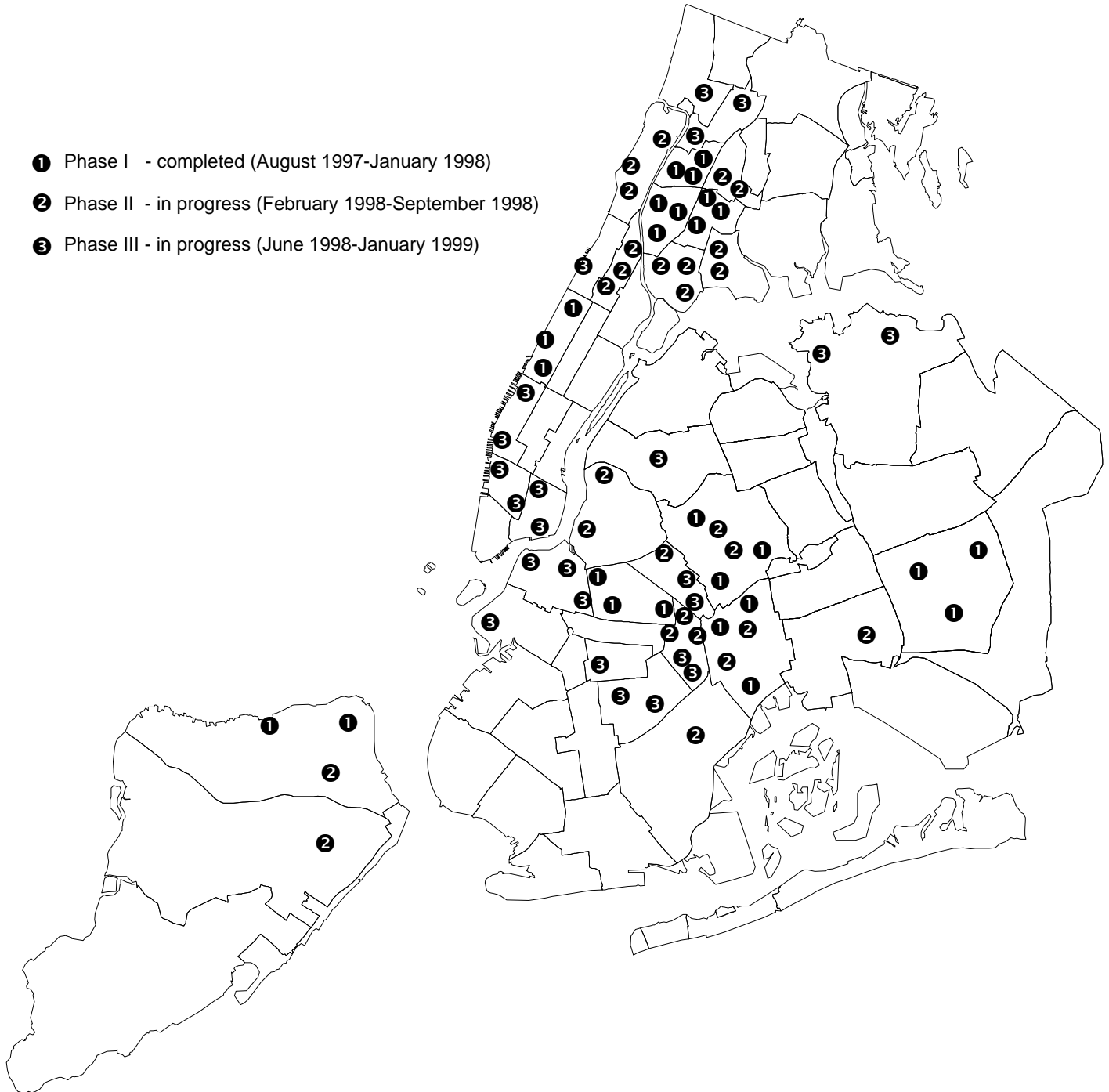
Pest Control. DOH continues to coordinate the interagency Comprehensive Pest Control Initiative, begun in August 1997, in conjunction with the Mayor's Office of Emergency Management. The Department is conducting comprehensive inspection, extermination, and cleaning, as needed, in three sequential phases that focus on different high need areas in each of the five boroughs. As part of this initiative, the Department will clean and exterminate the private properties of owners who fail to comply with the Department's orders to abate, subsequently fining and billing property owners for the costs. DOH works with DOS to coordinate the pickup of bagged rubbish at cleaned sites, and to clean private vacant lots referred to DOS by DOH.

Phase I of the Comprehensive Pest Control Initiative began in August 1997 and ended in January 1998. Phase II commenced in February 1998 and will end in September 1998. In June 1998 Phase III activities began in four community districts in Manhattan, two districts in the Bronx, six districts in Brooklyn, and two districts in Queens. Phase III is expected to be completed in January 1999. From the start of Phase I through June 30, 1998, 21,869 initial inspections were performed and 40 percent of owners corrected violations following an initial inspection. During this period, the Department billed owners for 124,300 hours of clean-up work and 19,687 exterminations. The clean-up and extermination figures include work generated from pest control related complaints as well as from the Comprehensive Pest Control Initiative.

In the last quarter of Fiscal 1998 DOH refined its approach to the Comprehensive Pest Control Initiative at one location in upper Manhattan. After an initial inspection, the Department reached out to property owners via telephone and one-on-one meetings to provide guidelines on the exact remediation expected, specifying correct garbage handling practices and the types of extermination and pest access prevention, or stoppage, needed. In support of this special initiative, the Department developed a list of new, more effective rodenticides and application technologies; obtained additional supplies as necessary, and trained staff in their use; and assembled a special team to service areas when owners fail to comply.

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-September 1998)
- ❸ Phase III - in progress (June 1998-January 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 which targets reductions while avoiding layoffs or other unplanned staff reductions in Mayoral agencies, allows for flexibility in management to maintain crucial operations, and secures the cooperation of the municipal unions. 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.

During the current round of negotiations with municipal labor unions, the City has continued to obtain fair and fiscally prudent terms in citywide civilian settlements, and in settlements with the Uniformed Firefighters Association, the Uniformed Fire Officers Association, the Uniformed Sanitationmen's Association, the Assistant Deputy Wardens/Deputy Wardens Association, the Correction Officers Benevolent Association, the Sergeants Benevolent Association, and the Detectives Endowment Association. It also reached a tentative settlement with the Lieutenants Benevolent Association at the end of August 1998. In July 1998 the Sanitation Officers' Association, representing nearly 1,200 Sanitation Supervisors and General Superintendents, ratified a collective bargaining agreement with the City covering the period from May 31, 1995 through September 30, 2000.

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 207,988 at the end of June 1998, representing a reduction of 14,848 since the end of Calendar 1993. The City-funded headcount rose by 3.6 percent from June 1997 to June 1998 as a result of the planned hiring of teachers by the Board of Education; 98 percent of the citywide increase, including 6,761 in pedagogical positions, occurred at the Board. 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.

The Department of Citywide Administrative Services (DCAS) is continuing to help ensure that the composition of the City's workforce meets agencies' needs by enhancing flexibility in recruitment and assignments. During Fiscal 1998 the Department continued to reduce the number of competitive job titles through consolidation, elimination, and broadbanding. A total of 16 titles were eliminated or consolidated, compared with 19 in Fiscal 1997. Among the titles affected were Personnel Investigator; Supervisor of Building Maintenance (Construction); Supervisor of Mechanical Installations; and Supervisor of Electrical Installations. In Fiscal 1999 DCAS will continue to review proposals to reduce or eliminate competitive titles.

OVERTIME EARNINGS

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 10 monitored overtime agencies, with overtime earnings representing 94 percent of Total City overtime spending, were the Police, and Fire Departments; the Departments of Correction (DOC), 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).

Total City overtime earnings include the overtime expenditures of all agencies on the Payroll Management System, as well as the Health and Hospitals Corporation. Total City overtime earnings were \$501.8 million in Fiscal 1998, compared with \$490.6 million in Fiscal 1997, but were below the Fiscal 1994 total of \$542.8 million for the fourth consecutive year. Total monitored agency overtime earnings in Fiscal 1998 were \$468 million, compared with \$460.4 million earned in monitored agencies in Fiscal 1997.

Tightened managerial control over the allocation and authorization of overtime has thus maintained the level of earnings below its recent peak in Fiscal 1994. Citywide overtime earnings increased by 2.3 percent from Fiscal 1997 to Fiscal 1998 largely as the result of planned expenditures in public safety. While six of the ten monitored agencies saw some level of increase in Fiscal 1998, the only substantial increases were in the Police Department (an increase of \$29.1 million), the Fire Department (\$10 million), and the Administration for Children's Services (\$6.4 million). Service enhancements for which Police overtime was used include expanded anti-narcotics enforcement initiatives and departmentwide training as part of the Courtesy, Professionalism, Respect (CPR) strategy. Fire Department increases are partly due to a collective bargaining agreement affecting holiday time, while ACS overtime was devoted to casework for child protection services and to enhancement of automated systems for tracking child abuse and neglect cases.

Four of the monitored agencies – DOC, DOS, DOT, and HRA – used less overtime in Fiscal 1998 than the previous year. DOC (a decrease of \$30.2 million) has implemented a successful supervisory program to restrict overtime usage, while DOS operations (a decrease of \$5.3 million) benefited from warm winter weather.

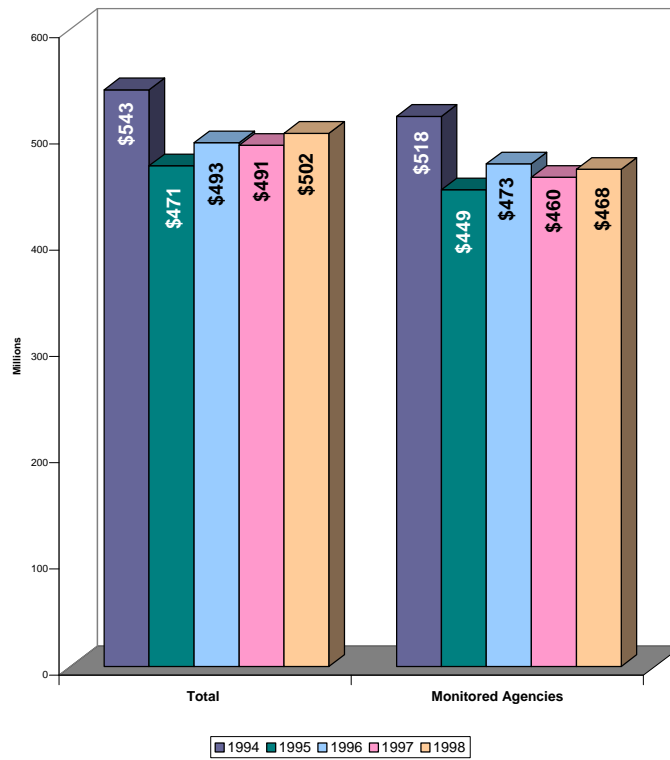
While the amount of citywide earned overtime increased in Fiscal 1998, paid overtime as a proportion of the City's payroll declined slightly. Overtime as a percent of the City-funded payroll fell from 5.25 percent in Fiscal 1994 to 4.48 percent in Fiscal 1998; in addition, the Fiscal 1998 figure is slightly lower than figures for Fiscal 1995 through 1997.

In May 1997 the Mayor's Office of Operations issued the "Guidelines for Effective Overtime Management." The guidelines aim to increase the awareness of City managers on the use of overtime and provide an outline for managing overtime earnings. City agencies have been asked to update their efforts to comply with Mayoral Directive 94-3 and offer examples of successful overtime management practices, and will submit their plans for overtime management to the Office of Operations during the first quarter of Fiscal 1999.

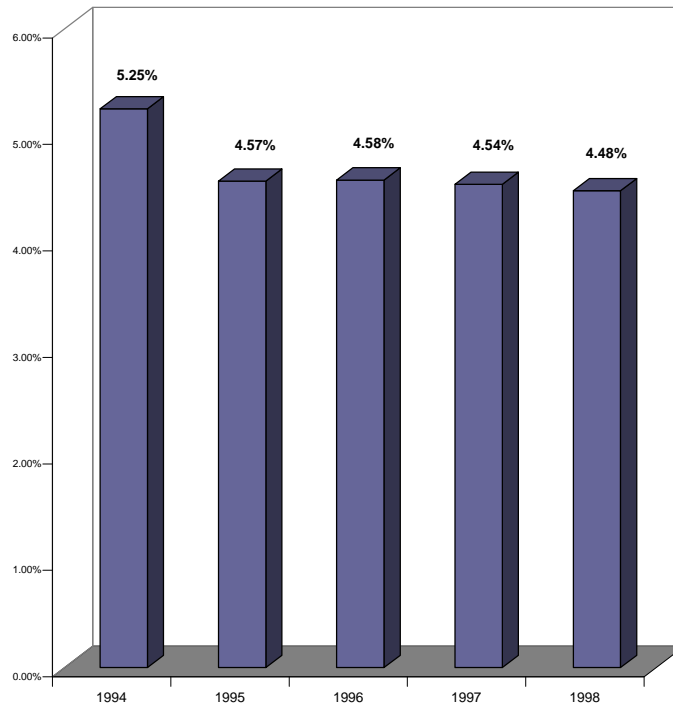
ABSENCE CONTROL

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.

Total Citywide Overtime Earnings Fiscal 1994-1998

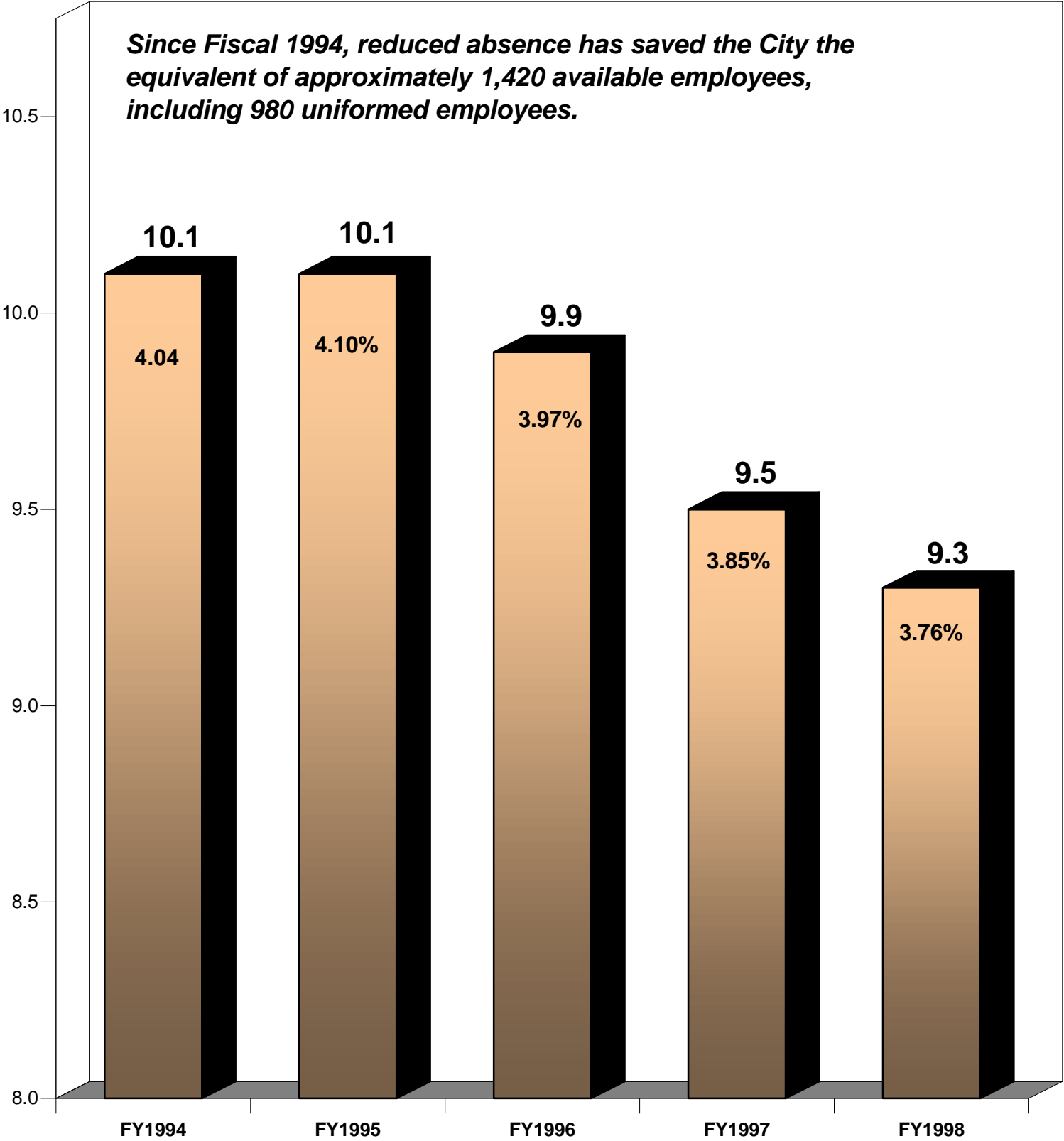


Paid Overtime as Percent of Full Time Payroll Fiscal 1994-1998



Data are preliminary.

Citywide Absence Rate



Since Fiscal 1994, reduced absence has saved the City the equivalent of approximately 1,420 available employees, including 980 uniformed employees.

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

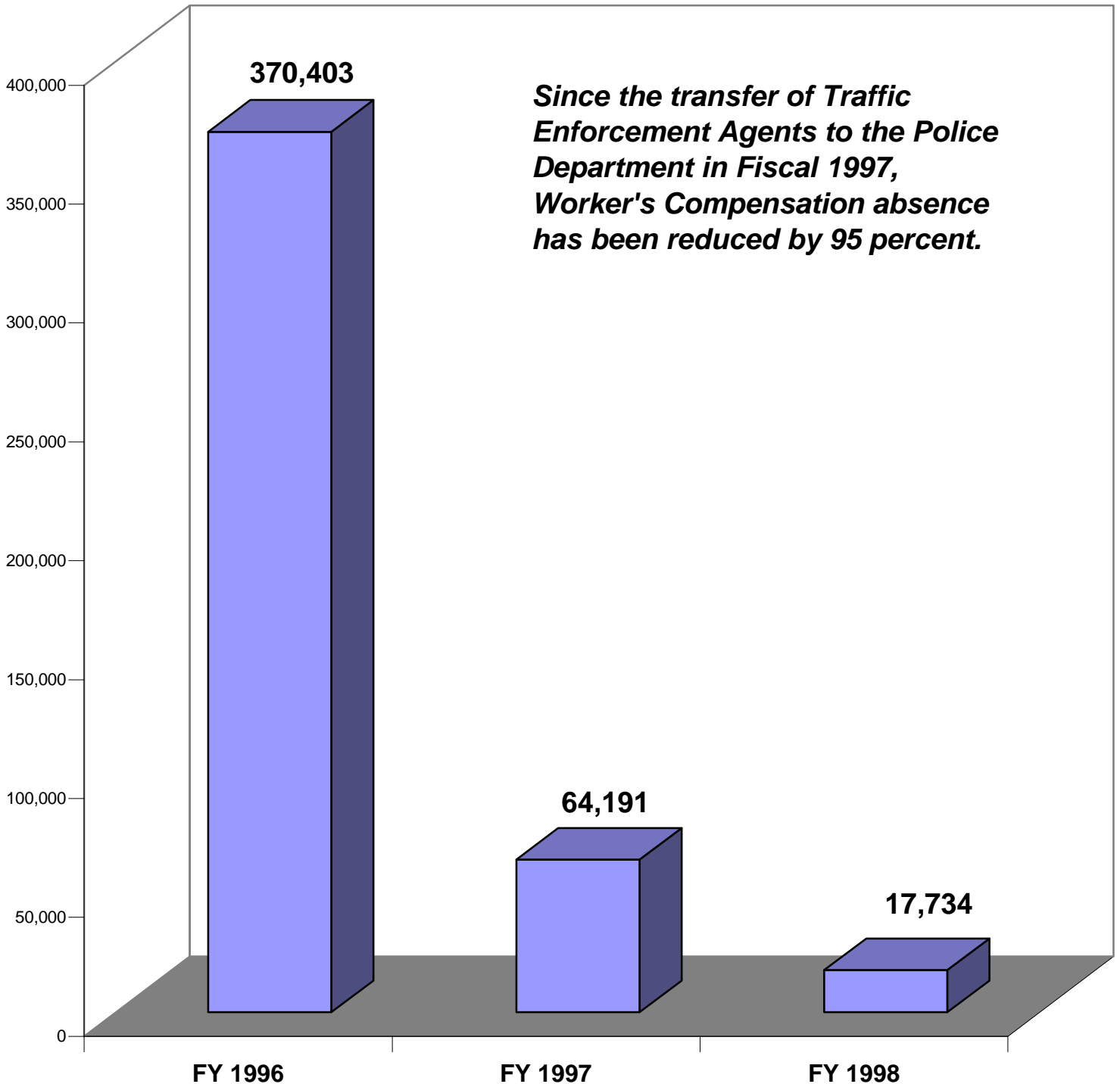
The City's success in reducing the use of absence by municipal employees over the past four years has yielded significant benefits for both the City's budget and service delivery. By reducing the average employee's annual absence days from 10.1 in Fiscal 1994 to 9.3 in Fiscal 1998, management attention to absence control has saved the City the equivalent of 1,420 available employees, including 980 uniformed employees. The Citywide absence rate – the ratio of absence hours to scheduled work hours – was 3.76 percent in Fiscal 1998, compared with 3.85 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 4.58 percent in Fiscal 1998, compared with 4.69 percent in Fiscal 1997 and 5.99 percent in Fiscal 1994.

Particularly 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 Fiscal 1997 reduced full-paid Worker's Compensation absence among these employees by a remarkable 95 percent from Fiscal 1996 to Fiscal 1998. In the Fire Department, absence due to line-of-duty injuries was reduced by 43 percent from Fiscal 1994 to Fiscal 1998. The Department attributes this trend to measures to improve firefighter safety, including the introduction of bunker gear.

New York City Police Department

Worker's Compensation Absence Used by Traffic Enforcement Agents

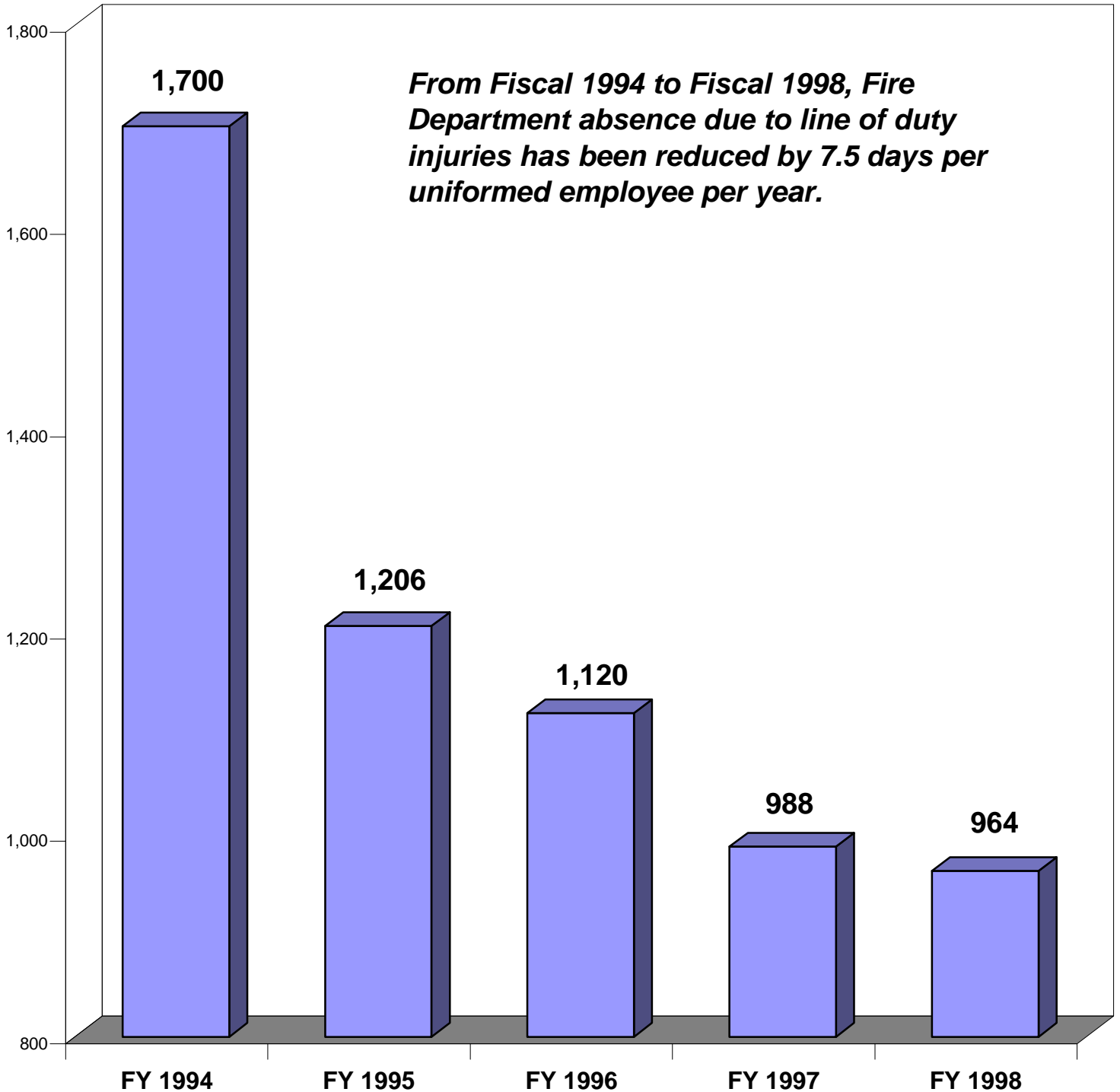
Worker's Compensation Absence Hours



Fire Department

Uniformed Employees Absence Due to Line of Duty Injuries (LODI)

LODI Absence Hours (thousands)



ECONOMIC DEVELOPMENT

The City's ability to improve the quality of life, and to restore fiscal balance while maintaining key services, is contingent on a healthy local economy. Business retention strategies, energy cost assistance, services to assist businesses in coping with issues including government regulation, and direct aid to development initiatives foster a climate friendly to investment and 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 City's success in restoring fiscal balance was recognized in July 1998, when the Standard & Poor's Corporation raised its credit rating for New York City's General Obligation bonds. This action followed an earlier upgrade by Moody's Investors Service in February 1998. Standard & Poor's action acknowledged the soundness of the Administration's balanced three-part approach to budgeting, which focuses on reducing out-year gaps to ensure continued fiscal stability; tax reductions to increase job growth; and increased spending in strategic areas to improve the quality of life for all New Yorkers.

Examples of City-aided economic development at sites throughout the five boroughs are discussed in this Volume's section on agency achievements by borough.

THE NEW YORK CITY ECONOMY

EMPLOYMENT

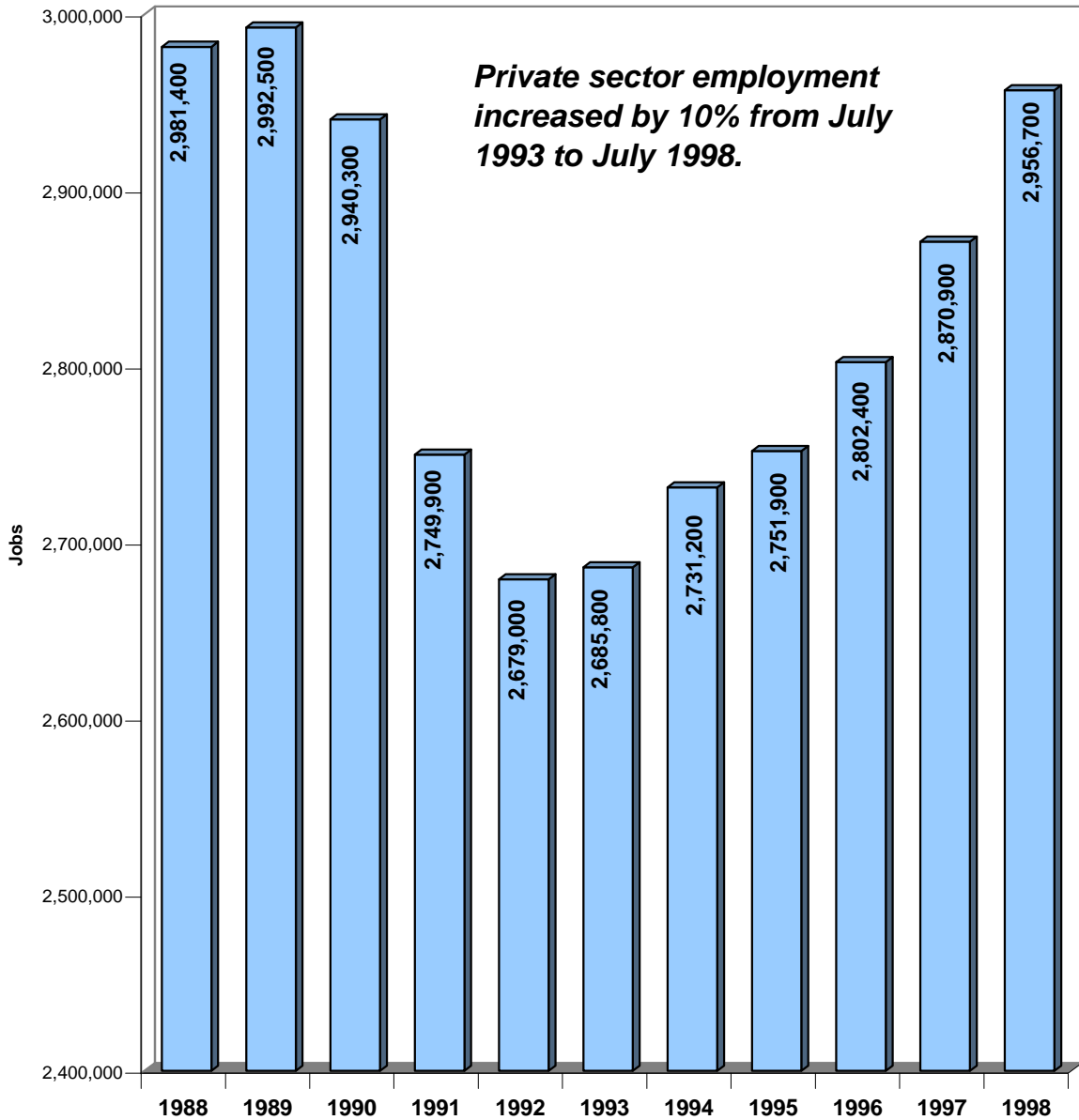
Job Growth. New York's surging economy is creating private sector jobs at a record pace. Private employment reached 2,956,700 in July 1998, a gain of 10 percent compared with July 1993. The City has now restored 84.6 percent of the 320,300 private sector jobs that were lost during the economic tailspin of Fiscal 1990-1993. Comparing the first seven months of Calendar 1998 with the same months of 1997 shows a net gain of 77,100 private sector jobs; the City is thus on pace to create more private employment in 1998 than at any time since 1950, when comparable record keeping began. The previous record was a net gain of 66,000 jobs in 1956.

Downsizing at all government levels has simultaneously reduced public sector employment by 11.3 percent over the past five years. An examination of trends within major sectors of the job market shows that employment gains are well distributed. While employment declined in government and in manufacturing from Calendar 1994 to 1997, strong gains were seen in services and in wholesale/retail trade, with more moderate gains in construction and in transport and utilities. The FIRE sector (Finance, Insurance, and Real Estate), which has often been described as carrying the whole weight of the City's economic resurgence, actually showed a slight decline in jobs over this period.

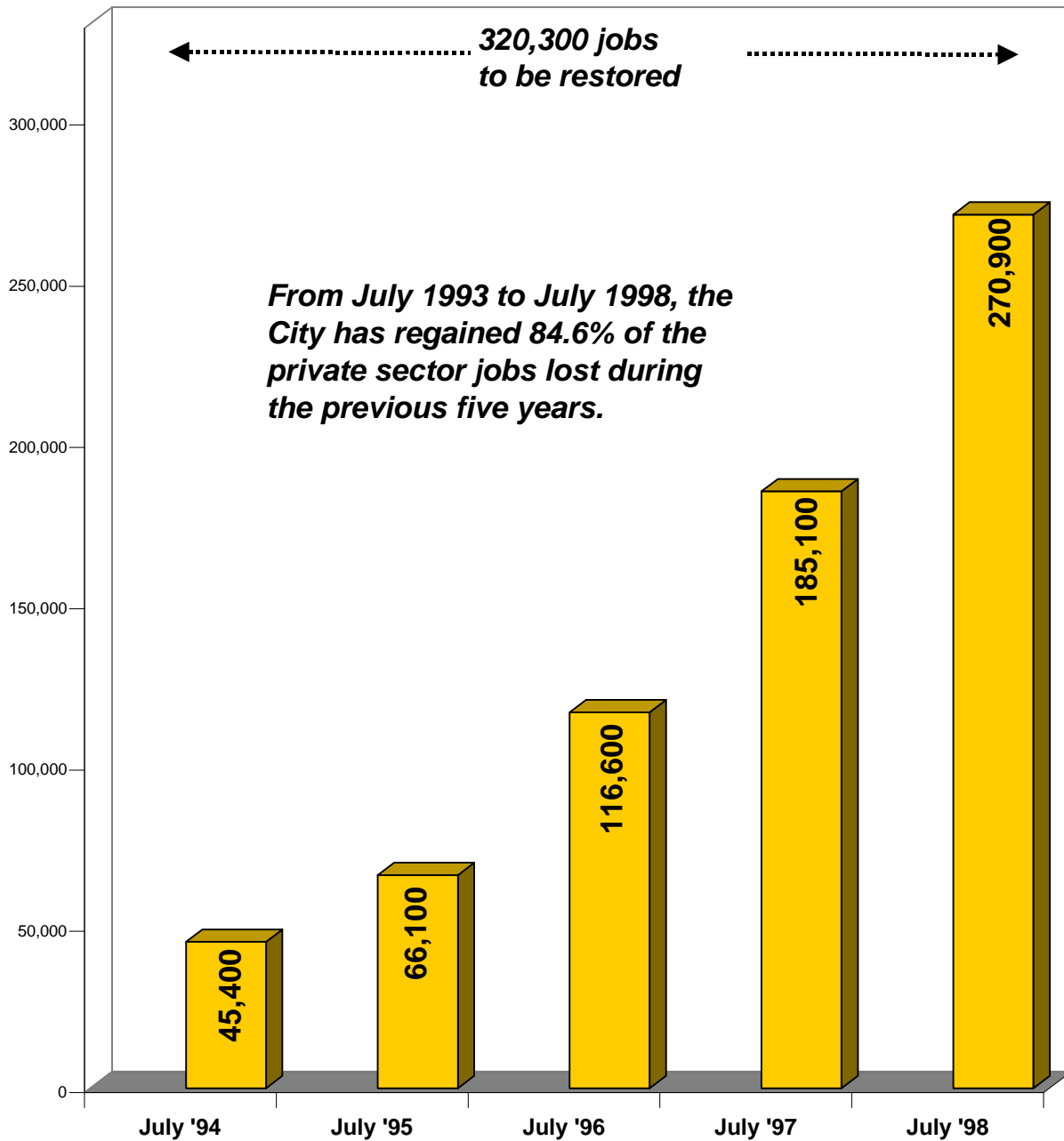
Total employment across all sectors rose to 3,486,800 jobs in July 1998, 6.2 percent above the corresponding figure for July 1993. An increasing proportion of new jobs have gone to City residents in recent years; as of July 1998, 90 percent of New York City jobs were held by residents of the five boroughs, compared with 86 percent ten years previously.

Unemployment statistics also illustrate the way in which the revitalization of the City's economy benefits all New Yorkers. The unadjusted unemployment rate for New York City fell to 8.1 percent in July 1998, the lowest figure for this month since 1990. The number of unemployed members of the City's labor force fell to 275,100 in July, nearly 63,000 less than in July 1993.

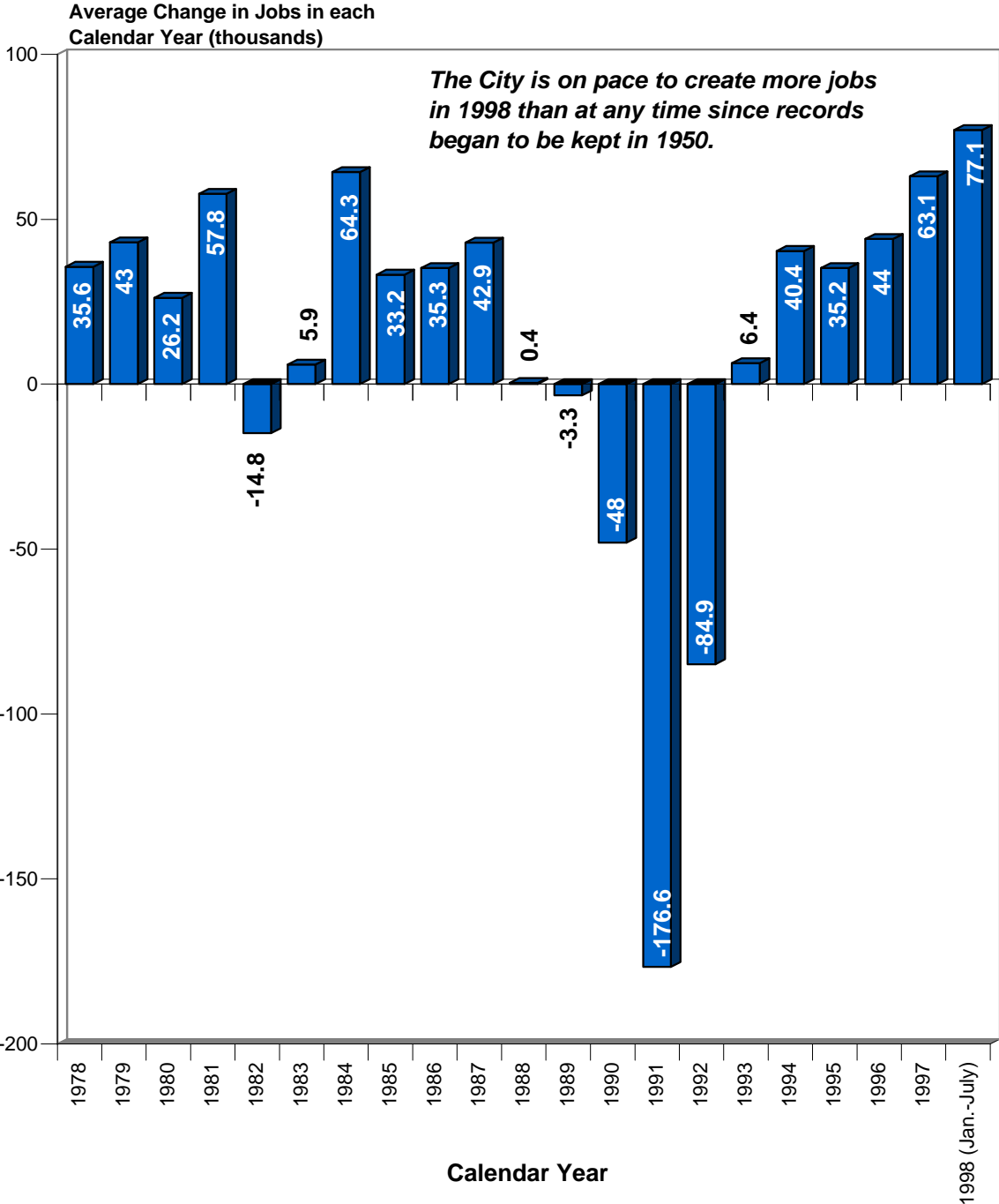
Private Sector Employment July 1988 - July 1998



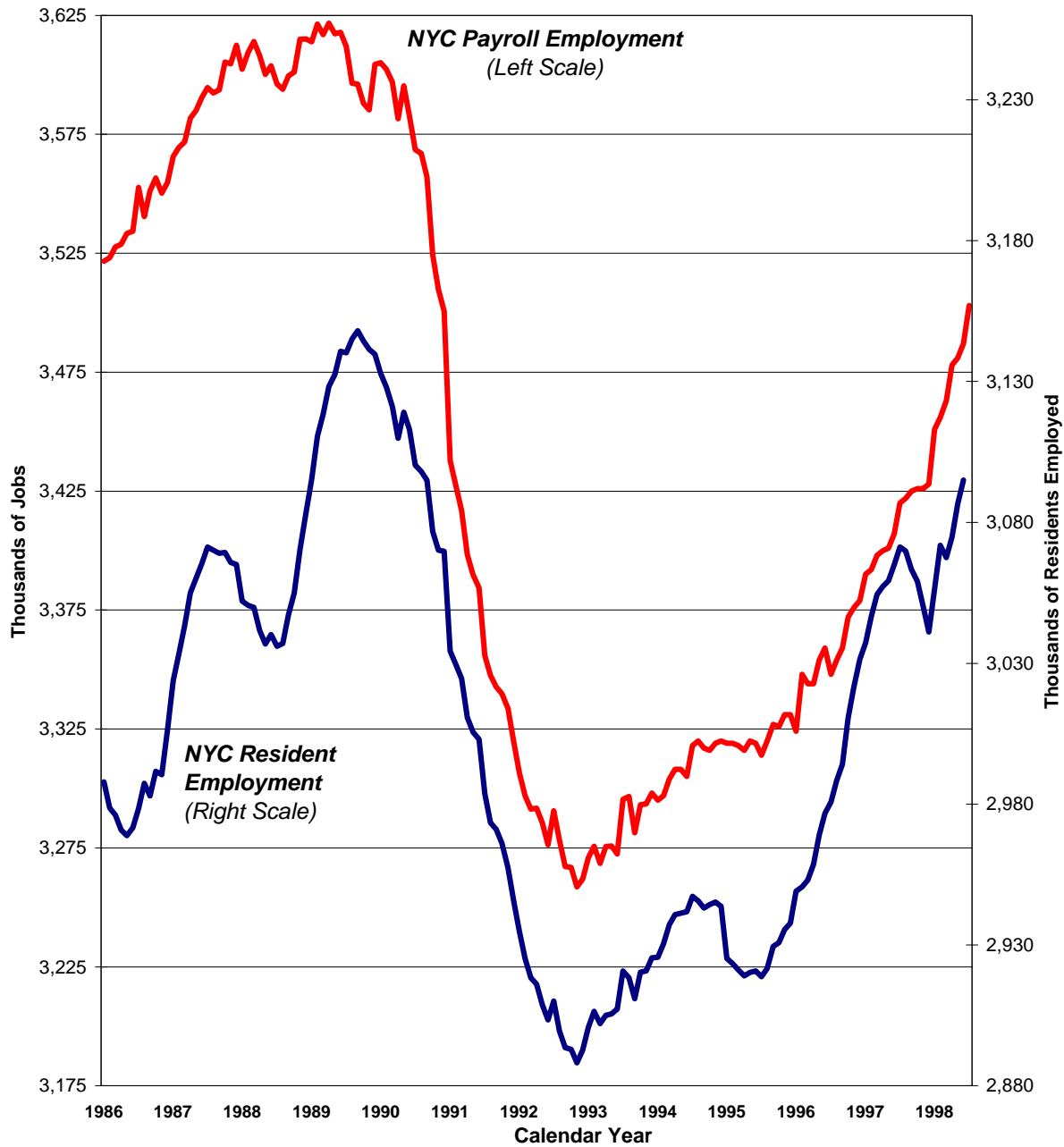
Restoring the Private Sector Jobs Lost by NYC from June 1989 to June 1993



Private Sector Job Growth



Since 1994, Overall Job Gains Have Gone to City Residents



Source: Bureau of Labor Statistics. Includes data through July 1998.

In terms of wages and of productivity, trends for the City's labor force are stronger than for the nation as a whole. Expressed in real dollars using 1982 as a baseline, preliminary figures indicate that average annual wages in New York grew by 9.7 percent from Calendar 1993 to 1997, while average national wages grew by only 2.3 percent. In terms of the value of products and services, the City's annual output per worker grew by 11.1 percent over the same period, compared with a national increase of 3 percent.

Business Recruitment and Retention. The business recruitment and retention efforts of the Economic Development Corporation (EDC) help bring out-of-state jobs into the City and give businesses that are considering relocation incentives to stay and grow within the five boroughs. The City is thus able to maintain and increase its workforce, support local merchants that depend on recruited or retained businesses, and give communities the economic anchor they may need. Since the start of Calendar 1994 EDC has secured commitments from 35 major companies to stay in the City between 15 and 50 years, representing an estimated 78,965 jobs retained and a projected 43,741 new jobs to be created.

New York's increasing attractiveness as a business center permits EDC to negotiate increasingly advantageous recruitment and retention packages. The cost to the City per job retained, created, and projected as a result of these packages has been reduced by 82 percent since Fiscal 1994. During Fiscal 1998, 45 percent of the business retention benefits were tied to job creation, compared to 10 percent in Fiscal 1995. The total City tax revenue expected from these companies is \$1.4 billion a year, paid over the next 10 to 50 years. In addition to encouraging businesses to remain in the City, EDC has successfully recruited companies to relocate here. In Fiscal 1998 EDC recruited 29 companies, bringing 610 jobs to the City.

ENTERTAINMENT AND TOURISM

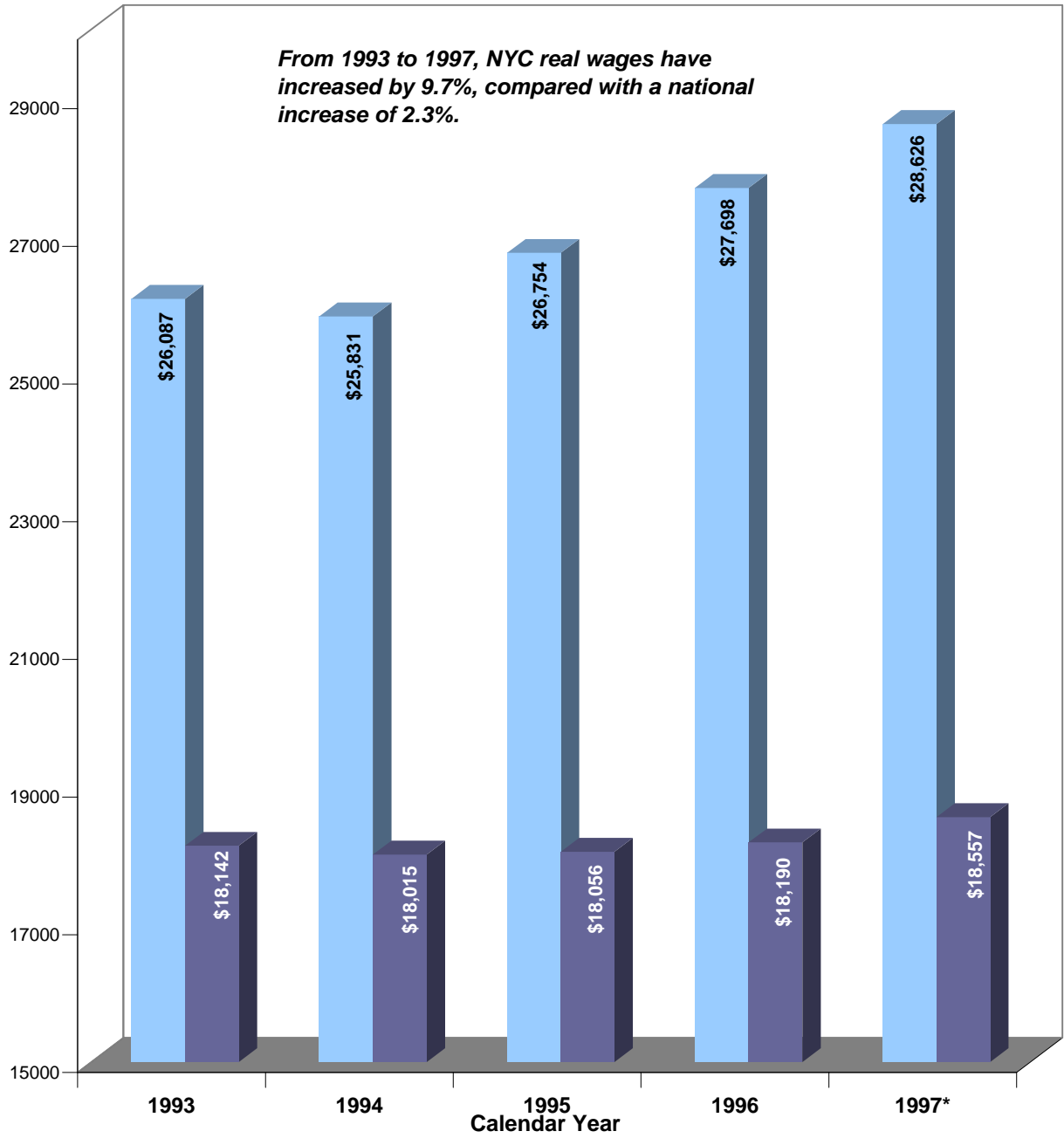
New York's special status as a cultural landmark affords it a leading place in the entertainment and tourism industries, which the Administration has strengthened through quality-of-life improvements and business-friendly strategies, including sales tax exemptions for film, television, and theater and reduction of the hotel occupancy tax.

Film, Theater, and Broadcasting. During Calendar 1997 the Mayor's Office of Film, Theater, and Broadcasting (MOFTB) facilitated 21,339 total shooting days on productions including feature films, television, commercials, and music videos. The number of production shooting days has increased by 40 percent since 1993. Direct expenditures from the production of films and television have grown at record levels for four consecutive years. Direct expenditures totaled \$2.37 billion in Calendar 1997, compared with \$2.23 billion in 1996. These expenditures in 1997 included \$1.2 billion in television production, an increase of over \$200 million over the previous year, and \$847.2 million in feature film production, an increase of \$17.8 million.

MOFTB is working with the film and television industries to foster continued growth. New York City's current cumulative stage footage is estimated at 600,000 square feet; new large stages are necessary to accommodate the increasing amount of film and television series production seen over the last four years, and to attract more projects. The Office is actively involved in accommodating the required increased stage needs. In June 1998 New York Studios signed a contract for a 70-year lease with the Brooklyn Navy Yard Development Corporation to develop a \$160 million, 700,000 square foot facility which will accommodate major motion pictures, television series, music videos and commercials. New York Studios will feature 11 state-of-the-art sound stages, including one 48,000 square foot stage, the largest single sound stage in North America.

Figures released by the League of American Theaters and Producers show that the 1997-98 season was Broadway's strongest ever. A total of 11.5 million people saw Broadway shows during this period, and Broadway productions grossed \$558 million – both all-time records. The number of playing weeks of Broadway productions also grew by 7 percent over the previous year, and by 36 percent compared with the 1993-94 season.

Real Annual Wages*

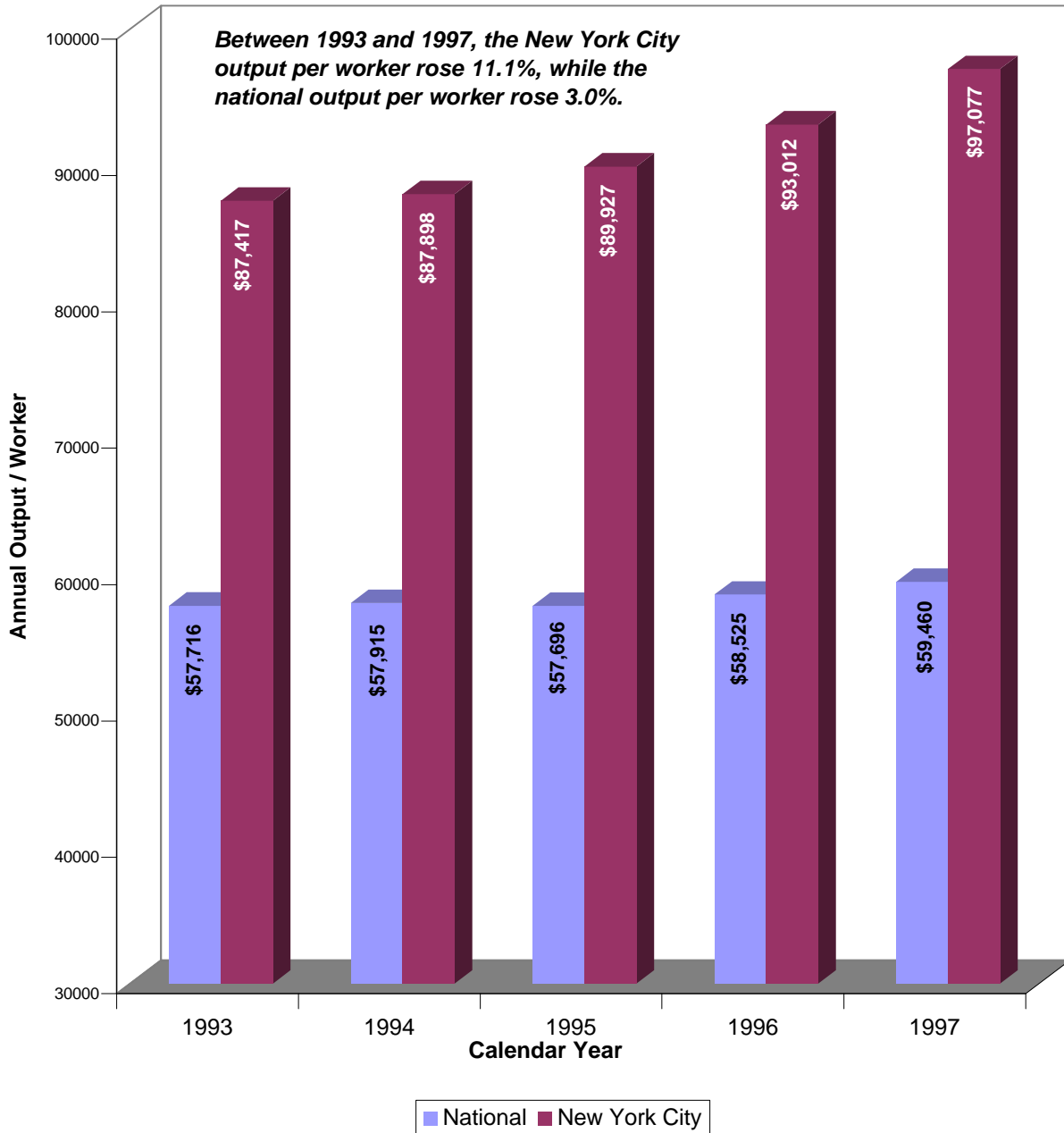


* Figures show average annual wages in terms of 1982 dollars. Figures for 1997 are preliminary estimates.

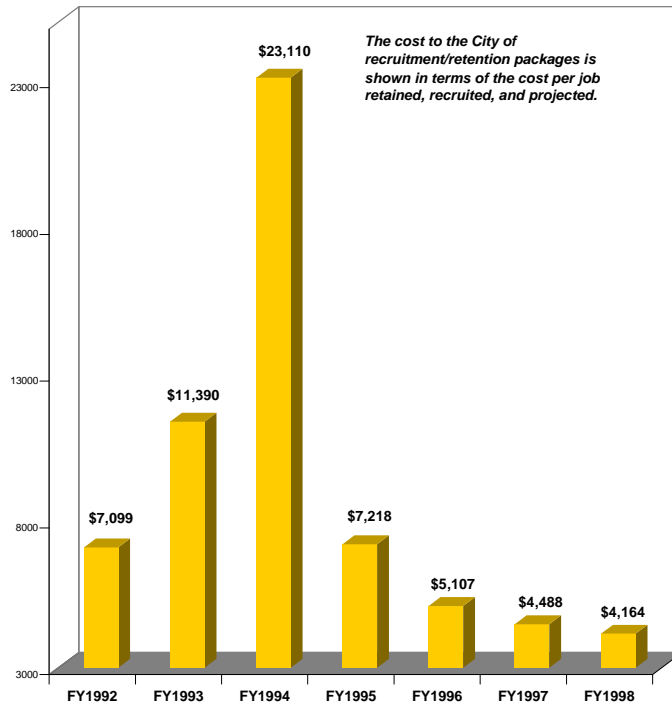
■ NYC ■ National

Worker Productivity

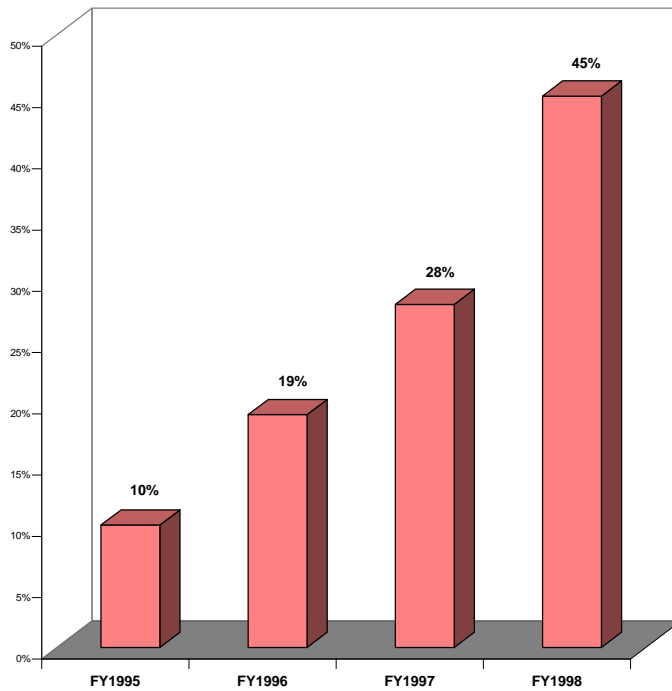
National Output per Worker vs. New York City Output per Worker



**Cost to City of Business
Recruitment/Retention Packages**

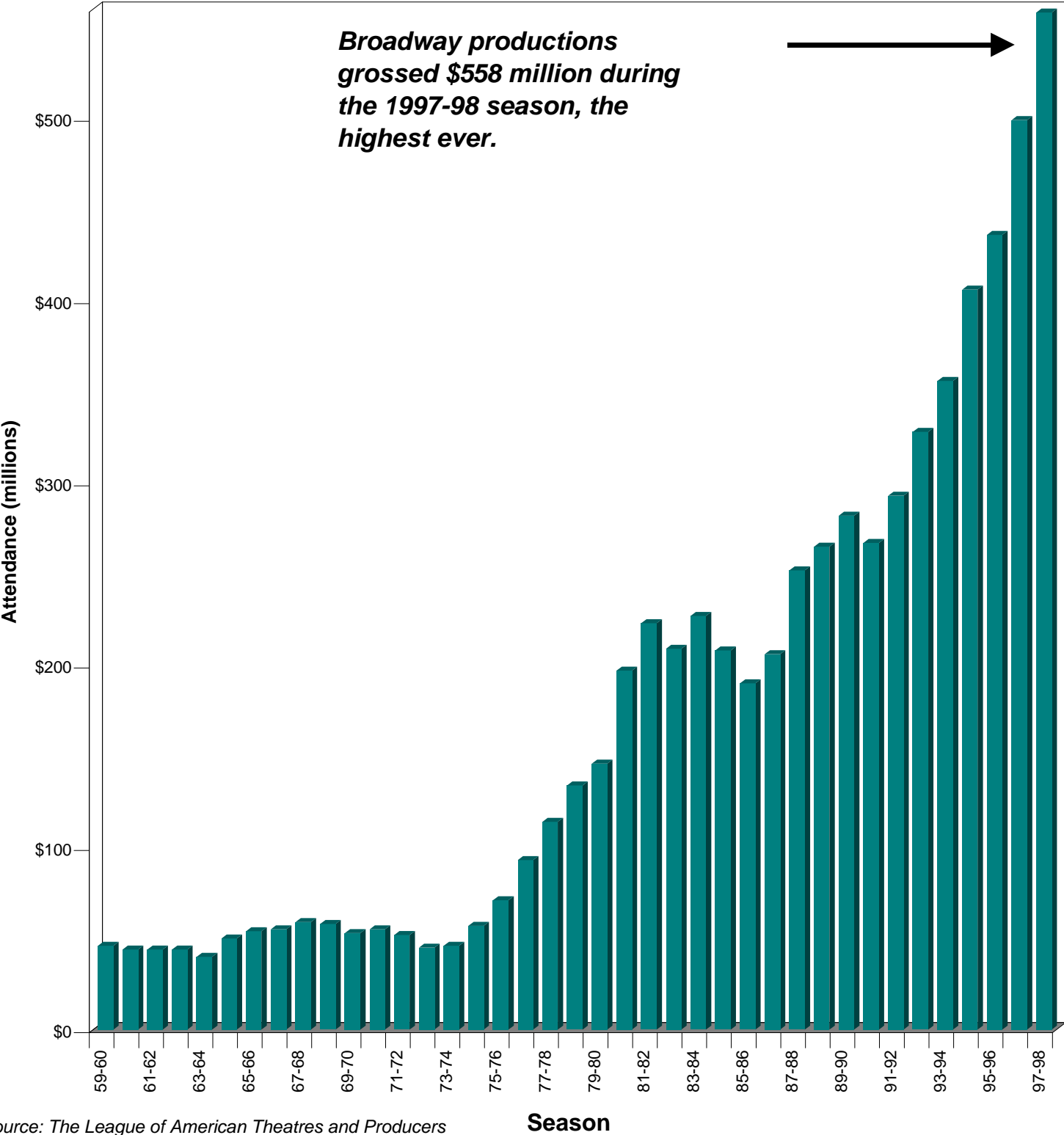


**Proportion of Benefits Received by Businesses in
Recruitment/Retention Packages
That Are Tied to Job Creation**



Mayor's Office of Film, Theater, and Broadcasting

Gross Revenue for Broadway Productions



Source: The League of American Theatres and Producers

Tourism. The number of domestic and international visitors traveling to the City reached its highest level ever in Calendar 1997. Figures released in August 1998 by the New York Convention and Visitors Bureau show that over 33 million people visited New York in 1997, an increase of 13.4 percent over 1996. The number of visitors is expected to top 34 million for 1998.

The hotel industry has benefited greatly from this trend, resulting in a strong resurgence in hotel construction. The City's hotel occupancy rate reached 83.9 percent for the average of 1997, compared with 75.7 percent in 1994, and surpasses occupancy rates in other American centers for domestic and international visitors, including Orlando, Miami, Los Angeles, and Washington, D.C. New hotel development is rapidly expanding the City's capacity to host visitors. At least ten new hotels will be built in New York City by the end of Calendar 2000. New construction and renovations will add approximately 5,000 new hotel rooms over this period, bringing citywide capacity to 65,000 rooms.

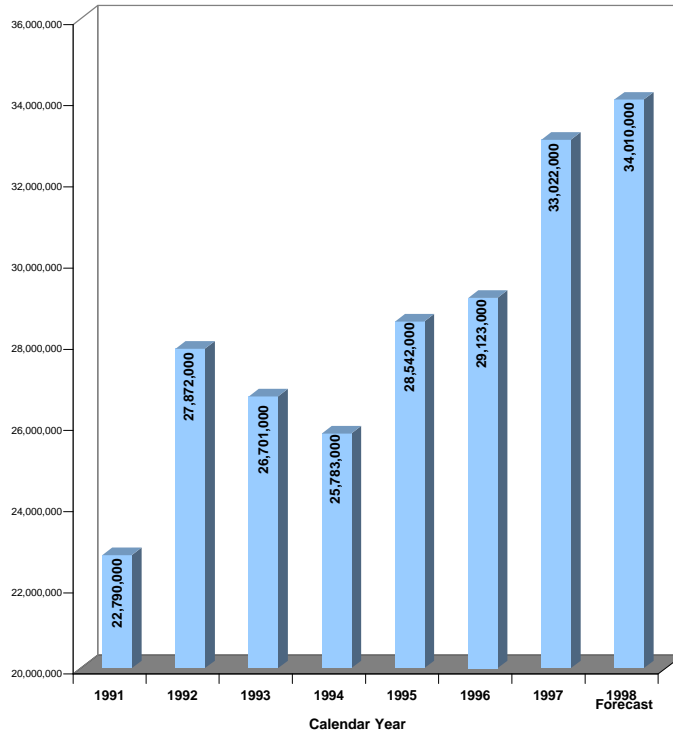
The City is competing aggressively to host the Republican National Convention in the year 2000. New York is one of the final five cities in competition for the Convention.

OTHER ECONOMIC INDICATORS

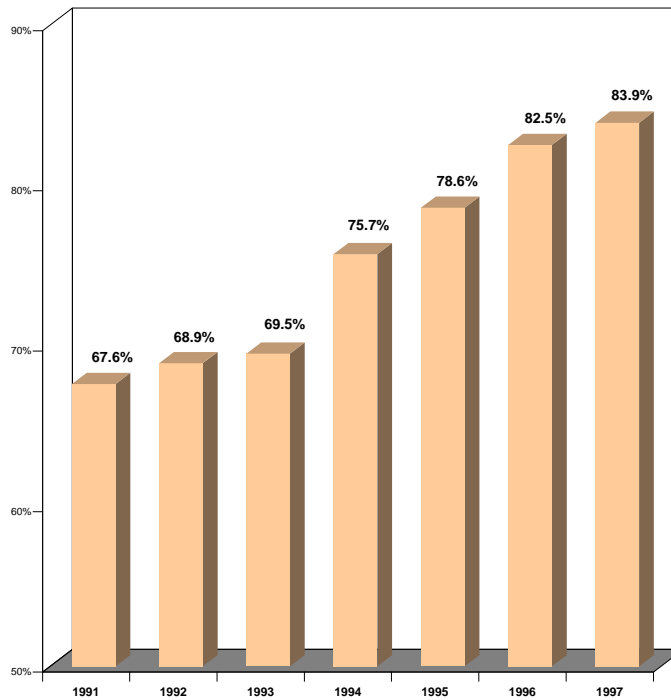
Evidence of the City's economic renaissance can be seen in a variety of additional areas monitored by the EDC. A few of these indicators are noted below:

- ◆ **Central Business District Leasing Activity.** During the fourth quarter of Fiscal 1998, the amount of leasing activity in thousands of square feet recorded in midtown Manhattan exceeded its nearest rival, Chicago's central business district, by 161 percent. Leasing activity in the downtown Manhattan area also exceeded figures for Chicago; leasing activity in the midtown south portion of Manhattan (from Canal Street to 32nd Street) fell behind Chicago but exceeded levels seen in eleven other leading American cities.
- ◆ **Retail Sales.** Total retail sales in New York City have grown by 18.2 percent over the past four years, reaching an historic high of \$44.7 billion in Calendar 1997.
- ◆ **Electric Rates.** During Fiscal 1998 the City participated in the New York State Public Service Commission's proceedings on the deregulation of the electric utility industry. As an advocate for New York's electric consumers, the City obtained the first major electric rate reductions in years. The average City consumer's electric bill at regular rates has been reduced by \$41 per year from April 1996 to April 1998, with savings expected to total \$168 per year by April 2001. In addition, the City's manufacturing sector is assisted by a 25 percent reduction in electric rates for large industries.
- ◆ **Residential Market Values.** Increasing market values are a major factor for the economic security of homeowners, and thus for the quality of life in the City's residential neighborhoods. The estimated market value per parcel of Class One properties in New York City, which include one-, two-, and three-family homes as well as certain condominiums and mixed-use properties, rose by 6.1 percent from Fiscal 1994 to Fiscal 1999.

Total Visitors to New York City



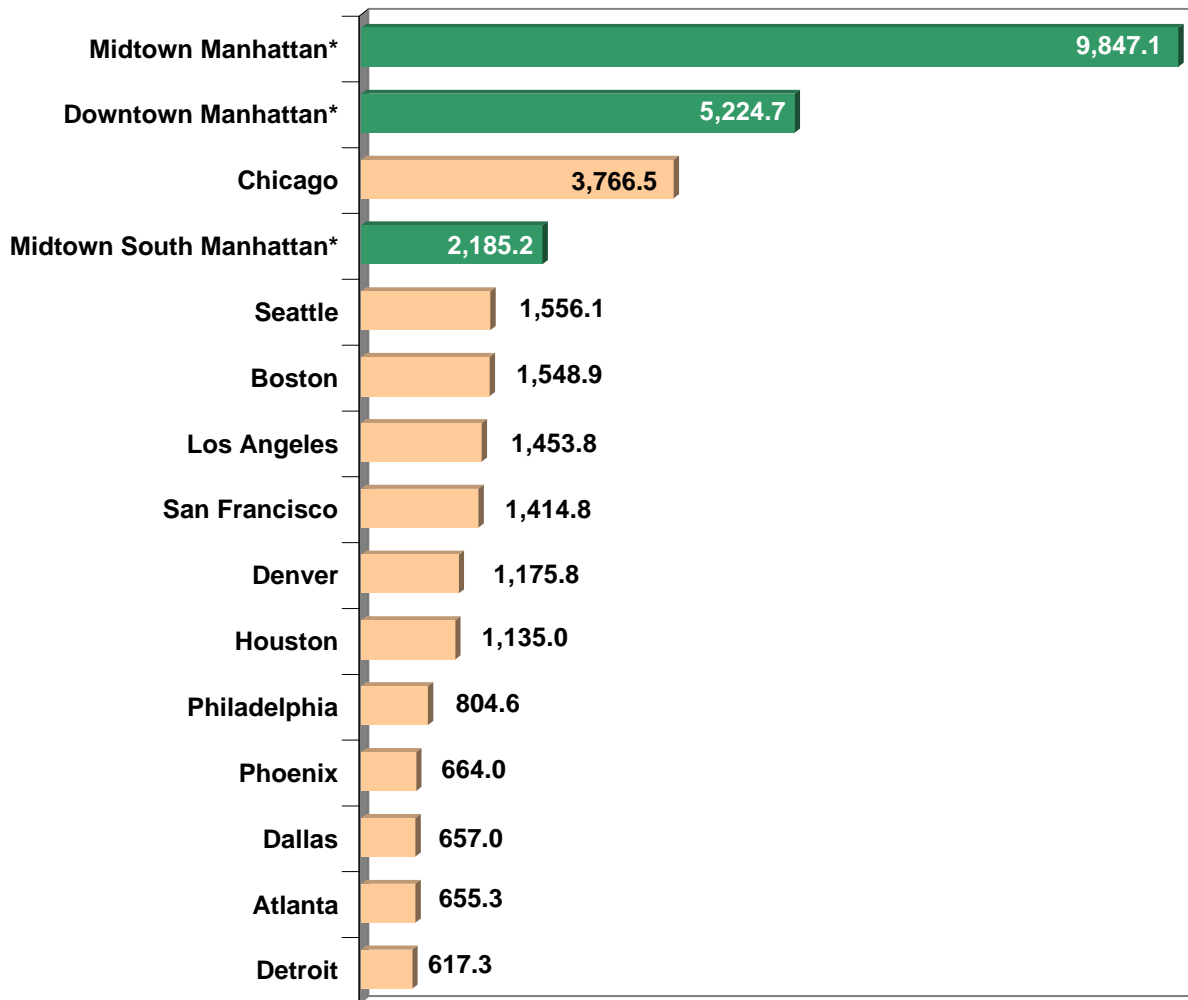
Hotel Occupancy Rate Calendar 1991-1997



Source: NY Convention and Visitors Bureau

New York City's Economic Leadership

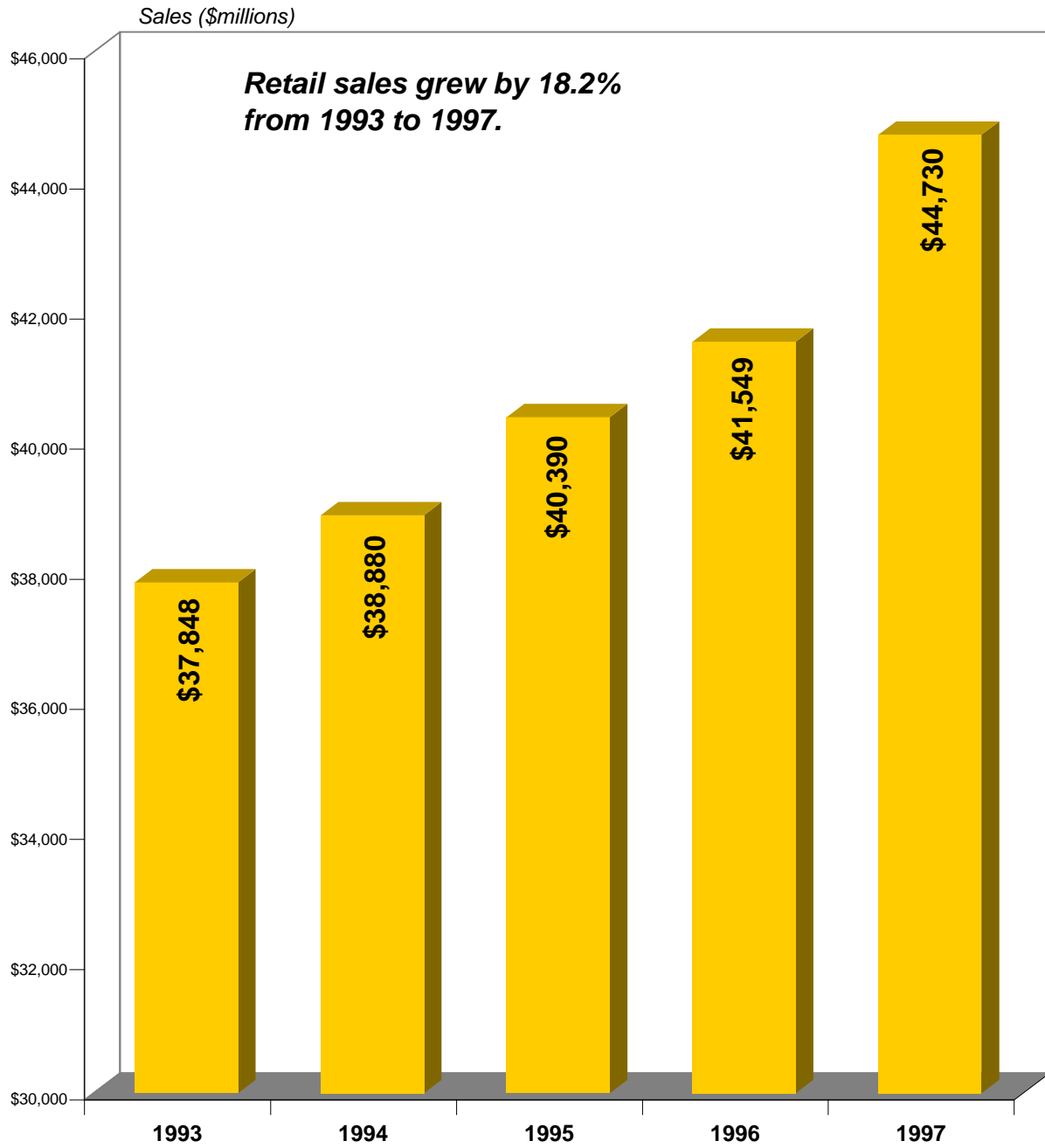
Central Business District Leasing Activity April-June 1998



Thousands of Square Feet

** Manhattan Business Districts are:
Midtown Manhattan -- 32nd St. to 72nd St.
Downtown Manhattan -- Battery to Canal St.
Midtown South Manhattan -- Canal St. to 32nd St.
Source: Cushman and Wakefield*

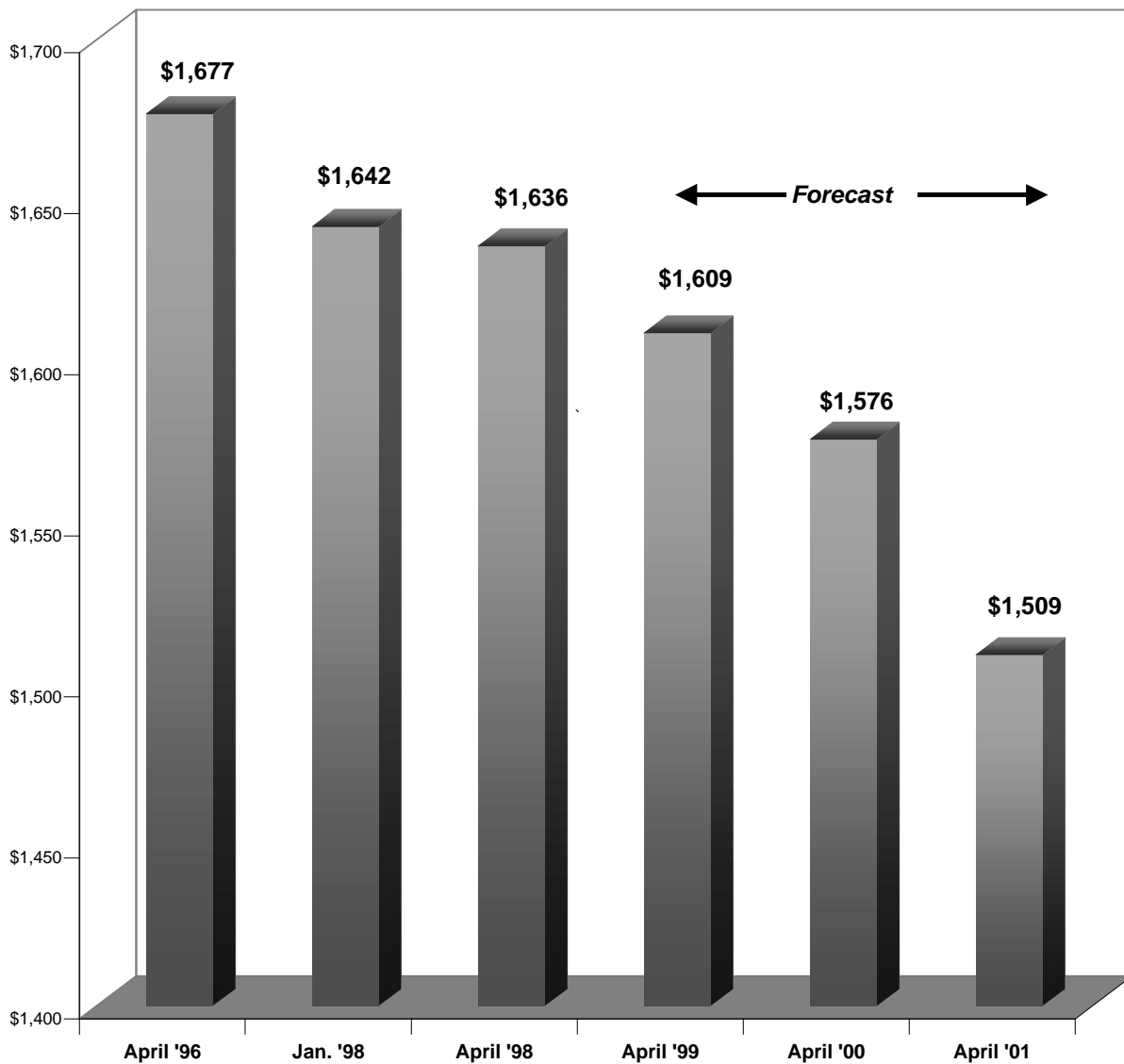
New York City Retail Sales Calendar 1993-1997



Source: Regional Financial Associates and U.S. Department of Commerce

New York City Secures Major Electric Rate Reductions

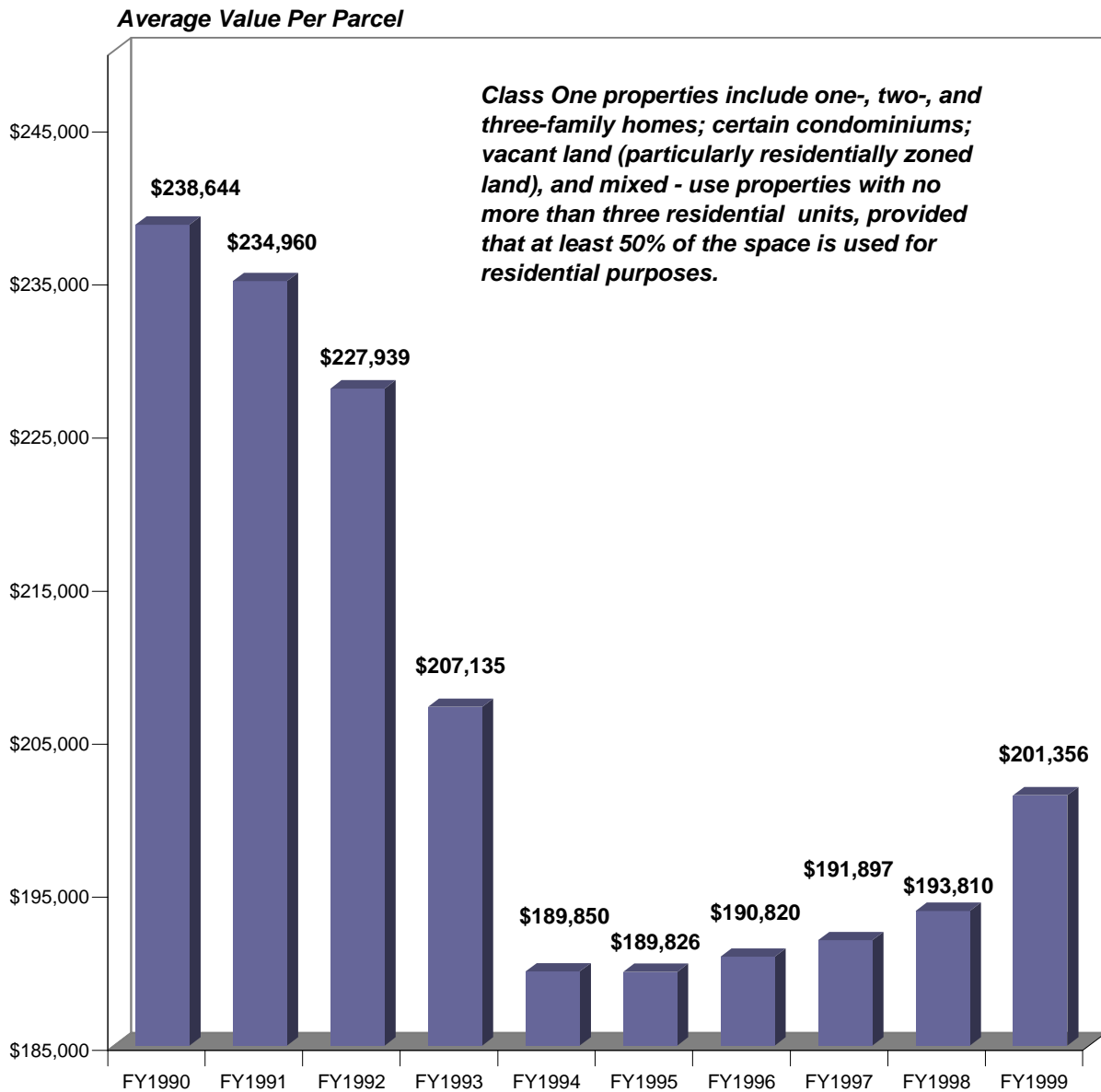
Annual Electric Bill (Average for All NYC Customers at Regular Rates)



During Fiscal 1998 the City participated in the New York State Public Service Commission's proceedings on the deregulation of the electric utility industry. As an advocate for City electric consumers, NYC

Department of Finance

Estimated Market Value of Class One Properties



TAX REFORM

New York City's experience is proving that a systematic program of targeted tax reduction and restructuring can foster a stronger economy, leading in turn to greater total returns and a healthier City budget. The Administration's tax reduction program resulted in cumulative, multi-year savings to City residents and businesses of \$1.26 billion as of Fiscal 1998, and cumulative savings will reach \$2.3 billion in Fiscal 1999.

Hotel Occupancy Tax. In addition to surging tourism, the City's hotel industry has been directly aided by City and State reductions in occupancy taxes. Combined City/State actions in 1994 reduced the combined tax rate (taking sales tax into account) by 28 percent. Coupled with the City's increasing attractiveness for domestic and international visitors, the reductions have led to an increase rather than a decline in revenue. Preliminary figures indicate that New York City hotel tax receipts totaled \$184 million in Fiscal 1998, over 60 percent more than in Fiscal 1993.

Commercial Rent Tax. 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 over 49,000, or 82 percent, from May 1995 to May 1998.

Sales Tax. The fourth of the City's highly successful tax exemption weeks took place in September 1998. The tax exemption week, which ran from September 1 to September 7, eliminated sales tax on clothing and footwear purchases under \$500. The State has enacted legislation that eliminates the sales tax on clothing and footwear purchases under \$110 as of December 1999.

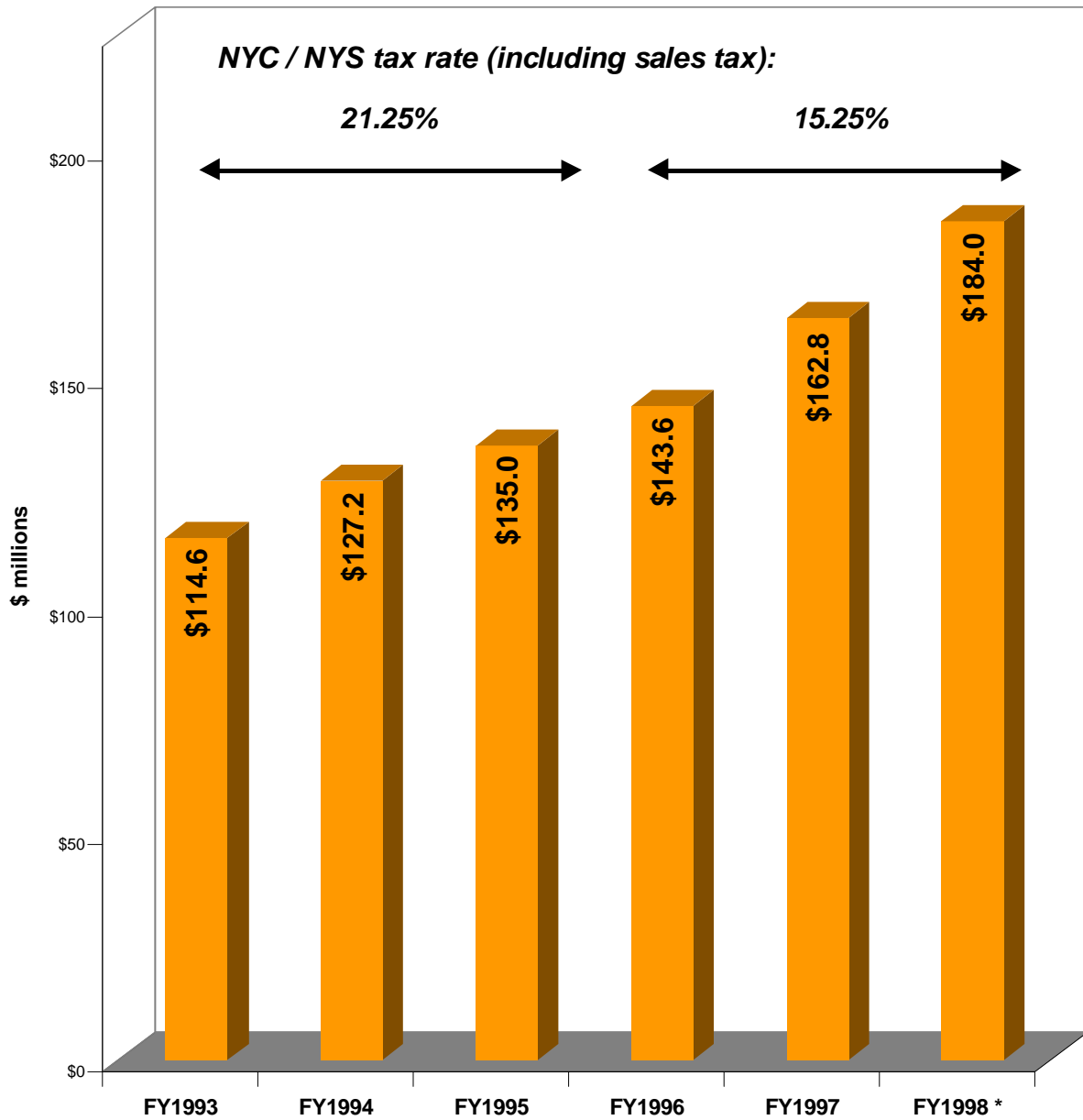
School Tax Relief. In Fiscal 1998 DOF began processing applications for the New York State School Tax Relief (STAR) exemption program. The program provides school property tax exemptions to owners of one-, two-, and three-family homes, co-ops, and condominiums if the properties are the primary residence of the owner. All residents who meet this criterion are eligible for the basic STAR exemption; senior citizens over the age of 65 whose annual income is no greater than \$60,000 can qualify for an enhanced exemption. The basic exemption for all owner-occupied primary residences will become effective beginning July 1, 1999; the enhanced exemption for senior citizens became effective beginning July 1, 1998. In November 1997 DOF mailed personalized applications to 930,000 potential STAR recipients. Approximately 260,000 eligible applications were received by the Department in Fiscal 1998. Just under 100,000 taxpayers were approved for the enhanced exemption, valued at slightly above \$291 million. To date, 190,000 individuals have applied for the basic exemption. Thirty thousand seniors already participating in the Senior Citizen Homeowner Exemption (SCHE) program, which is not a part of the STAR program, have been pre-approved for the enhanced exemption.

Business Tax. Beginning with the 1997 tax year, firms subject to the Unincorporated Business Tax (UBT), with tax liabilities up to \$1,800, became eligible to receive a full credit; firms with tax liabilities between \$1,800 and \$3,200 became eligible for a partial credit; and owners of unincorporated businesses who are City residents also became eligible to receive a partial personal income tax credit based on UBT payments. The tax credits resulted in business savings totaling \$93 million in Fiscal 1998, a level expected to continue in Fiscal 1999.

Veteran Seniors. On April 6, 1998 Mayor Giuliani signed into law a City Council measure allowing senior citizens to deduct their veterans' disability compensation benefits in determining eligibility for the Senior Citizens Homeowners Exemption (SCHE). The new law ensures that veterans are not denied SCHE benefits because they receive compensation for injuries sustained during military service.

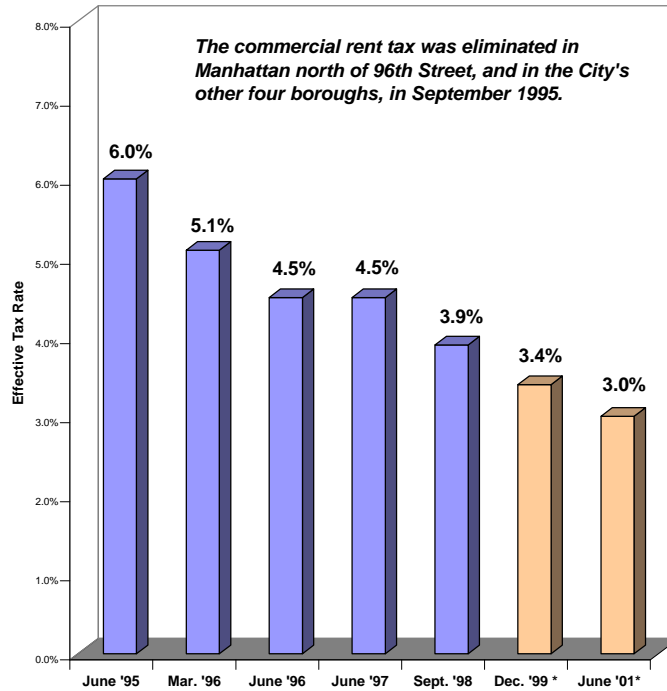
Department of Finance

New York City Hotel Tax Receipts



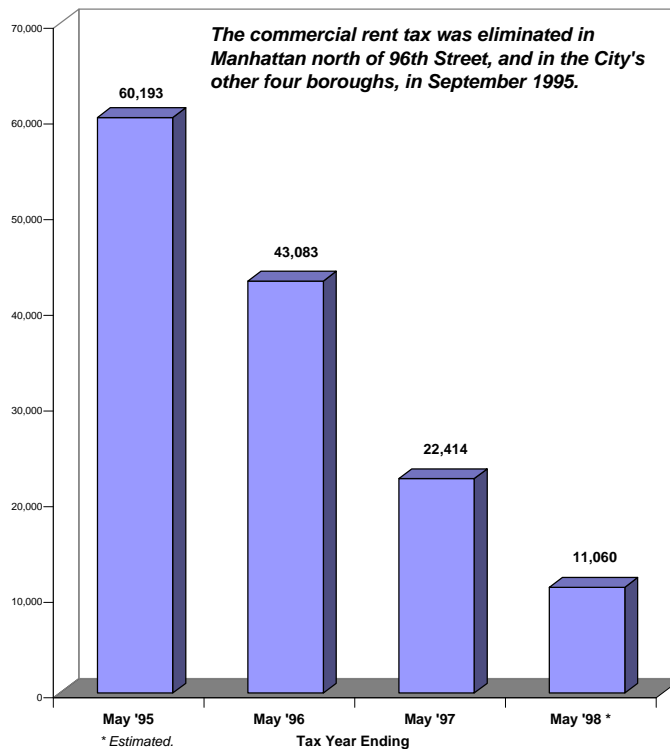
*The Fiscal 1998 figure is projected by the Office of Management and Budget.

NYC Commercial Rent Tax Reduction



* Proposed in the Fiscal 1999 Executive Budget.

NYC Commercial Rent Tax Reduction Number of Commercial Rent Taxpayers



* Estimated.

Theater Production. New York State has enacted a law waiving the City's 4 percent portion of sales tax on the tangible aspects of theater production, effective March 1998. This measure will reduce the cost of commercial theatrical productions in New York by eliminating City sales tax on the construction, rental, and servicing of all aspects of physical production including sets, costumes, lights, and sound. These savings will allow shows to run longer and theatrical investors to earn back their investments more quickly, thereby encouraging greater investment in an industry which is vital to the City's prestige, identity, and economic health. The Mayor's Office of Film, Theater, and Broadcasting is currently working with the State to produce a booklet of guidelines for this theater tax exemption, similar to an earlier guide for the film and television industry.

BUSINESS SERVICES

BUSINESS ASSISTANCE

Neighborhood Outreach. The Department of Business Services (DBS) operates the City Business Assistance Program, which sends agents directly to business locations in order to help small business owners find resources, resolve zoning issues, identify space, obtain licenses and permits, plan business start-ups, eliminate red tape, obtain financial assistance, and answer taxation and procurement inquiries. During Fiscal 1998 the program opened 1,612 cases, of which 1,450 were resolved by the end of the fiscal year. In Fiscal 1997 DBS introduced an initiative designed to help business owners comply with City regulations and avoid summonses. Business assistance agents visit commercial districts to advise business owners on City rules and procedures governing stoopline laws, sidewalk laws, sidewalk cleaning, and outside vending. These efforts improve the business environment and keep businesses informed of their obligations. Chinatown and Brighton Beach are the most recent target areas for the initiative, which has also been implemented in Jackson Heights, Woodside, Rockaway, and 86th Street (Broadway).

Business Improvement Districts. The Department manages the City's Business Improvement District (BID) program. BIDs are economic vehicles that unite a community's businesses to promote and enhance their business area. During Fiscal 1998 the Montague Street BID was established, raising the total number of BIDs in Brooklyn to 13; there are also 3 BIDs in the Bronx, 18 in Manhattan, and 7 in Queens. During Fiscal 1998 DBS extended its oversight of BID activities through guidelines on contract compliance, attendance at committee and board meetings, and review of year-end audits. The Department attends the committee meetings of all BIDs in order to advise on programs, service delivery, and policy. Department staff also attend both board meetings and Finance and Audit Committee meetings to review each BID's fiscal status. In Spring 1998 DBS advised the BIDs that they must report all new non-routine activities and initiatives; all contacts with City agencies related to non-routine activities, initiatives, or programs; and all new expenditures of monies and/or modifications of adopted budgets.

Commercial Revitalization. The Commercial Revitalization Program improves targeted commercial streets by stimulating private investment, reducing vacancies, and helping to increase the profitability of local businesses. Assistance to Commercial Revitalization areas occurs through grants that fund storefront and public infrastructure improvements, marketing and promotion programs, and technical assistance, including assistance in determining the feasibility of creating a BID. Since 1994 three Commercial Revitalization target areas have successfully become BIDs. During Fiscal 1998, 68 Commercial Revitalization areas throughout the City were awarded a total of \$4.3 million, compared to 63 areas and \$3.7 million during Fiscal 1997.

Economic Development Zones. The State Economic Development Zone Program (EDZ) was created to stimulate economic growth in a number of the State's distressed areas. The program provides assistance through a variety of targeted incentives such as wage and investment tax credits, as well as utility benefits to new and expanding commercial and industrial firms. During Fiscal 1998 DBS certified 104 companies as EDZ-eligible, raising the total number of companies certified to 974. In Fiscal 1998 EDZ-certified companies created new investments totaling approximately \$274 million, raising the total dollar

value of EDZ-certified company investments since 1994 to approximately \$687 million. In June 1998 the State designated the Brooklyn Navy Yard/North Brooklyn area as the City's ninth EDZ. Other Economic Development Zones in New York City are East Harlem in Manhattan; South Jamaica and Rockaway in Queens; Port Morris and Hunts Point in the Bronx; East New York and Southwest Brooklyn in Brooklyn; and the North Shore of Staten Island.

Energy Cost Assistance. The Energy Cost Savings Program (ECSP) offers up to 12 years of direct energy cost reductions to eligible industrial and commercial firms that are either relocating from designated areas within the five boroughs, or renovating or expanding within any City area. The program provides eligible businesses utility bill credits of up to 30 percent. During Fiscal 1998, 109 companies were approved as eligible to receive ECSP benefits, and ECSP awarded \$3.5 million in energy credits, lower than the \$4.3 million target because of an increase in the number of small-to medium-sized businesses that applied and were approved.

ELIMINATING ORGANIZED CRIME INFLUENCE

Trade Waste Commission. The Commission, both a regulatory and law enforcement agency, was created to end organized crime's stranglehold on the City's commercial carting industry. The Commission licenses carting companies and may deny licenses to applicants lacking good character, honesty, and integrity. To date, the Commission has barred 135 individuals with questionable backgrounds from the New York carting industry. In addition, the Commission may enforce administrative violations, make arrests, and refer criminal cases to the appropriate state or federal offices for prosecution. The Commission has also reduced the maximum rate that carting companies may charge their customers for removing waste from \$14.70 per cubic yard of loose waste to \$12.20 per cubic yard of loose waste. As of May 31, 1998 commercial carting costs in the City are averaging \$7.06 per cubic yard of loose waste, 52 percent lower than the \$14.70 maximum allowable carting rate in effect before the creation of the Commission.

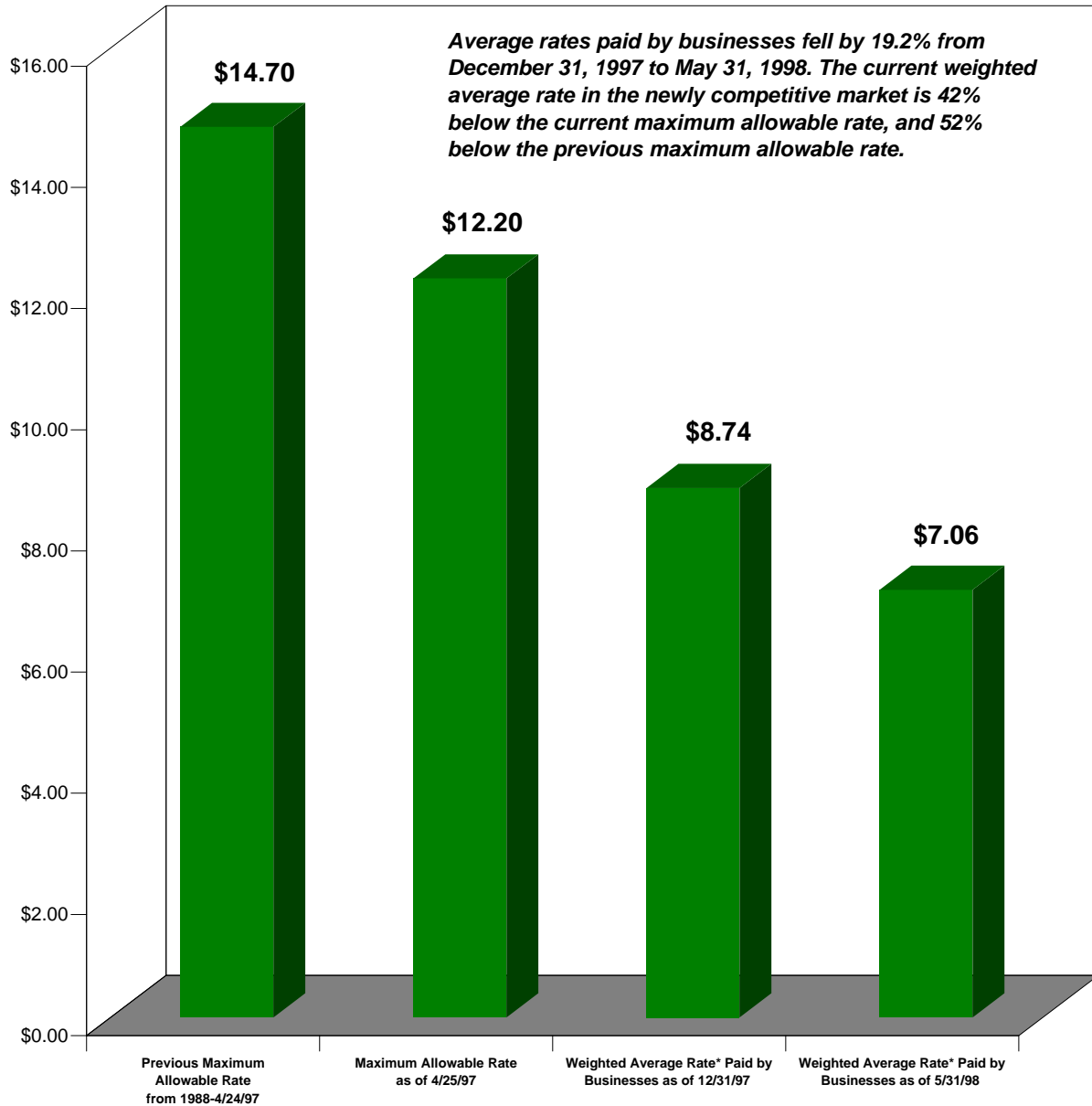
Fulton Fish Market. The Department of Business Services is responsible for providing security, supervision, and enforcement at designated City wholesale markets, including the Fulton Fish Market and the Hunts Point Produce Market. As part of the ongoing Fulton Fish Market initiative, DBS is in the process of re-registering 52 wholesalers. During Fiscal 1998 rent revenues at the Fulton Fish Market increased 31.2 percent, to \$2.1 million, compared to \$1.6 million collected during Fiscal 1997. Prices have remained below the levels seen before the City's reforms; as of the first half of Calendar 1998, the average price of top-selling finfish, adjusted for national trends, was 1.1 percent below the average price seen three years earlier. The volume of business conducted at the Market also continues to rise. The total volume of fish sold at the Market reached 218 million pounds in Fiscal 1998, 13 percent more than in Fiscal 1997.

REGULATORY REFORM

Collection Consolidation. DOF is spearheading a multi-agency Consolidation 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. The current phase of the project focuses on the development of combined borough payment and adjudication centers. The Staten Island Borough Payment and Adjudication Center opened in September 1997, eight months ahead of schedule, while the Queens Borough Payment and Adjudication Center opened in January 1998. On average, customers at these centers wait only 15 minutes for service or hearings. The Bronx and Manhattan Centers are in the process of site selection, and the Brooklyn Center, located at 210 Joralemon Street, will open in January 2000.

Trade Waste Commission

Trade Waste Rates per Cubic Yard of Loose Waste



**The weighted average rate is based on the volume of waste generated by individual sampled businesses.*

The Department's ongoing efforts to facilitate its collection activities by consolidating judgment debt owed to the City continue with the integration of collection data from the Department of Health (DOH) into the Citywide Agency Management Information System (CAMIS). As of May 1997 all DOH adjudication and payment information had been converted. Work on the preliminary user requirements analysis necessary for the conversion of Taxi and Limousine Commission (TLC) data into CAMIS began in October 1997, and was completed in March 1998. The system design and development phase, which began in March 1998, will configure CAMIS to incorporate TLC business transactions, which include licensing, enforcement, and adjudications, while also satisfying TLC's year 2000 compliance requirements. The Department expects TLC data to be available in CAMIS by Calendar 1999.

Fire Department Regulation. The Fire Department is streamlining portions of its fire safety regulations. The most ambitious component of this work is a comprehensive revision of the Fire Code in order to eliminate and/or consolidate duplicative sections. The Department will be guided by national standards of fire prevention and national fire safety regulations. The revision will reflect advanced technologies that have made some of the existing provisions obsolete. The review is currently approximately 30 percent complete; due to the size, complexity and scope of the code, comprehensive review is expected to continue through Fiscal 2003. In Fiscal 1998 the Department drafted revised code sections that regulate explosives, fireworks, film special effects, and liquefied petroleum gas. In addition, the passage of new local laws regarding motor fuel storage and mechanical refrigeration are expected in the end of Fiscal 1999.

Other projects include the consolidation of testing for fire safety certification and the consolidation of fire prevention inspections required for certain public places. Inspections for restaurants, catering businesses, and other cooking establishments will be unified in October 1998. Testing for the issuance of the Certificate of Fitness, which certifies individuals who operate potentially hazardous equipment, are responsible for fire safety at work, or manage and maintain buildings, will also be streamlined. The Department will eliminate test categories with redundant questions, while maintaining high standards for certification; the exam categories will be reduced from 193 to approximately 50. It is expected that the consolidation will be completed by December 1998.

Department of Buildings Regulation. DOB has streamlined its regulatory process through expanded options for professional certification and through regulatory changes designed to make it easier to do business. Professional certifications by engineers, architects and licensed master tradesman and contractors were extended to additional categories of work related to plan examinations, boiler and burner applications, electrical work, plumbing, elevator plans, and other categories. The Department helped obtain passage of a local law expanding the types of work applications that may be filed by licensed tradesman rather than architects and engineers, and amended rules to make it easier and less costly to seal vacant buildings without sacrificing safety. The Department also instituted Express Service, integrating specific plan review, permitting and inspection functions, formerly under the authority of the departments of Environmental Protection and Transportation, into the Department of Buildings, thus creating a simpler and more timely process for obtaining the multiple approvals needed for building work.

PLANNING FOR ECONOMIC DEVELOPMENT

As part of the Administration's efforts to revitalize New York's port facilities and shipping industry, the Economic Development Corporation (EDC) has hired a consulting firm to prepare a strategic plan for the redevelopment of the Port of New York. The plan, scheduled for completion in December 1998, will present a long-term port development strategy that addresses economic development opportunities, issues of waterfront access, and environmental concerns. The consultants have forecasted global trends and identified future trade partners and port and transportation technologies that can maximize the Port of New York's ability to capture trade. The study's public-outreach approach has included steering and advisory committees composed of public agencies, elected officials, community boards, local development groups, the business community, labor unions, and environmental advocacy groups throughout the region. With this input, the plan will identify opportunities for waterfront public access that are compatible with commercial port activities. Ensuring that port and redevelopment plans do not place undue burdens on surrounding communities or the natural environment is an integral part of the study. While addressing the redevelopment of the Port of New York as a whole, the plan will focus specifically on the Red Hook Container Terminal, Erie Basin, South Brooklyn Marine Terminal, Bush Terminal, 65th Street Railyard in Brooklyn, and Howland Hook Container Terminal in Staten Island. In conducting the analysis, EDC is consulting studies by the Port Authority of New York and New Jersey and the Army Corps of Engineers, both of which focused on other aspects of the region's harbor resources.

In March 1998 Mayor Giuliani, Senator Moynihan, and Senator D'Amato joined in support of a major initiative to consider a rail freight tunnel for New York City. EDC announced the selection of an engineering firm to prepare a Major Investment Study (MIS) that could lead to the development of a cross-harbor rail freight tunnel, which will be considered in addition to other cross-harbor freight movement alternatives. 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, compared with a national average for rail-transported freight of 26 percent. The high volume of vehicular freight movement contributes to traffic congestion, wear and tear on infrastructure, and higher freight and manufacturing costs. It is estimated that congestion results in an annual loss of \$12 billion annually in the New York City region. The Cross-Harbor Freight Movement MIS will be prepared with input from businesses, affected communities and elected officials. EDC's effort will be coordinated with complementary transportation projects sponsored by the State Department of Transportation, the Port Authority of New York and New Jersey, and City agencies. The MIS will take 18 to 24 months to complete.

During Fiscal 1998 EDC worked with a consultant to produce the first comprehensive analysis of the City's heliport infrastructure and helicopter activity. The New York City Heliport and Helicopter Master Plan Study evaluated each heliport in the City in order to establish recommendations that achieve a balance between the local helicopter industry's needs and the quality of life in the neighborhoods most directly affected. The balance will be achieved primarily through a policy that eliminates unnecessary helicopter traffic at City-owned heliports, redistributing helicopter activity to heliports that are further removed from residential areas. The study affirmed the benefits of the City's decision to close the East 60th Street heliport and recommended infrastructure improvements at the remaining heliports to reduce helicopter-generated noise. The City is currently reviewing these recommendations to reduce helicopter flights over residential areas.

In Fiscal 1998 the on-going Lower Manhattan Revitalization Program, which was designed to stimulate economic development in lower Manhattan and provides an array of tax benefits for eligible commercial tenants, received several legislative amendments which affected the tax abatements. Among them were an extension of the application filing deadline for abatement benefits on leased commercial space, from March 31, 1998 to March 31, 2000; and an extension, from March 31, 2004 to March 31, 2007, of the period from which benefits can be received. The commercial rent tax provisions relating to the special reduction available to eligible lower Manhattan tenants have been amended to reflect the new three year minimum lease term requirement. Also, certain lowered eligibility requirements enacted in 1996 for tenants in privately owned buildings have been retroactively extended to tenants in government owned buildings. As of August 31, 1998 the Department had received 487 tax abatement applications covering nearly seven million square feet.

PUBLIC/PRIVATE INITIATIVES

By enlisting private business as a partner in government, the City can draw on state-of-the-art techniques to improve operations and service delivery. Some initiatives of this type, such as the Department of Transportation's Adopt-a-Highway program for arterial maintenance, are discussed in other sections of this Summary Volume. The following is an update on some public/private initiatives developed by agencies to improve maintenance and service operations.

Homeless Services. During Fiscal 1998 the Department of Homeless Services (DHS) continued efforts to privatize its shelters, which has proven to be the best method of improving the quality of services to homeless people. DHS has reorganized itself as an agency that primarily administers contracted services, allowing it to focus on the establishment of performance criteria for providers and an incentive system that fosters efficient and effective services. The homeless shelter system now includes 110 privately-operated shelters, a 22 percent increase since Fiscal 1994, and 15 City-operated shelters.

During Fiscal 1999 the Department plans to contract out the management of the Bedford Atlantic Shelter (350 beds for men), the Brooklyn Women's Shelter (229 beds), and the Franklin Avenue Men's Shelter (200 beds). These three adult shelters will offer Pre-Program beds during Fiscal 1999. Pre-Program shelters provide supportive services to clients through intensive intervention strategies; refer and transfer clients to appropriate shelter-based programs for substance abuse, mental health, or employment services; and place clients into either non-shelter housing or residential treatment programs outside the Department's shelter system. DHS will also proceed with the contracting out of its Camp La Guardia facility in Fiscal 1999, and services at the Springfield Gardens family shelter will be contracted for private management by the end of Fiscal 1999.

At the same time, the Department has decided not to proceed with the proposals received from providers for the operation of several facilities for homeless families: the Jamaica, Powers, Linden, and Flatlands shelters. The Catherine Street Shelter will continue to be operated by the Department, and a model employment program for families will be developed at the site.

In Fiscal 1998 the Department 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 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-age children of families residing at shelters. In Fiscal 1999 the initiative will be expanded to include outreach providers, who will be evaluated based on the number of clients who completed detoxification programs, entered and were assessed in the shelter system, or were placed into long-term housing. Consistent with the Department's mission of helping its clients toward independent living, as well as federal, State, and City requirements for public assistance recipients, the Department has added employment-related performance criteria to the contracts of adult and family shelter providers for Fiscal 1999.

Health Purchasing Alliance. The Mayor's Office of Health Services is working with the Department of Health's new Division of Health Care Access on a series of insurance initiatives. Mayor Giuliani announced in January 1998 that the City would make available \$1 million in seed money to help address the problem of the uninsured, increase competition in the health insurance market, and promote the use of quality information in health insurance purchasing decisions. The funding is being used to establish a citywide health purchasing alliance. The alliance will be a membership organization for small businesses, enabling them to provide their employees a choice of affordable health insurance benefit packages, including comparative information on customer satisfaction and quality. The contract, to be monitored by the Division of Health Care Access, was awarded in July 1998; the selected contractor, with the City's support, will contract with multiple insurance carriers and a third-party administrator, and will develop a distribution system and marketing plan in order to offer these new benefits by early in Calendar 1999.

Scattered-Site Housing Developments. As part of its Contracted Management Program, NYCHA contracts with private management companies to manage selected scattered-site developments. These firms handle rent collection, apartment rental inspection, evictions, maintenance, emergency preparedness, and the enforcement of resident regulations. On a citywide basis, private companies currently manage a total of 3,064 Authority-owned units in eight consolidated sites consisting of 27 individual developments. In August 1998 NYCHA plans to put an additional 1,044 units in nine individual developments under private management. 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.

Vehicle Fleet Maintenance. In Fiscal 1996 the Department of Citywide Administrative Services (DCAS) and its 38 client agencies contracted with a private vendor to service automobiles, vans, and pickups via a New York State contract for vehicle maintenance services. Through this effort DCAS reduced vehicle downtime (the amount of time a vehicle is unavailable due to accidents or repairs) from 10 percent in Fiscal 1995 to 2 percent in both Fiscal 1997 and Fiscal 1998. The contract has also helped the City reduce its annual average maintenance costs per vehicle from approximately \$3,100 to approximately \$1,250 a year.

Parks. In February 1998 DPR signed an agreement that formalized its partnership with the Central Park Conservancy, a private not-for-profit organization that has worked with the Department since 1980 to restore and maintain Central Park. The contract strengthened the Conservancy's commitment to daily maintenance activities in the Park, ensuring that Central Park will be preserved for future generations to enjoy. Under the agreement, the Conservancy will spend at least \$5 million on park maintenance annually for eight years, beginning in Fiscal 1998. In turn, the City will contribute \$1 million annually, plus an additional level of funding proportionate to the amount raised and spent by the Conservancy beyond its \$5 million annual commitment. DPR retains responsibility for the overall management of the Park.

In June 1998 DPR renewed a contract for the operation of its Bronx Garage and the maintenance and repair of approximately 300 vehicles. In its first two years of operation, the contractor had reduced the average vehicle downtime rate from 20 percent to under 5 percent; and during its first year the contract generated savings of 38 percent compared to the cost of previous in-house vehicle maintenance. In August 1997 the Department expanded this program to include an additional 340 vehicles from the Prospect Park and Coney Island Garages in Brooklyn, as well as the operation of the garages themselves. During the first three months of the contract the private contractor cleaned, reorganized, and purchased new equipment for the garages. The contract's goal was to reduce the out-of-service rate to 5 percent by the end of February 1998; the actual out-of-service rate in February 1998 was 2.5 percent and remained below 4 percent through July 1998. Over the two years of this contract DPR expects to save nearly \$800,000.

Youth Employment. In March 1996 Mayor Giuliani created the Youth Empowerment Services (YES) Commission to coordinate the resources of the public, private, and not-for-profit sectors in order to expand employment opportunities for New York City's youth. The membership of the Commission consists of civic leaders from the private, public, and not-for-profit sectors. The Commission and Mayor Giuliani inaugurated the City's annual summer youth employment program campaign on June 1, 1998, urging private businesses to provide summer employment opportunities for young people. The City's coordinated campaign resulted in 56,622 job placements during the summer of 1998, compared with 52,047 job placements in Summer 1997 and 39,589 placements in Summer 1996.

Public Education. The City's initiatives for improving public education include important elements that are supported by private funds. In Fiscal 1998 Mayor Giuliani raised \$150 million for Project Smart Schools. This project is a collaborative effort of the Administration, the Board of Education, and the private sector to provide instructional computers in classrooms. To date, 13,788 computers have been installed in a total of 3,447 classrooms, and the Board plans to install computers in 4,400 additional classrooms during the 1998-99 school year. The Administration also allocated \$25 million to Project Arts in Fiscal 1998. This program, in partnership with the Annenberg Foundation, arts and cultural institutions, and the Board, reintegrates the arts into the curriculum of the City public schools. Approximately 400 schools received Project Arts funding during the 1997-98 school year. A total of \$52 million, including \$25 million in City funding and \$2 million in private funds, will support 400 additional schools in the 1998-99 school year.

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

Neighborhood-Based Services. The Administration for Children's Services (ACS) continues to redesign its operations through the implementation of its Reform Plan initiatives. ACS is moving toward a neighborhood-based service system where children and families may receive the preventive and foster care services they need in their own communities. Based on a Request for Proposals (RFP) released in June 1998, a new initiative for families living in the Bronx will begin in Spring 1999; the Agency plans to release another RFP, to expand neighborhood-based services citywide, beginning in Fall 1999. As part of the emphasis on improving preventive and foster care services, these new contracts will also set stricter performance standards, such as enhanced training requirements for foster parents, and promote a higher level of accountability.

Quality and Accountability. In Winter 1998 the Quality Assurance Department and Division of Child Protection conducted a workflow analysis of protective service casework. It entailed tracking a sample of cases from intake, through investigation, to data entry in the Agency's computer database. In response to the findings, the Quality Assurance Department provided targeted training to staff needing a review of procedures in June 1998. The Agency expects these measures to improve the accuracy and quality of both supervisory and casework practice in child protective services.

After ACS completed its review of protective services in Winter 1998, its Quality Assurance Department and its Division of Child Protection collaborated to develop and introduce a new guide for use of the CONNECTIONS computer system, covering work practices for both caseworkers and supervisors. The guide outlines the documentation necessary in CONNECTIONS to record both the timeliness of investigations and the substance of caseworker responsibility, such as risk assessments, and requires supervisors to document in CONNECTIONS whether they have reviewed cases with caseworkers. This new guide improves on current materials in the field offices by alerting caseworkers to a broader range of issues to be reviewed with the family during investigations, such as the family's disciplinary methods. ACS introduced the guide in two Brooklyn field offices in February 1998, and is currently evaluating it to determine its impact and make the necessary modifications.

Interagency Coordination. 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. By the end of Spring 1998 ACS finished training both NYPD and its own staff for participation in the Instant Response Teams. Their purpose is to facilitate the sharing of case information between ACS and law enforcement agencies at the earliest possible stage of a case's development, to perform joint investigations of severe physical and sexual abuse cases, and to coordinate cases involving domestic violence. The teams became operational in June 1998 and are now responding to calls referred to them by both the State Central Register and the Special Victims squads at NYPD.

The Instant Response Team protocol ensures not only rapid response, but also that the child is removed to a Child Advocacy Center or other facility where medical treatment, interviews and follow-up work can be performed by the team. Overlapping and repetitive interviewing of children is eliminated by the team approach, and prosecutors will be enabled to better prepare criminal cases where appropriate. By the end of Fiscal 1999, the program will be fully operational with 21 Instant Response Team coordinators in all five boroughs, available 24 hours a day to respond to serious cases. The teams will work closely with Child Advocacy Centers and other specialized programs that offer a safe, caring environment for treatment and evaluation of victims. There are four such facilities in Manhattan, two in the Bronx, and one

in Brooklyn, with others being developed in Queens and Staten Island. To further the collaborative approach to services, in June 1998 the ACS Queens field office began holding multidisciplinary case conferences within 72 hours of the removal of a child from the home due to abuse and/or neglect. The purpose of the meeting is to assemble parties involved in the life of the child and family, the ACS caseworker, and professionals such as teachers and doctors to assist ACS in making more informed decisions about the child's placement and permanency plan at an earlier stage.

The Agency and the Board of Education also collaborate to serve children known to both organizations. Selected ACS field office staff have completed training enabling them to access information about children from the Board's computer system, including school attendance and educational performance records. This linkage will provide easier access to information critical to effective investigations of alleged abuse and neglect.

Foster Care. ACS's RFP to expand neighborhood-based services citywide will also require contractors to use a "family-to-family" service approach for the delivery of foster care services when appropriate. This method entails more active participation of all parties during foster care. Foster parents act as mentors to the birth family; the foster family, the birth family, and the child are all involved in reviewing case progress and in planning for the child's future.

In June 1998 ACS began to enhance the monitoring of foster care services currently in place, both by interviewing foster parents and by conducting a random review of the foster care case records of both contract agencies and ACS direct services. The agency is currently producing and distributing evaluation reports to both the ACS and contract agency staff members who will implement necessary corrective measures.

Adoptions. During Fiscal 1998 ACS completed 3,848 adoptions compared to 4,009 adoptions completed in Fiscal 1997. Although the absolute number of adoptions in Fiscal 1998 was lower than that in Fiscal 1997, the percent of adoptions out of the total number of children eligible for adoption within a fiscal year increased to 89 percent in Fiscal 1998, compared with 74 percent in Fiscal 1997. By the end of June 1999 the Administration expects to complete 4,500 adoptions.

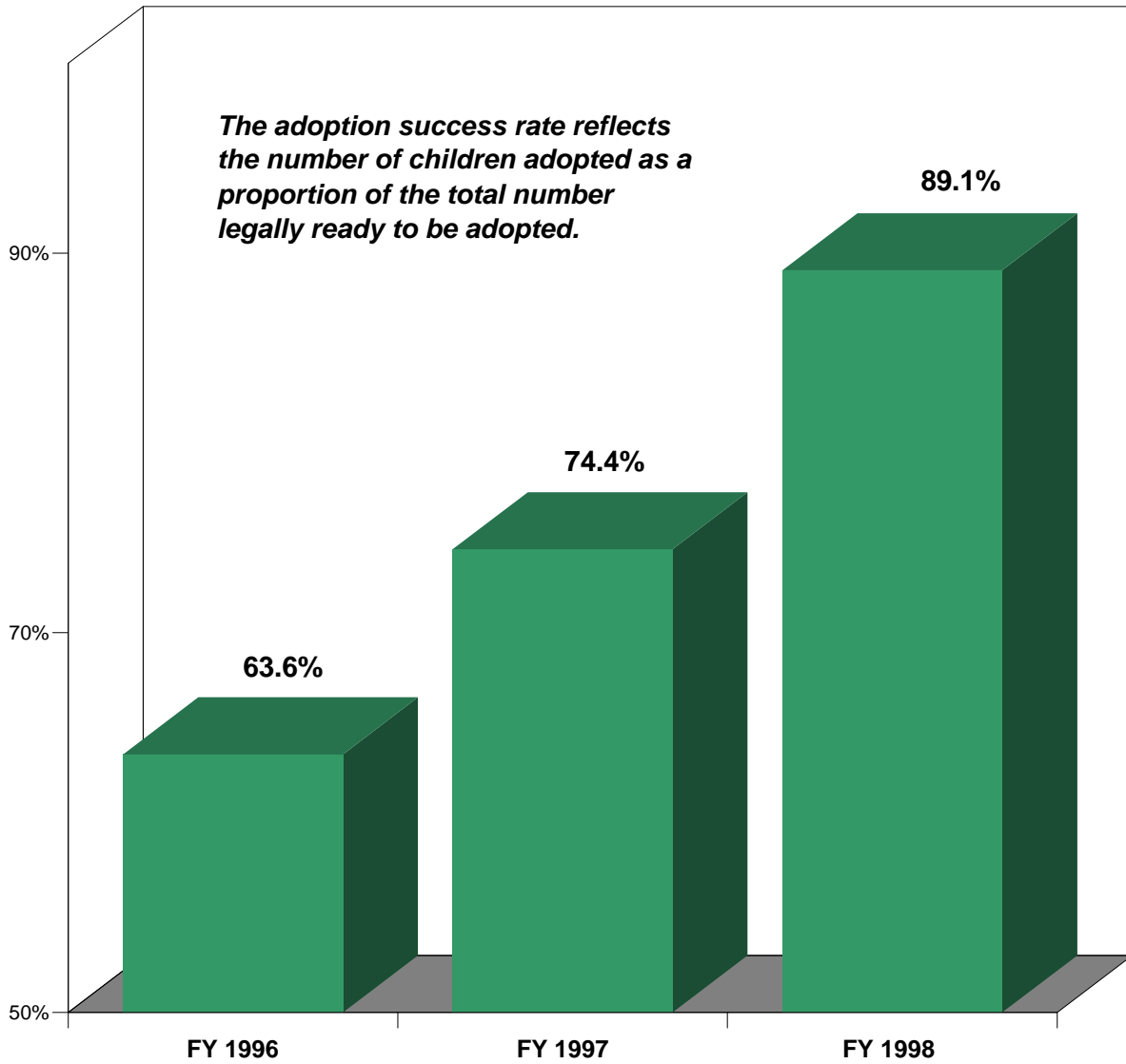
Child Care. A total of 18,180 children were provided with vouchers for the day care programs administered by ACS in Fiscal 1998, compared with 12,616 the previous year and only 3,920 in Fiscal 1996. With the advent of welfare reform, the need for efficient and timely child care services has increased. In Fiscal 1998 ACS's Agency for Child Development (ACD) began collaborating with other City agencies in order to meet this need. ACD and HRA began working with a not-for-profit foundation to locate summer child care for school-age children of public assistance clients who are participating in the employment-related activities. As of Summer 1998, 15 organizations had expressed an interest in enrolling a total of 1,200 children in summer day camps. ACD also conducted a survey of all its contracted programs to assess their capacity to expand their center-based and family day care. The Agency has also been analyzing available data on the demographics of its child care population. Both ACD and HRA are using these data as they formulate long-term plans to accommodate welfare reform programs.

The Head Start program was granted \$6 million in federal expansion funds in September 1997. These funds will allow the program to serve over 800 additional children in Fiscal 1999.

Child Support Collections. During Fiscal 1998 the ACS Office of Child Support Enforcement (OCSE) collected \$287.1 million in child support payments for New York City families, compared with \$256.2 million during the previous fiscal year, and targets collections of \$310 million in Fiscal 1999. OCSE's collections have grown steadily over the past four years, to a level nearly \$100 million higher than in Fiscal 1994, as a result of aggressive investigation and collection techniques involving automated records, data sharing, and better interagency coordination. Child support collections for public assistance cases alone have increased by 98.6 percent over this period.

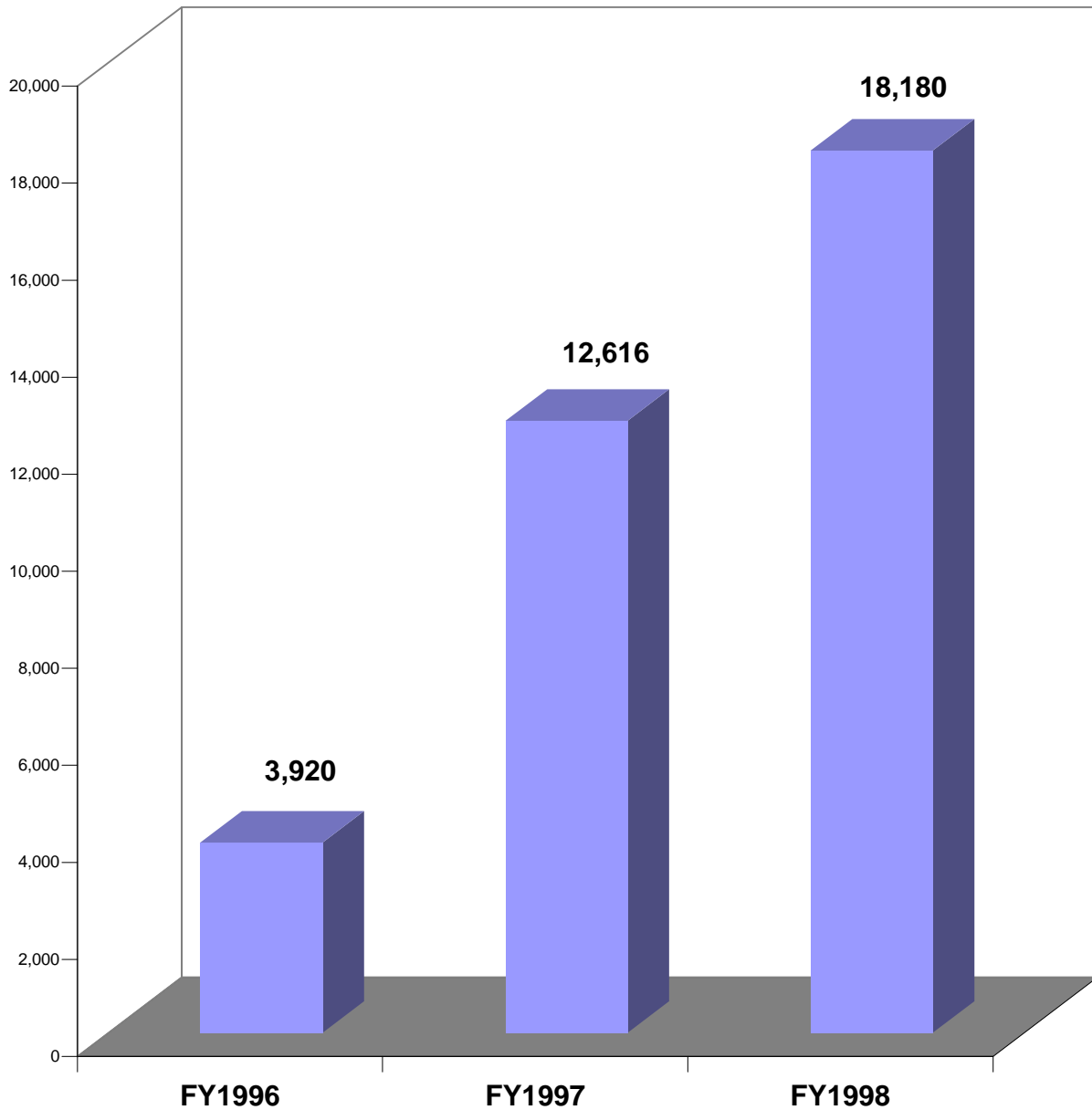
Administration for Children's Services

Adoption Success Rate



Administration for Children's Services

Number of Children Receiving Child Care through Vouchers



Changes in State law now permit Family Courts to require a parent who is delinquent in making child support payments to a family on public assistance to participate in work programs. In response, in August 1998 OCSE and a private corporation began collaborating to design and initiate a two-year employment program pilot. The Family Courts will refer participants to this program. Those individuals who agree to pay their delinquent support payments will not be required to participate.

PUBLIC SAFETY PROGRAMS

Police Action Against Child Abuse and Neglect. In cooperation with ACS, the District Attorneys' Offices, and the Criminal Justice Coordinator, during Fiscal 1998 the Department participated in the implementation of a new joint protocol for child abuse cases. Type I cases include suspicious fatalities of children under age 18; Type II cases include severe physical abuse and sexual abuse of children under age 11, and rape, sodomy, or forcible sexual abuse of children under age 18; Type III cases include those instances of sexual abuse of children from age 11 to age 17 that are not covered under Type II. Training has been expanded to include precinct-level domestic violence officers and investigators, as well as joint training of Special Victim Squad detectives and ACS caseworkers. As a result of the new joint protocol, Special Victim Squads experienced a 21 percent increase in reported child abuse cases, from 4,076 in Fiscal 1997 to 4,943 cases in Fiscal 1998.

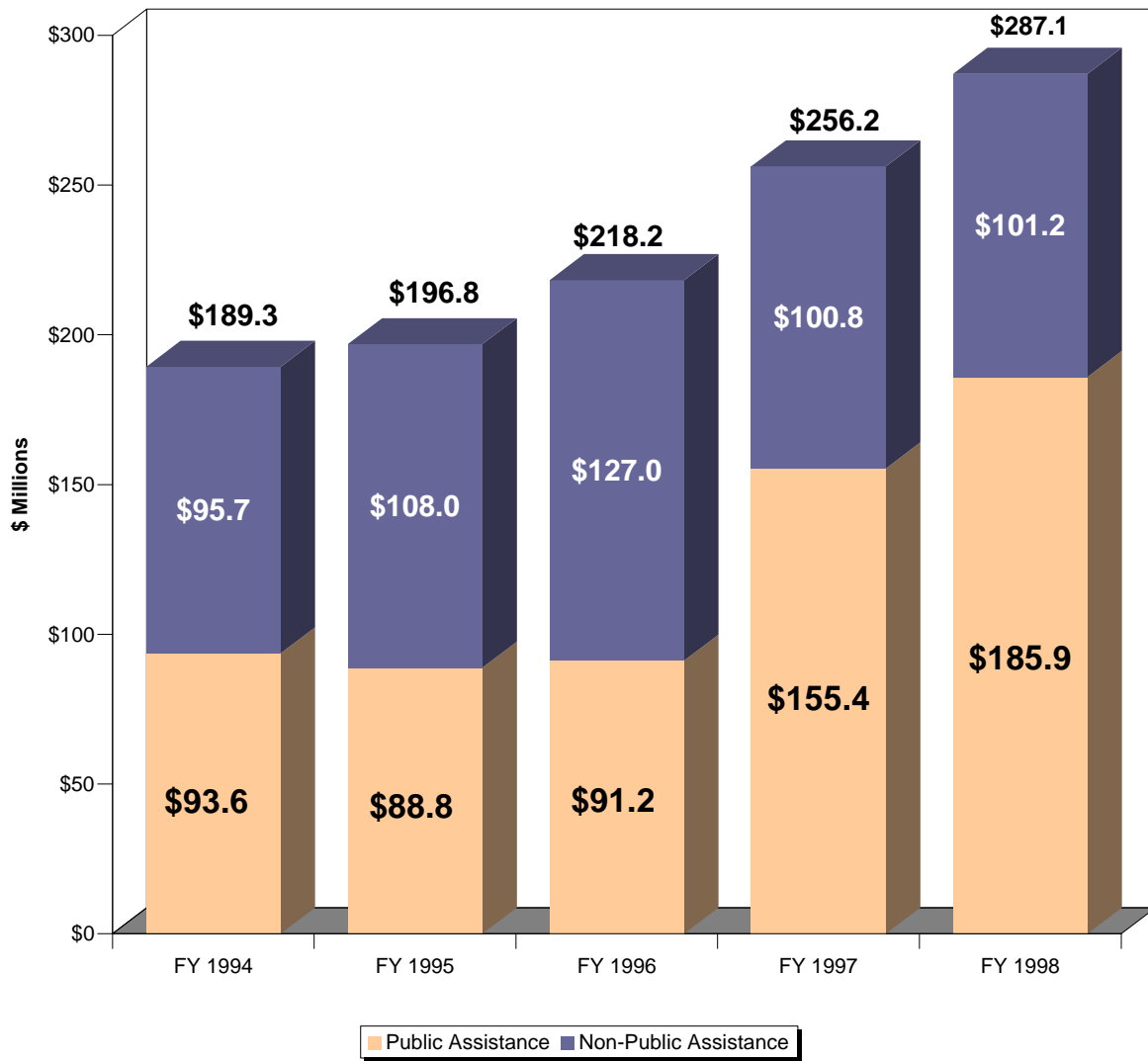
The Brooklyn Child Abuse Squad is stationed at the Brooklyn Child Advocacy Center, together with caseworkers from ACS, counselors, and prosecutors from the Brooklyn District Attorney's Office. The shared facility improves investigations since it eliminates the need for repeated interviews of victims and promotes information sharing between agencies. It also provides a child-friendly environment that reduces trauma to young victims and their families. During Fiscal 1998 the Child Abuse Squad investigated 2,006 cases and made 307 arrests.

Protecting School Areas. During Fiscal 1998 special drug enforcement attention was directed at New York City schools. NYPD's Narcotics Division closely monitors reported drug activity at 100 designated schools citywide, and made 3,099 drug arrests in and around public schools during Fiscal 1998. The Department's Safe Corridor Program is designed to provide a safe passage for students from drug dealers and other criminals as they travel to and from school during the school day. The program grew to cover 240 schools during the 1997-1998 school year, 53 more than in Fiscal 1997. A total of 117 police officers were assigned specifically to Safe Corridor schools, and an additional 30 officers were assigned to other schools throughout the City. Safe Corridor schools without an assigned officer received enhanced enforcement from precinct officers. During the 1997-1998 school year, the School Safety Grant Initiative Program targeted 142 schools, posting police officers in high visibility positions to deter crime and enhance student safety during school dismissal.

NYPD Youth Strategy. In addition to enforcement activities, the Department operates a number of programs designed to steer young people away from drugs, gangs, and criminal involvement. Selected commands within the Bronx, Brooklyn, and Queens are now participating in a Community Organization Youth Diversion program, which offers an alternative to arrest for misdemeanor offenses. Youth officers at nine precincts and one Housing Police Service Area may divert youth apprehended for minor crimes to designated social service agencies. Officers are required to contact parents, explain the program, obtain their consent, and make an appropriate agency referral. Participating agencies provide structured community service and counseling programs, submit written progress reports, and monitor each youth referred for one full year after completion of the program.

Administration for Children's Services

Child Support Collected



The Drug Abuse Resistance Education (DARE) Program teaches students to resist drugs and violence while providing alternatives to drug use. It gives students accurate information about alcohol and drugs, teaches them decision-making skills, and helps instill resistance to peer pressure to engage in gang activity and drug use. The 1997-1998 school year was the first full year during which the DARE program was presented in classrooms throughout the City; 67,288 children in kindergarten through grade 6 participated in the program. For students in grades 7 and 8, the Gang Resistance Education and Training (GREAT) program provides an eight-week classroom experience which educates young people about the consequences of gang involvement. Topics covered include crime victims' rights, cultural sensitivity, conflict resolution, responsibility, and goal setting. A total of 12,675 children received GREAT training during the 1997-1998 school year.

Probation Programs. The Alternative to Detention (ATD) program, which operates in Brooklyn, Queens, Manhattan, and the Bronx, provides educational instruction; individual and group counseling; and cultural and recreational activities for juveniles awaiting adjudication in the City's Family Courts. An expanded version of ATD advocates for the release of youngsters from detention while their court cases are pending. Youth considered for the expanded program are screened utilizing a battery of eligibility criteria. The Expanded Alternative to Detention program has been operating in Manhattan for two years and in the Bronx for one year; the program enrolled 330 youth in Fiscal 1998.

The Post-Residential Supervision Program is a contracted service between the Department and the State Office of Children and Family Services (OCFS). The program, which began admitting youth to the Linden House treatment facility in Brooklyn in December 1997, will serve between 100 and 130 youngsters who are released from OCFS residential care each year. Designed to provide transitional aftercare services, Linden House will supervise up to 50 youth from 8:00 a.m. until 8:00 p.m. each weekday. As of August 1, 1998, 94 youth had been enrolled in the program since its inception. Through the fourth quarter of Fiscal 1998, 18 youth had successfully completed the Community Care in Post-Residential Supervision segment of the placement term.

Juvenile Justice Programs. In Fiscal 1998 the Department of Juvenile Justice (DJJ) continued its emphasis on providing a high level of program services for youth in secure detention. The Department utilized grant funding from the federal Office of Juvenile Justice and Delinquency Prevention to develop new program initiatives for juveniles. The "Stop the Violence" project, which includes training for staff and residents in conflict resolution and crisis intervention, began in September 1998. The second grant is being used to create awareness about the need for special programs for females in secure and nonsecure detention, as well as in DJJ and Department of Probation community-based intervention programs.

The Department is also working with the Board of Education to revise its school program. In September 1998 the Board's Alternative Schools Division assumed responsibility for educational services at DJJ's secure detention facilities. The Department initiated this change in order to improve both the consistency and quality of instruction in its school program, to enhance overall services to youth in secure detention, and to facilitate re-integration into the school system in the community upon release from DJJ custody.

The Department offers community-based youth programs in an effort to provide a continuum of service to youth in its custody and to prevent youth from entering the juvenile justice system. The Aftercare program continues to work effectively with youth upon release from detention, providing support services to youth and their families. Aftercare opened 418 new cases during Fiscal 1998, a 17.4 percent increase compared with Fiscal 1997; a total of 496 youth received services from Aftercare during the fiscal year, an increase of 24.6 percent. The Department now emphasizes enrollment and monitoring of Aftercare participants and their siblings in the City's Summer Youth Employment Program.

Reduce Children's Violence (RCV) is a precinct-based program targeting youth under the age of 16 whose contact with police did not result in an arrest or detention. RCV offers case management and related services with the goal of diverting young people from criminal activity. Beginning in September 1999 DJJ will expand RCV by conducting a program jointly with NYCHA. A federal grant to NYCHA will be utilized to establish three additional RCV sites targeting the special needs of youth in public housing complexes at precincts in the Bronx, Brooklyn, and Staten Island.

A critical goal of these programs is to reduce recidivism. In Fiscal 1998 the Department worked to refine its database system to track secure detention readmissions among youth in the Agency's community-based programs. The system records all admissions to detention resulting from new charges for Aftercare and RCV participants, both while they are enrolled and after they have left the programs. The readmission-to-detention rates for youth enrolled in these programs were 6.8 percent for Aftercare during Fiscal 1998, and 8.7 percent for RCV from its inception in January 1994 through June 30, 1998. When the City's new Criminal Justice Information System (CJIS) comes on line in Fiscal 1999, DJJ will have the ability to track arrest data in order to refine its measurement of recidivism.

Box Cutters. In March 1998 the Department of Consumer Affairs (DCA) conducted a sweep of 53 stores, assessing merchant compliance with restrictions on selling box cutters to minors. Thirty eight of 53 stores surveyed citywide obeyed the law – a compliance rate of 72 percent, compared with 41 percent when enforcement began in February 1997. As part of the Department's enforcement sweep, DCA inspectors accompanied by volunteers under the age of 18 went to stores in all five boroughs that stocked box cutters; the stores were chosen for their proximity to schools. Wherever the teenaged undercover investigators succeeded in purchasing box cutters, merchants were issued violations; inspectors also checked to see if box cutters were displayed in a way that made them freely accessible to the public. As a result of the sweep, DCA issued multiple violations to 16 merchants and issued \$25,000 in fines.

COMMUNITY SERVICES

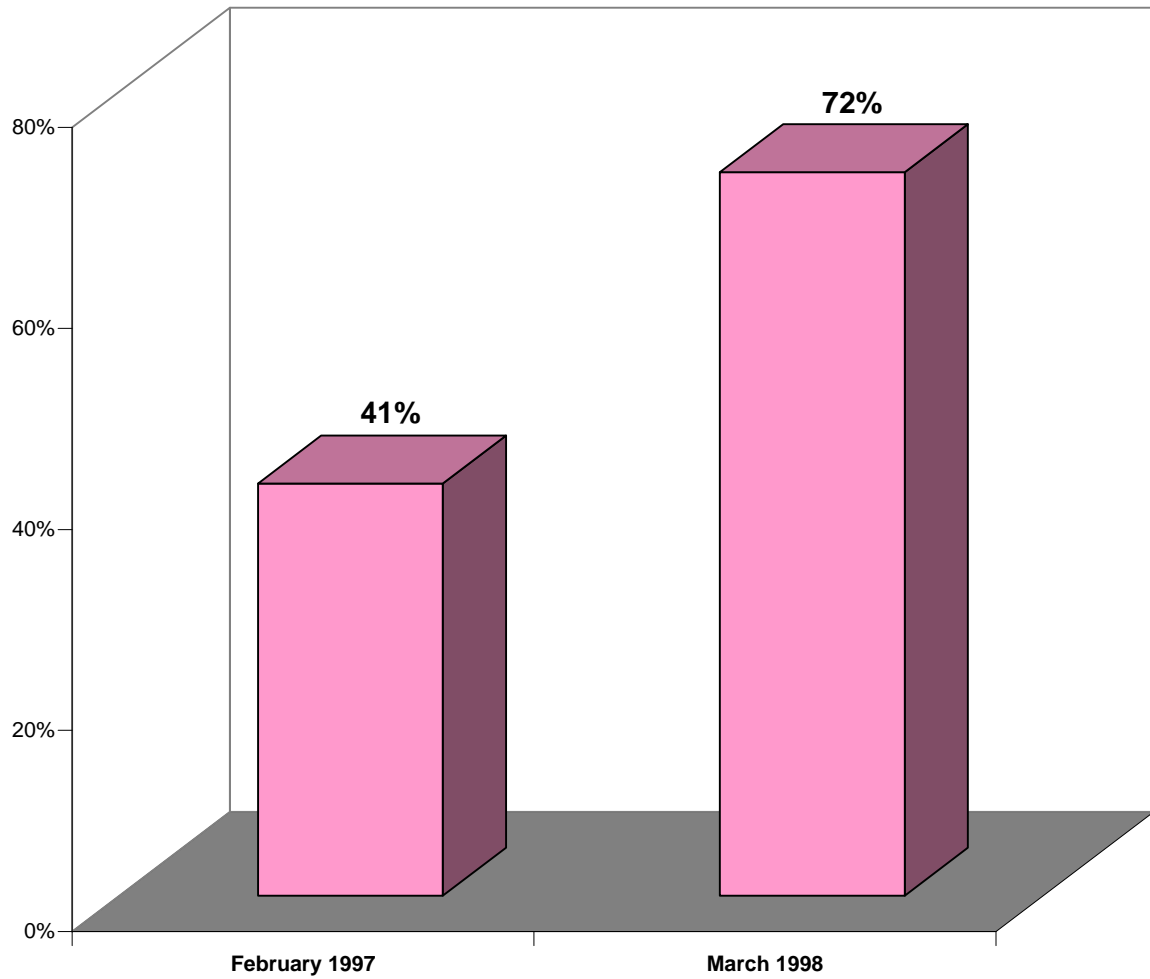
Public Housing. As part of the Mayor's initiative to remove drugs from our neighborhoods and schools, in Fiscal 1998 NYPD developed the After School Program for Interactive Recreation and Education (ASPIRE). ASPIRE is a partnership between NYPD and NYCHA. It is designed to serve children aged 9 to 19 within NYCHA developments and surrounding neighborhoods; its 10-week curriculum consists of half-hour workshops on leadership, responsibility, communication, drug prevention, conflict resolution, diversity, and decision-making, and includes team games that provoke thought and build trust. The goal of the program is to foster and enhance positive police/youth relationships. In Fiscal 1998, 1,500 children participated in the ASPIRE Program.

During Fiscal 1998 NYCHA continued Mayor Giuliani's Partners in Reading Program, introduced in Fiscal 1997 in collaboration with the Board of Education and the Mayor's Office. Through this program teachers, parents, and other volunteers participate in various instructional experiences with youth aged 6 through 8 in order to strengthen the children's reading, writing, and communication skills. During Fiscal 1998 the program expanded to 92 sites, serving over 5,000 children from 257 developments. In Fiscal 1999 the program will expand to 104 sites and serve over 5,100 children from 277 developments. Also in collaboration with the Board of Education, the Authority participated in the Alternative High School program during Fiscal 1998. Operating at 28 sites during Fiscal 1998, the program provides high school dropouts aged 15 to 21 with an opportunity either to pursue their high school or General Equivalency Diploma (GED) in an alternative setting, or to take classes in preparation for return to their local high school. In Fiscal 1998, 1,521 students were enrolled in the program, compared to 1,189 in Fiscal 1997.

Parks and Recreation. DPR operates the Playground Associates initiative, which provides structured recreational activities for children in small neighborhood parks. In Summer 1998, 242 Playground Associates – trained in first aid, basic park maintenance, community outreach, and program development – were stationed in playgrounds throughout the five boroughs. These sites were further supported by visits from six mobile recreation vans, which traveled citywide providing equipment and instruction for activities such as in-line skating, baseball, miniature golf, and board games. The Department also provides a variety of free athletic instruction throughout the five boroughs, including the Learn to Swim program, which taught swimming to approximately 5,000 children at its 33 outdoor pools in Summer 1997 and 1,244 children at 10 indoor pools in Fall 1997; drop-in baseball clinics at five sites throughout the City for children aged 8 to 13; the Learn To Play Tennis program, which provided free lessons in 40 parks for an average of 2,655 children each day during Summer 1998; and in-line skating clinics, which served 320 children at eight sites during Fall 1997.

Department of Consumer Affairs

Merchant Compliance with Restrictions Against the Sale of Box Cutters to Minors



The Department is expanding its use of technology to enhance its recreational programming. In April 1997 DPR opened its first computer resource center at the Alfred E. Smith Recreation Center in Manhattan. Since then, DPR has opened additional resource centers at the St. Mary's Recreation Center in the Bronx, the Cromwell Recreation Center in Staten Island, Jackie Robinson Recreation Center in Manhattan, Lost Battalion Hall Recreation Center in Queens, and St. John's Recreation Center in Brooklyn. This program, supported by funding from DPR and the City Parks Foundation as well as donations of computers from private sector corporations, provides people of all ages with an opportunity to improve their computer skills free of charge under the supervision of qualified instructors. Classes are available for children and adults in basic computer skills, including word processing, graphic design, and Internet use and development. Two centers currently allow for Internet access, and the Department plans to make the Internet available at the remaining centers. An additional four centers are planned to open by the end of Calendar 1998.

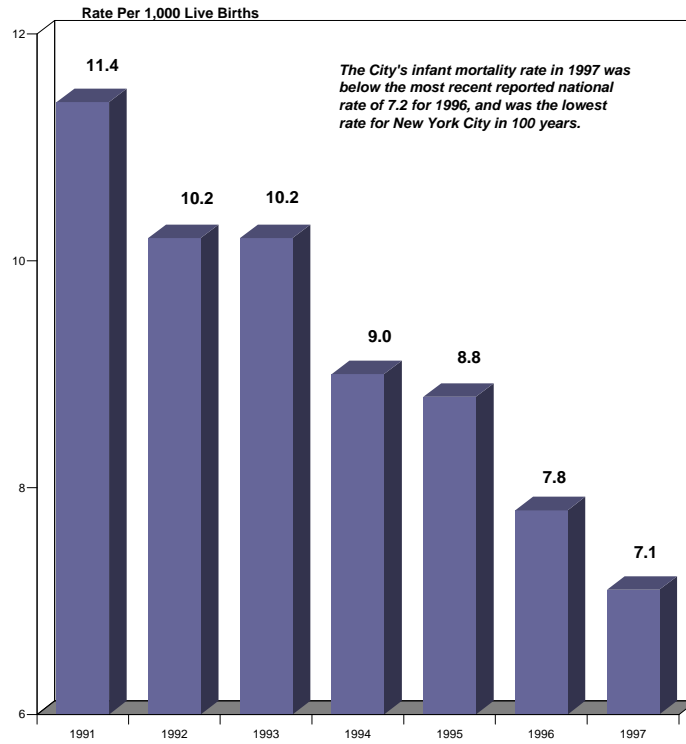
Public Libraries. The Connecting Libraries and Schools Program (CLASP), organized in collaboration with the Board of Education, is designed to encourage children in kindergarten through grade 8 to read more and to make full use of their neighborhood libraries. The project provides children with field trips to local branch libraries; workshops; after-school, summer, and weekend literacy programs; introductions to new library technology; and library card registrations. During Fiscal 1998 CLASP staff in the Brooklyn Public Library system conducted 2,710 sessions in 120 different schools; total attendance at these sessions exceeded 59,000 students, a 60 percent increase over Fiscal 1997. In the New York Public Library system, CLASP held 3,091 programs reaching 86,938 students, parents, and teachers in Fiscal 1998, compared with 2,300 programs and 72,052 students, parents, and teachers the previous year. In Queens, CLASP reached more than 64,368 students in public and private schools during Fiscal 1998. The CLASP program works closely with Project Read, the new Board of Education initiative designed to ensure that all students are reading at grade level by the end of grade 3.

CHILD HEALTH

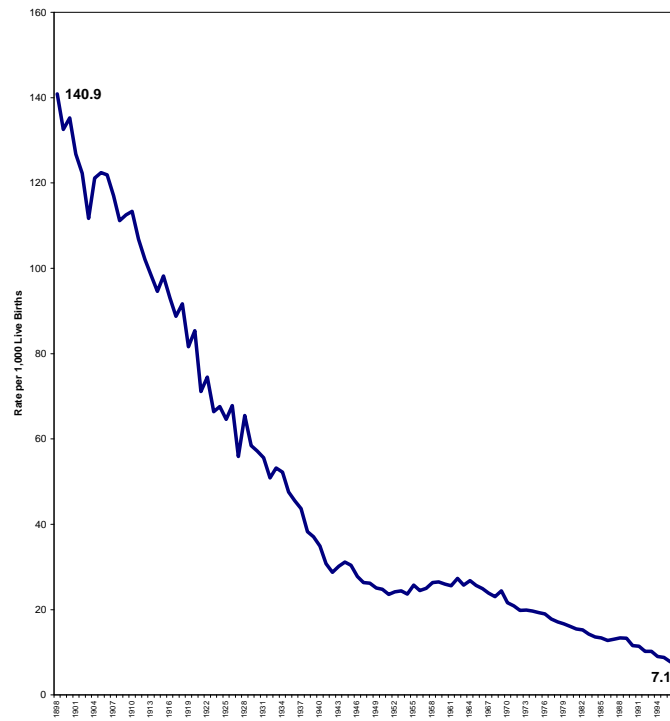
Infant Mortality. The citywide infant mortality rate for Calendar 1997 was 7.1 deaths per 1,000 live births, which represents both a historic low over a century of annual measurement and a decline of 9 percent from the 1996 rate of 7.8 per 1,000 live births. In 1997 there were 881 infant (children under one year of age) deaths and 123,313 live births. A large proportion of the City's neighborhoods which have historically seen high infant mortality rates have experienced substantial reductions in infant mortality over the past few years. However, since the number of infant deaths is small in relation to the number of births, year-to-year changes on the neighborhood level may represent statistical fluctuations and should be viewed with caution.

Immunization. Since January 1, 1997 all immunizations of New York City children from birth through age 7 must be reported to DOH. The Department records immunizations in the Citywide Immunization Registry, a central record-keeping system that enables public health officials to monitor citywide and neighborhood immunization levels. As of June 30, 1998, 99.6 percent of public and private hospitals, clinics, and other facilities were reporting. In addition, 69 percent of private physician practices, or 788 sites, were reporting to the registry as of June 30, 1998. A total of 1,460,986 children and approximately 6.3 million immunizations were entered into the registry in Fiscal 1998, compared with 852,598 children and 3.6 million immunizations in Fiscal 1997.

Citywide Infant Mortality Rates Calendar 1991-1997



Infant Mortality Rate New York City, 1898 to 1997



Office of Vital Statistics and Epidemiology, New York City Department of Health

During the last quarter of Fiscal 1998 the Child Vaccination Program (CVP) focused efforts on building public awareness through National Infant Immunization Week. In New York City, outreach and promotional efforts lasted throughout the entire month of April. CVP sponsored health fairs in East Harlem, the South Bronx, the Fort Greene section of Brooklyn, and Central Harlem; a week-long street outreach program was conducted in Manhattan's Washington Heights, while educational conferences on immunization were held in Fort Greene and in the boroughs of Queens and Staten Island. Over 30,000 children and families participated in CVP-sponsored immunization events.

During Fiscal 1998 the Health and Hospitals Corporation (HHC) assumed responsibility for full administration of the City's Child Health Clinics. During Fiscal 1998, 97 percent of all children aged 2 seen at Child Health Clinics were immunized.

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.

Asthma Prevention and Treatment. The Citywide asthma initiative has been expanded with Mayor Giuliani's allocation of an additional \$1.1 million for Fiscal 1999. Designed to reduce childhood sickness and death from asthma, the initiative has three major components: a citywide educational campaign; community-based interventions targeting the seven City neighborhoods with the highest prevalence of childhood asthma; and surveillance and evaluation activities. A print media campaign with posters on subways, in bus shelters, and on community billboards was announced by the Mayor in July 1998. Other educational activities include the development and dissemination of multilingual patient/parent educational materials and a medical provider training program.

The City's Childhood Asthma Initiative, a public/private partnership involving the DOH, the City Council, Hunter College, and the American Lung Association, is designed to improve the diagnosis and treatment of asthma, reduce exposure to irritants and allergens in the home and community, enable patients and their families to better manage asthma, increase awareness of asthma and of preventive measures, and mobilize community partnerships to coordinate asthma intervention efforts. To date, the initiative's accomplishments include the training of more than 800 nurses in DOH's Bureau of School Health to teach an asthma-related curriculum to over 5,000 public school children; the opening of the City's first community-based asthma resource center in Hunts Point in Summer 1998; the establishment of planning groups in other targeted neighborhoods, which work to link interventions in doctors' offices with activities in schools, homes, and community centers; the launching of an asthma education program for health care providers; the ongoing development of "best practices" models for asthma management in collaboration with managed care organizations; training for Beacon School program staff, Housing Authority community center staff members, and day care center staff.

Also in July, the Mayor launched the Asthma Action Line, a toll-free information line that offers information about asthma and referrals to asthma treatment programs in English, Spanish, and other languages. The toll-free Asthma Action Line can be reached at 1-877-ASTHMA-0. During Fiscal 1998 initiative funding was used to enhance the existing DOH-led asthma program in Hunts Point, and to support planning and program development activities in East Harlem and in the Greenpoint and Williamsburg sections of Brooklyn. In Fiscal 1999 the City will issue RFPs to fund additional projects in Queens, Staten Island, Brooklyn, Bronx, and East Harlem.

School Health Program. Each student newly admitted to a New York City school is required to provide results of a recent physical examination and an immunization record. While DOH provides both examinations and immunizations, it is the Department's long-term goal to link more children with primary

health-care providers and decrease reliance on DOH assistance. During Fiscal 1998 staff at DOH's eight School Health New Admission clinics performed 14,909 physical examinations for newly enrolled school children, compared with 20,049 during Fiscal 1997. Non-Departmental physicians performed 113,252 physical examinations during Fiscal 1998, compared with 105,218 during Fiscal 1997.

As of June 30, 1998 the Department of Health provided a daily health presence in 596 elementary school and 149 intermediate schools, compared with 511 elementary schools and 136 intermediate schools one year earlier. These services cover over 90 percent of schools that are not serviced by School Health Clinics. By the end of the 1998-1999 school year, the Department expects to provide daily public health services in all public elementary and intermediate schools without school-based clinics. DOH will also continue to offer health services to approximately 130,000 students in kindergarten through grade 8 in 400 non-public schools.

Lead Poisoning. Between Fiscal 1995 and Fiscal 1998, the number of new cases of childhood lead poisoning has declined by 42.3 percent, to 1,167 cases. The Department conducted 2,885 initial inspections based on the results of children's blood tests in Fiscal 1998, slightly more than the previous year; at the same time, initial lead inspections of homes and apartments were conducted within an average of 1.8 days after receipt of a report, compared to 2.1 days during Fiscal 1997. The Mayor's Office of Operations continues to work with DOH and HPD to coordinate the City's inspection and abatement efforts.

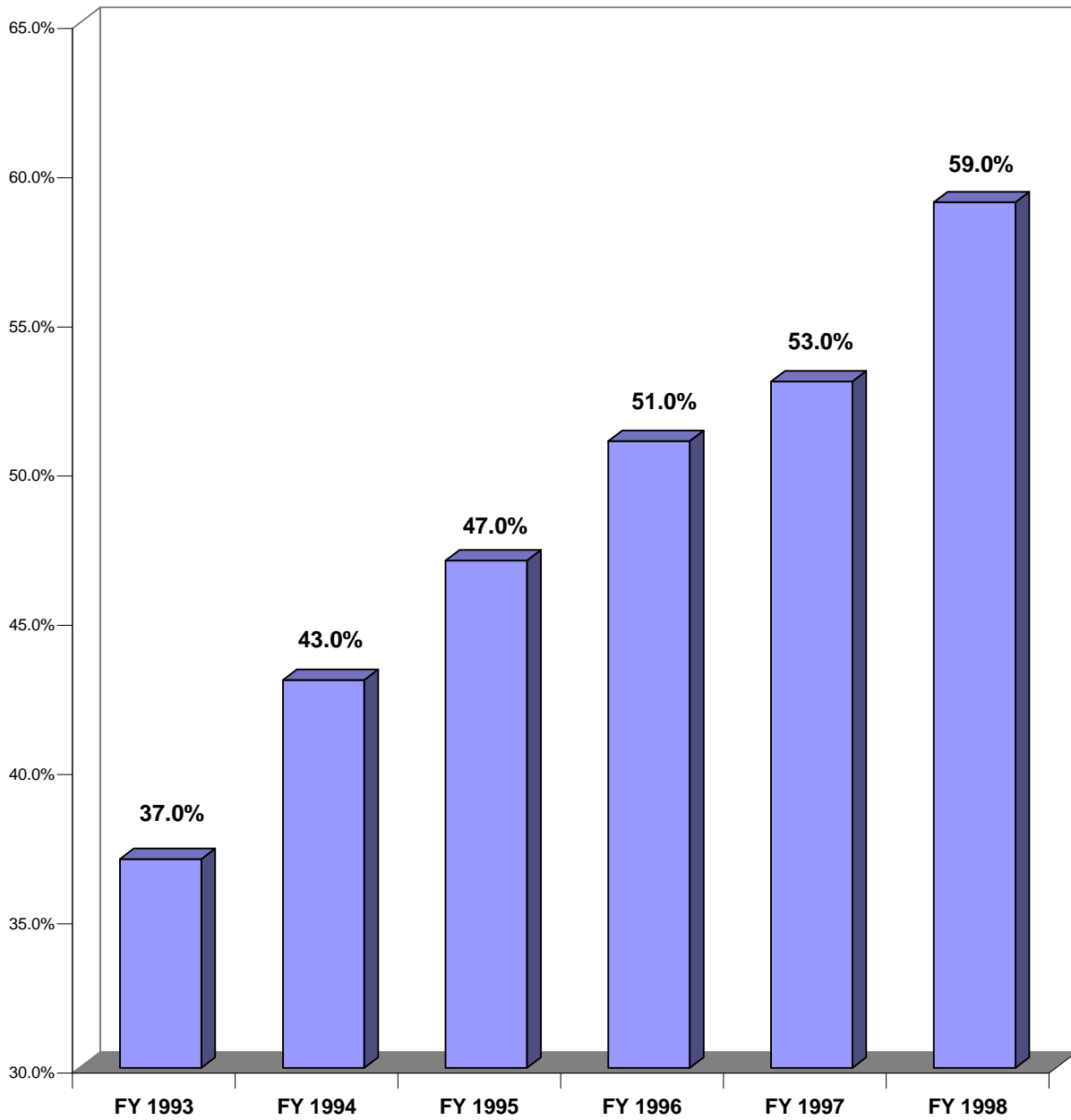
Early Intervention Program. During Fiscal 1998, 12,117 children were referred to the Early Intervention Program (EIP), compared to 10,726 in Fiscal 1997. This program, administered by the Department of Mental Health, Mental Retardation, and Alcoholism Services, is designed to provide evaluation, service coordination, and services to developmentally delayed children from birth through age two. Of the 7,104 children evaluated in Fiscal 1998, 6,535 were deemed eligible for services. Since EIP's inception in 1993 over 50,100 children have been referred to the program. At the end of June 1998 active service plans were in place for 9,145 children.

Prenatal Services. HHC continues to advance its goal of providing women with earlier access to prenatal services. During Fiscal 1998, 59 percent of women who received prenatal care began receiving services during their first trimester of pregnancy; this proportion has risen steadily since Fiscal 1993, when only 37 percent entered during their first trimester. A total of 184,449 women made visits to HHC facilities for prenatal services during the fiscal year.

During Fiscal 1998 a total of 28,816 prenatal care visits were made by 5,606 pregnant adolescents. In January 1998 a group of eight HHC facilities -- Coney Island Hospital, Harlem Hospital Center, Jacobi Medical Center, Kings County Hospital Center, Metropolitan Hospital Center, Morrisania Diagnostic and Treatment Center, North Central Bronx Hospital, and Queens Hospital Center -- were awarded a total of \$6.4 million in State funds to enhance adolescent medical care, including family planning, education on pregnancy prevention, and prenatal care.

Two of these facilities, Harlem Hospital Center and Queens Hospital Center, have been nationally recognized for their successful adolescent programs. In June 1998 Queens Hospital Center's Teen Adolescent Program (TAP) was selected as one of the fifteen best in the country by a national organization known for model AIDS and pregnancy prevention programming. In Fiscal 1998 TAP registered 450 participants. A total of 150 pregnant enrollees received prenatal and parenting classes; the remaining 300 teens, both male and female, received family planning services. The repeat pregnancy rate of TAP's teens is only 9 percent, compared with the national average of 25 percent.

Women Receiving Initial Prenatal Care in First Trimester



Tobacco Crackdown. The Department of Consumer Affairs (DCA) greatly expanded its efforts to reduce the sale of tobacco products to minors during Fiscal 1998. The Department's "Three Puffs and You're Out" initiative is now the largest program of its kind in the country. The initiative uses New York City teens, accompanied by DCA inspectors, to conduct undercover inspections of tobacco vendors in order to monitor their compliance with federal laws restricting the sale of tobacco products to minors. During Fiscal 1998 DCA used State grant funding to hire a team of 100 teen inspectors to launch its "Summer Smoke Out" program. DCA conducted 4,400 inspections of retailers who sell tobacco products to minors in Fiscal 1998, more than ten times the number of inspections conducted the previous year. The "Summer Smoke Out" resulted in \$125,000 in fines in Fiscal 1998, compared with \$66,000 in Fiscal 1997.

SUMMER YOUTH EMPLOYMENT

On June 1, 1998 Mayor Giuliani joined the Commission on Youth Empowerment Services (YES) to launch the City's annual summer youth employment campaign. The program urges private businesses to give summer employment opportunities to young people. The campaign includes public service announcements and print advertising urging the business sector to aid young people aged 14 to 21. The YES Commission was created by Mayor Giuliani in March 1996 to coordinate the resources of public, private, and not-for-profit sectors to maximize the City's youth employment opportunities. The City's combined summer youth employment campaign, including all public funding sources and private sector resources, placed a total of 56,622 youth in summer jobs in 1998, the highest total ever.

As part of the City's coordinated effort, the Department of Employment's began recruitment in March 1998 for its Summer Youth Employment Program (SYEP) and Job Opportunities for Youth program (JOY). During Summer 1998 the Department placed over 44,000 youth in summer jobs as the result of citywide outreach and an investment of \$49.5 million, including \$42.3 million in federal funds and \$7.2 million in City funds.

BEACON SCHOOLS

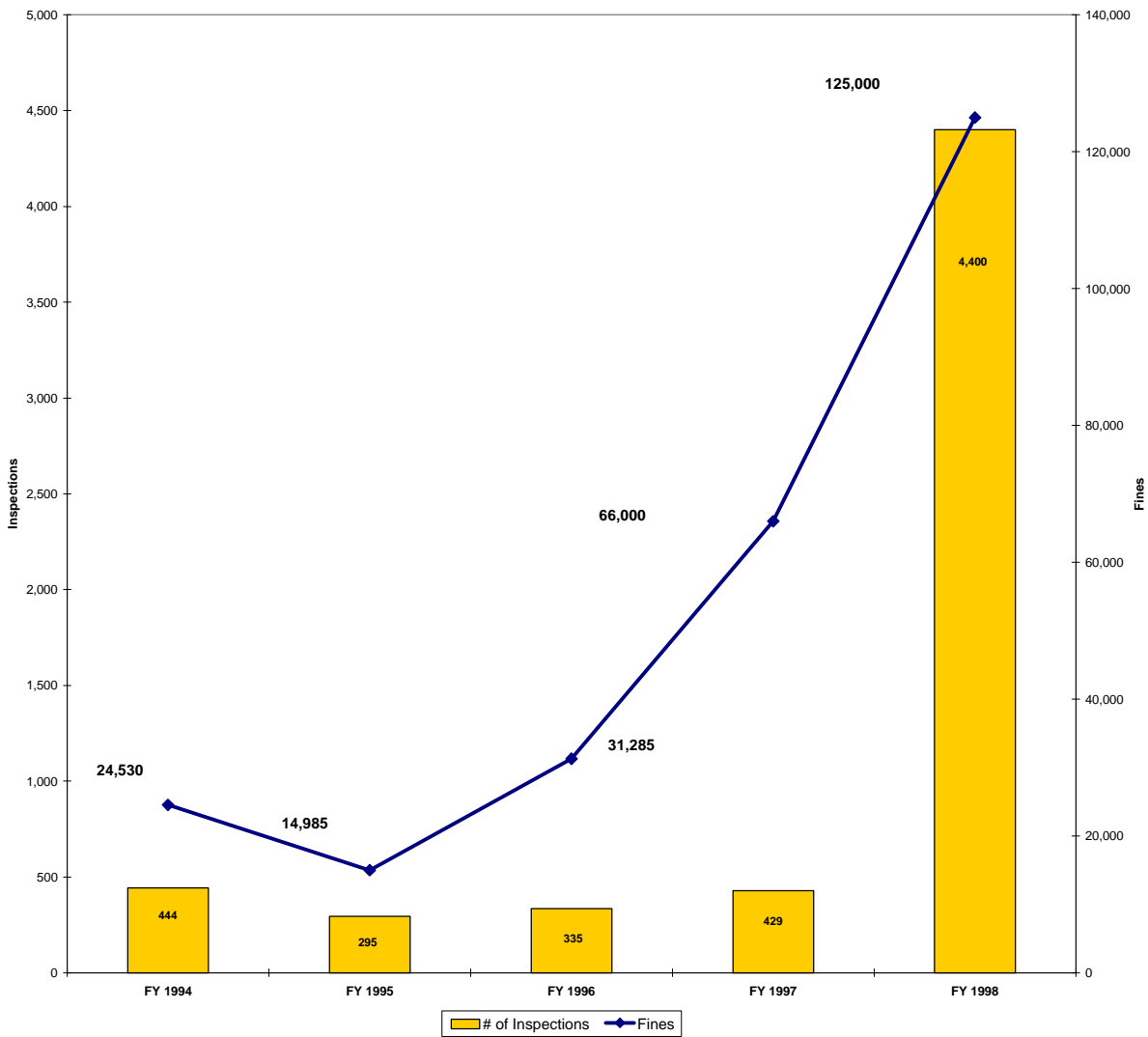
The Department of Youth and Community Development (DYCD) operates the BEACONS program at schools throughout the City. BEACONS are school-based community centers that are open after school, in the evenings, and on weekends; they offer youth and their families a mix of social, education, vocational, and recreational activities. During Fiscal 1998 BEACONS programs served 110,100 youth and families, 22 percent more than the 90,580 youth and families who participated during Fiscal 1997, due to expansion of the number of summer programs offered.

DYCD will expand the number of BEACONS programs from 41 to 79 in Fiscal 1999 as part of the Mayor's Anti-Drug initiative. The Department expects that all additional programs will begin by the end of Fall 1998, and that BEACONS will serve a total of 150,000 youth and families by the end of Fiscal 1999.

DYCD and DOH are developing a program that will train BEACONS school staff on how to recognize signs of asthma and then refer the youth to medical facilities at which they can receive appropriate services. Training will begin in October 1998 with staff in two schools that have the highest population of youth suffering from asthma. In Fall 1998 the Department began surveying the remaining BEACONS schools to determine the number of children with asthma, and will use this data to develop a plan of action for training BEACONS staff at all schools.

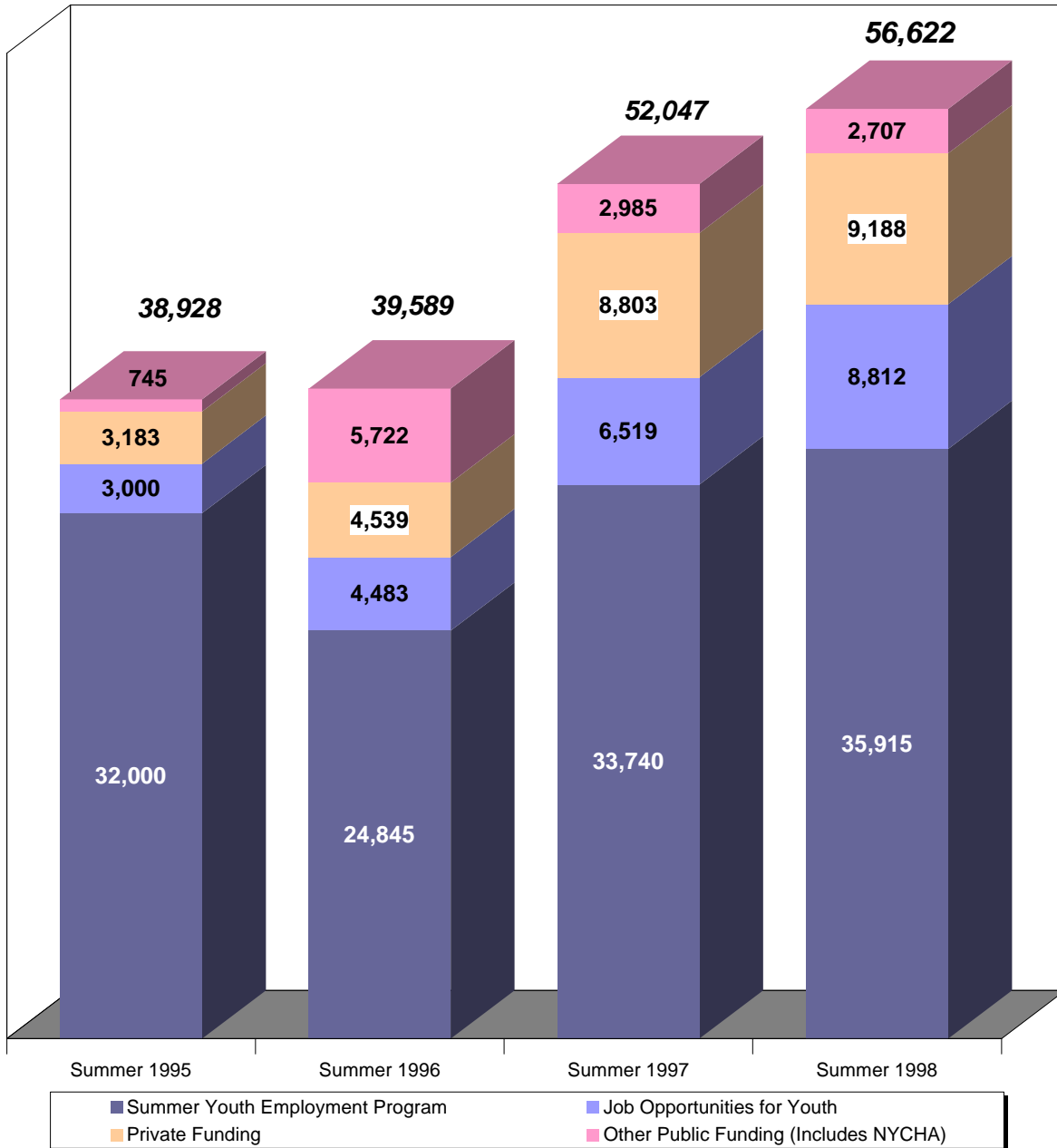
Department of Consumer Affairs

Enforcement Against Tobacco Sales to Minors



Department of Employment

Summer Jobs for Youth



PUBLIC EDUCATION

During the 1996-1997 and 1997-1998 school years the program of Mayor Giuliani and the Board of Education for improvement in the City's public schools began to show results. Reading and math scores rose; capital projects added more seats than newly enrolled students; and the Administration's budget initiatives to support enhanced educational quality moved forward. The Administration's commitment to educational quality is reflected in the Fiscal 1999 budget, which provides a record funding level of \$9.9 billion.

On June 9, 1998 the Mayor's Task Force on Special Education released its final report, recommending a thorough restructuring of the program's goals and administration. The Task Force's recommendations are summarized in this Volume's section on managing mandated services.

Student Achievement. In June 1998 the Chancellor announced that reading and mathematics scores of grades 3 through 8 had risen citywide. The number of students reading at or above grade level rose to 49.6 percent in the 1997-98 school year, a 2.3 percentage point gain from the previous year. The cumulative gain in reading performance for 1997 and 1998 marks the largest two-year gain since 1980 and 1981. In 1998, 25,246 more students were reading at or above grade level than in 1996. The percentage of students who performed at or above grade level in mathematics rose to 63.1 percent, a 2.7 percentage point increase over the previous year. Math performance in 1998 improved over that of 1997 in every grade. This marks the sixth consecutive year in which math scores have improved citywide.

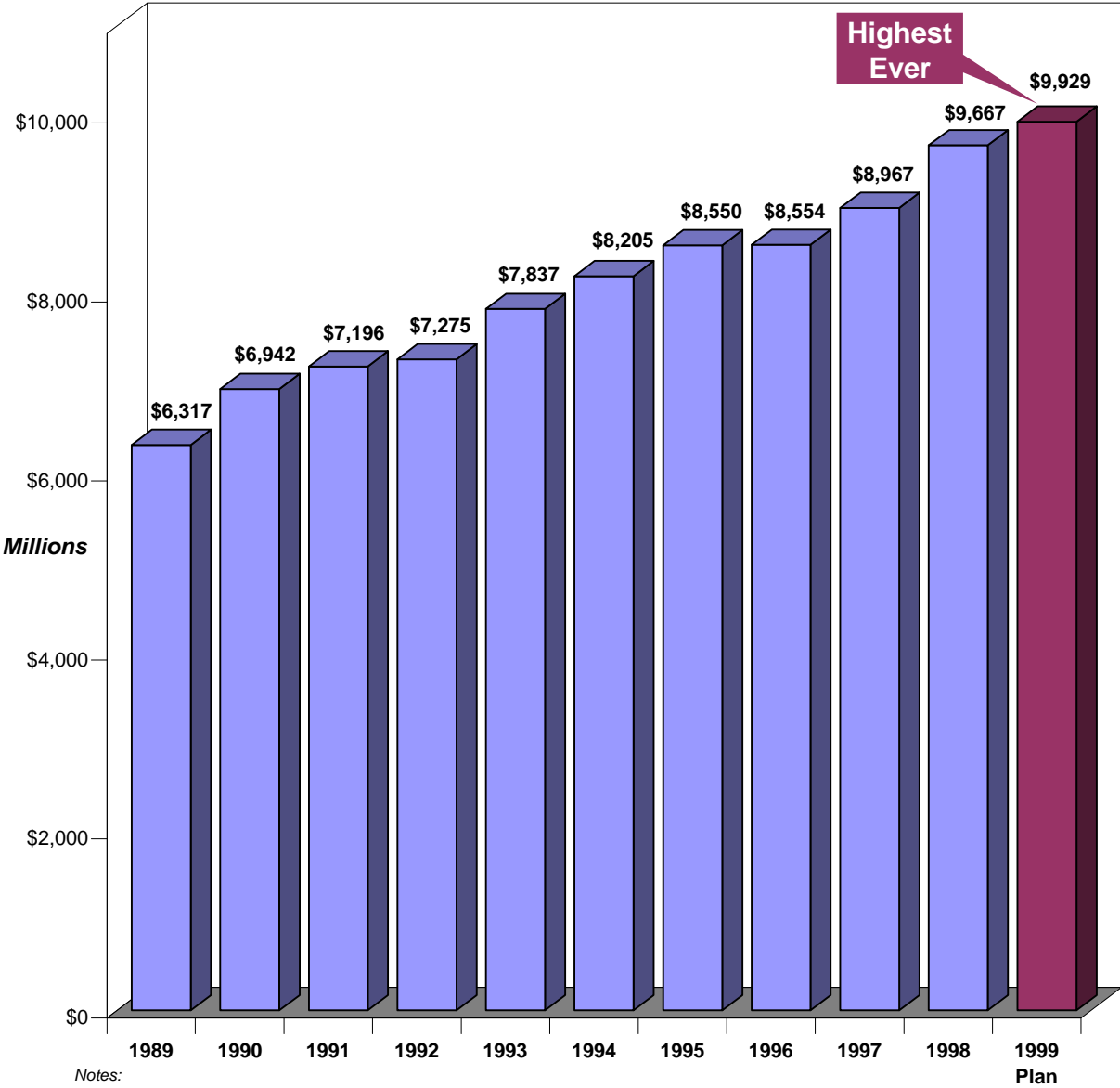
The performance gains achieved by all city schools can be attributed to the numerous initiatives undertaken by the Board starting in August 1997, when it passed a resolution accepting New Performance Standards for use in kindergarten through grade 12. The New Standards are part of an effort by a consortium of states and major urban school districts, which worked together to develop a national set of educational standards and assessments. As part of this effort, in September 1997 the Board introduced new English Language Arts Standards. Introduction of the Mathematics, Science, and Applied Learning Standards will be complete by the 1999-2000 school year. In addition, in accordance with a New York State Education Department mandate, all students entering grade 9 after the year 2000 will be required to pass Regents exams in English, mathematics, global studies, American history, and science in order to graduate from high school.

Special Initiatives. Mayor Giuliani, the Board of Education, and the City Council worked together to develop programs and allocate funding for initiatives designed to increase educational opportunities and instructional quality. The status of these programs and their funding levels in Fiscal 1999 are as follows:

- ◆ **Project Read: \$125 million.** Project Read, a program to ensure that all elementary school students learn to read and write at grade level by the end of grade 3, will be maintained in Fiscal 1999. Project Read included 412 elementary schools in Fiscal 1998 and will expand to 459 schools in Fiscal 1999. To date, the program has served over 104,000 students, or 40 percent of enrollment in grades 1 through 3. The program consists of:
 - after-school programs for at risk students;
 - intensive instruction during the day to students in the 300 schools with the lowest reading scores; and
 - a family literacy program to enhance the participation of parents in their own child's education.

Board of Education

Total Fund Expenditures Fiscal 1989-1999



- ◆ **Partners in Reading: \$3.1 million.** A collaborative program with the Board of Education and the New York City Housing Authority. Initiated in Fiscal 1997, the program reached approximately 5,200 elementary school children and their parents at 92 Housing Authority sites across the City, and will expand to 104 sites in Fiscal 1999. The purpose of this program is to improve children's literacy through direct instruction and parental participation in teaching.
- ◆ **Summer School Enhancement: \$71.4 million.** The goal of this group of programs is to provide additional instructional time to improve student achievement levels. The Early Childhood Summer Literacy program, serving kindergarten and grades 1 and 2, reached 38,380 students in Summer 1998. The middle school summer program served 30,531 students in grades 5 through 8 in Summer 1998. A total of 110,142 students also participated in high school summer programs in 1998.
- ◆ **Ending Social Promotion: \$25 million.** Students in grade 3 and 4 who have not achieved literacy as indicated by Spring 1998 test results will be able to take advantage of a summer program to improve literacy skills. A total of 35,621 students participated in the program in Summer 1998, an increase of more than 20,000 students compared with Summer 1997.
- ◆ **Project ARTS: \$50 million.** Approximately 400 schools received Projects Arts funding in Fiscal 1998; funding is enhanced this year to restore arts education throughout the school system. This year's allocation represents a doubling of last year's commitment.
- ◆ **Young Adult Borough Centers: \$7 million.** For those students who do not earn their diplomas after five years, these centers will provide an alternative to the current high school setting. Centers will be open after the regular day session is over, until approximately 10pm, and will offer rigorous intensive instruction, GED preparation, school to career training, job placement and guidance support services. The Board of Education will open three centers in September 1998.
- ◆ **Project Smart Schools: \$150 million.** The funding plan for this program will be completed and will outfit all middle school classrooms with computers and teachers trained to effectively integrate their use into the curriculum. The project had reached 3,447 classrooms at the end of Fiscal 1998, and a total of 4,400 classrooms will be equipped by the end of Fiscal 1999.
- ◆ **Second Opportunity Schools: \$7 million.** The program's Fiscal 1998 funding level will be maintained. By the 1999-2000 school year this program will create a total of six schools to serve students who have committed serious juvenile offenses.

Universal Pre-Kindergarten. In November 1997 the Chancellor announced the development of the Universal Pre-Kindergarten initiative, funded at a total of \$51 million, including \$46 million through the State and \$5 million in City funds. The program will allow 28,000 children to attend pre-kindergarten classes during the 1998-99 school year, double the previous year. By the year 2002, 112,000 children aged 4 are expected to be enrolled in pre-kindergarten classes. The Universal Pre-Kindergarten program was created to enhance the academic achievement of City children through early reading preparation and the provision of instruction to non-English speakers at an optimal time for learning a new language, and to provide families with a range of options including half-day, full-day, and extended day services. City public schools and contracted childhood care providers have formed a collaborative partnership to implement the program.

Teacher Recruitment. The Board of Education employed 70,067 teachers at the end of Fiscal 1998, a 6.6 percent increase over the previous year. The initiation of various early education programs, continuous efforts to reduce class size, and an increase in teacher attrition due to retirement have created new demand for teachers. In response, the Board has implemented new recruitment strategies. In the 1997-98 school year it developed a recruitment needs projection system to forecast the number of teachers who must be recruited annually over the next five years; the system will also predict where in the system they will be needed and what subject areas they must be prepared to teach. In order to attract

general, bilingual, and special education teachers to shortage areas, the Board undertook a subway and print campaign during the 1997-98 school year. The Board is also developing an automated resume system which will allow school districts for the first time to review resumes of applicants for posted positions and schedule interviews. The system will be able to link central Board recruitment efforts to school districts needs. Upon completion, this automated system is to be implemented in all community school districts during the 1998-99 school year. Mainly as a result of these initiatives, the total number of Board of Education employees in pedagogical positions, including full-time equivalents, rose to 86,179 by the end of the 1997-98 school year, over 5,000 more than the previous year.

School-Based Budgeting. The State Education Governance Law, established in 1996, requires school-based budgeting and expenditure reporting at every City school by Fall 1999. During the 1997-98 school year 341 schools developed their own budget requests; all schools will participate in developing their own budget requests during the 1998-99 school year. In January 1998 New York City's first School Based Expenditure Reports were published for all schools, reflecting actual spending by schools and districts.

A critical goal of the move toward school-based budgeting is to monitor the use of funds and increase the proportion of funding that reaches the classroom in the form of direct services to students. During Fiscal 1998, 88.5 percent of budgeted Board expenditures per student went to direct student services, compared with 87.7 percent in Fiscal 1997 and 87.2 percent in Fiscal 1996.

School Safety. The number of school safety incidents reported by the Board of Education reached 28,534 in the 1997-98 school year, an increase of 30 percent compared with the previous year. To help restore the safe environment that students need in order to learn, Mayor Giuliani has proposed that NYPD assume greater responsibility for school safety.

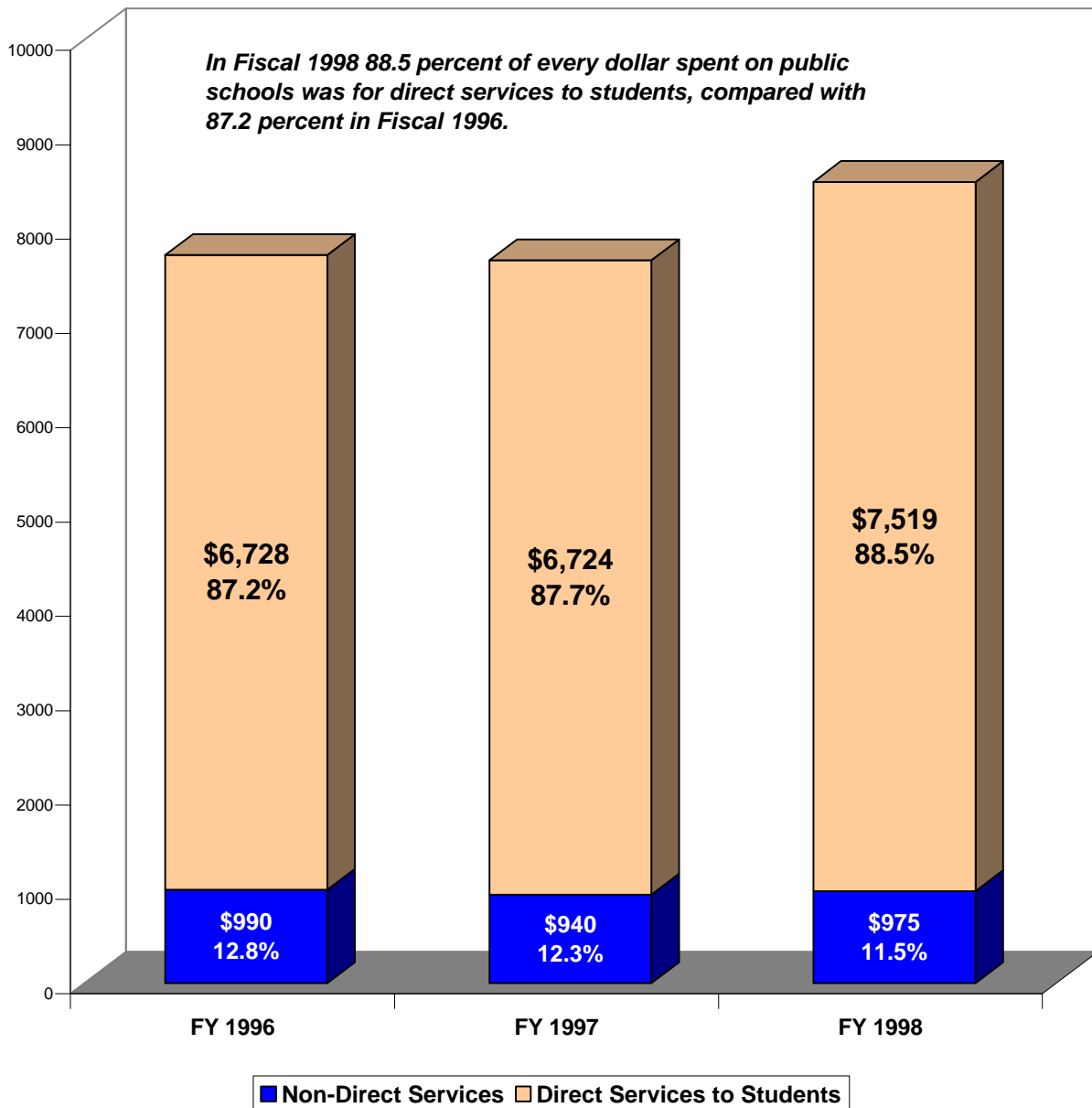
SCHOOL CONSTRUCTION AND REHABILITATION

Capital funding for schools totaled \$1.226 billion in Fiscal 1998 and will reach \$1.452 billion in Fiscal 1999, the highest level ever. In addition, during Fiscal 1998 the Board used \$275 million allocated by the Mayor and the City Council to recondition 161 schools through 269 projects, including roof replacements, heating plants, science labs, climate control systems, and exterior repairs. The Mayor and City Council have allocated \$265 million to the Board to rehabilitate schools in Fiscal 1999. The Board's capital rehabilitation projects are managed partly by the School Construction Authority, and partly by the Department of Design and Construction.

Student Seating Capacity. Over the past five school years, the School Construction Authority (SCA) has made progress toward its primary goal of relieving overcrowding in the schools by providing 64,256 new seats and completing 29 new schools, 39 additions, 146 prefabricated classrooms, and 15 modular buildings.

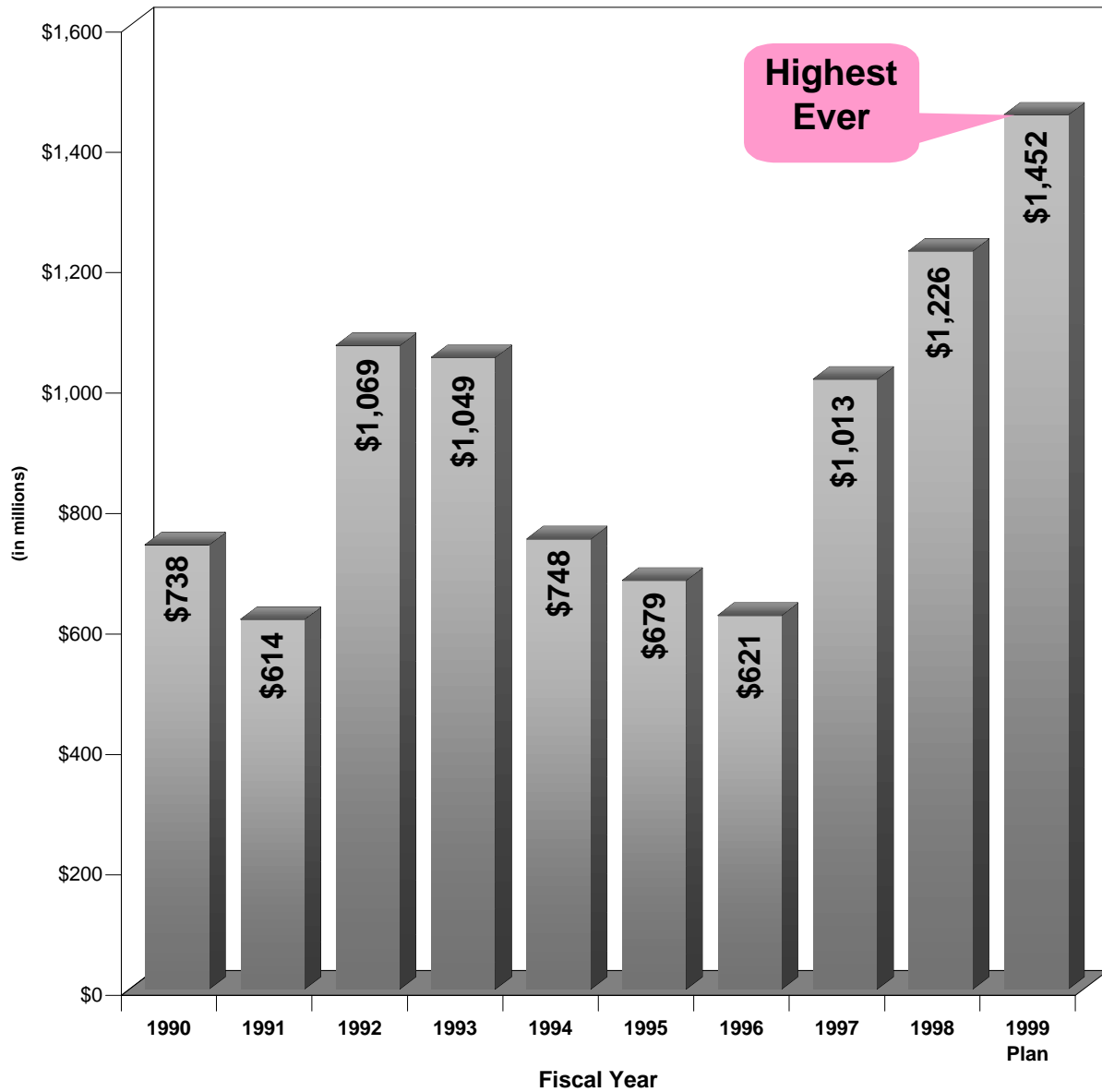
A total of 15,936 seats were added by SCA and Board of Education projects during Fiscal 1998, through a variety of methods including new construction, additions, and modernization, prefabricated classrooms and modular buildings, leasing, and the conversion of a Board of Education building previously used as office space. During the period Fiscal 1994 through Fiscal 1998, the City's combined programs have added a total of 95,947 student seats, over 19,000 seats ahead of increased public school enrollment over the same period – in sharp contrast to the period Fiscal 1990 through Fiscal 1993, when school construction efforts fell more than 58,000 seats short of the corresponding increase in enrollment.

Direct Services to Students as a Proportion of Budget



Board of Education

Capital Plan is Increased

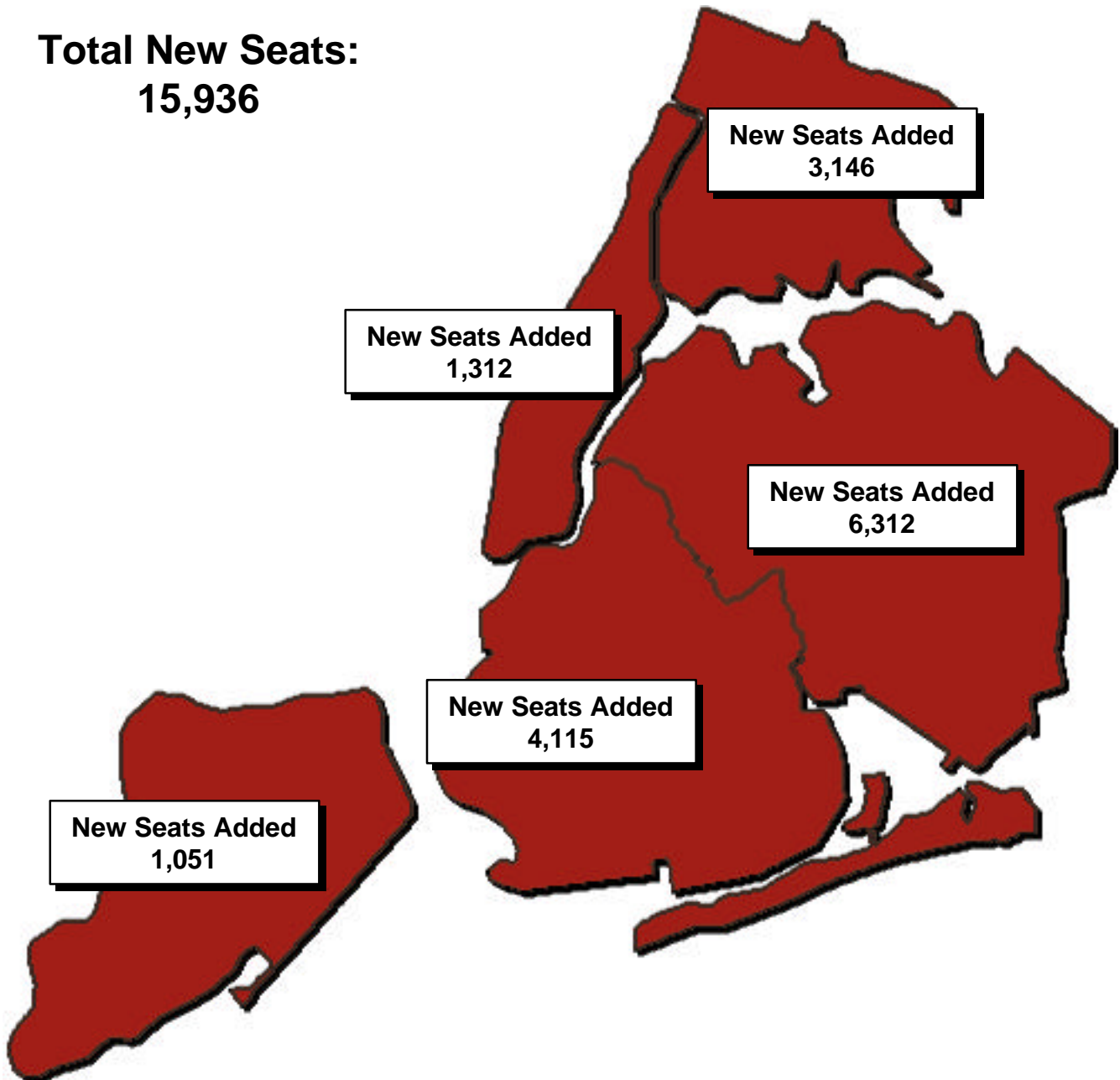


Source: OMB

School Construction Authority/ Board of Education

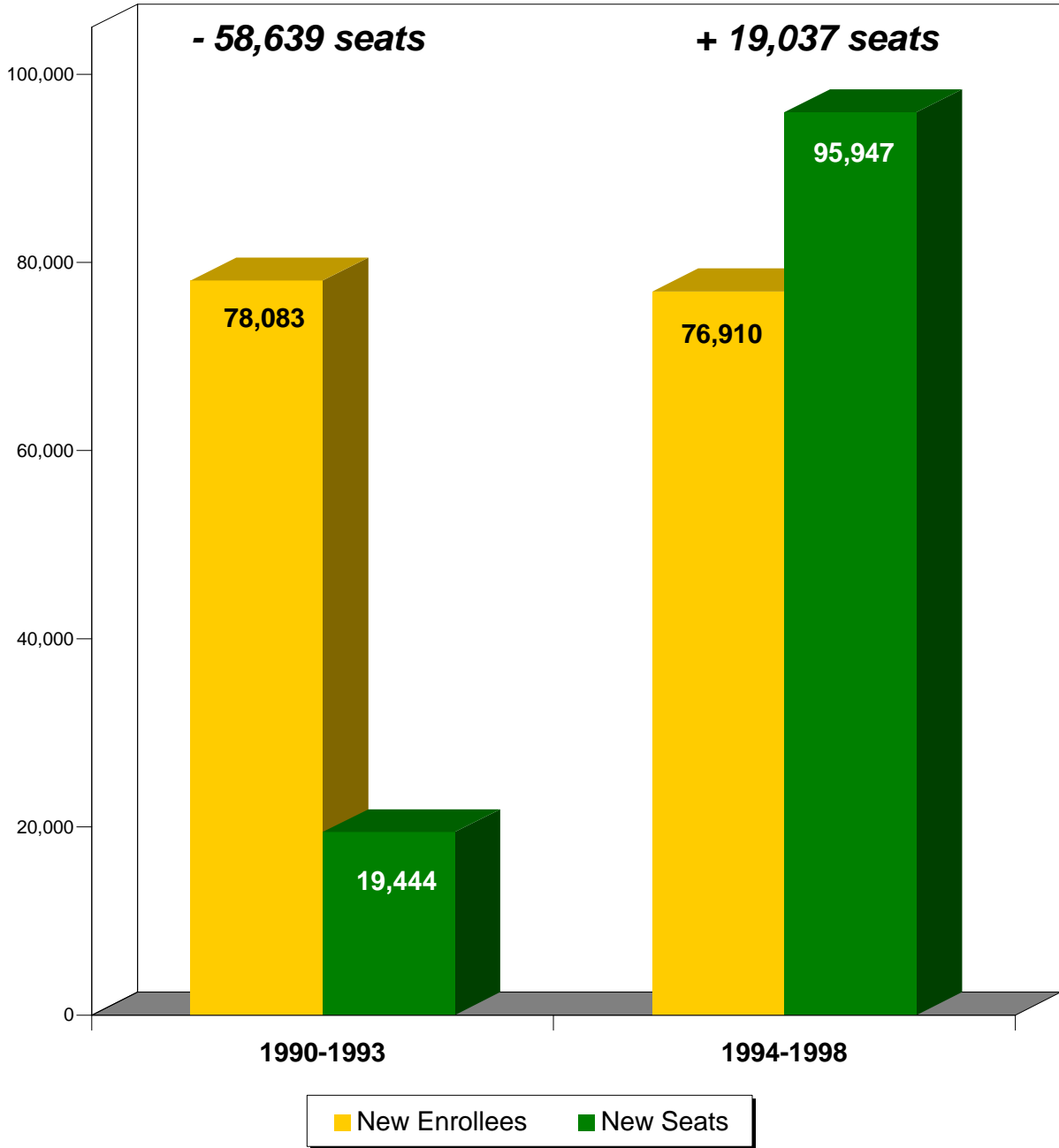
New Seats Added For Fiscal 1998

**Total New Seats:
15,936**



Board Of Education

New Enrollees and New Student Seats



Project Management. SCA created a Program Management Unit in Fiscal 1998 to oversee the management and reporting of time-specific program efforts. The Project Management Unit monitors system-wide projects centrally and coordinates with SCA project officers at individual schools. The unit has succeeded in improving scheduling, tracking and the timely completion of projects, increasing on-time project completion from 26 percent in Fiscal 1997 to 56 percent in Fiscal 1998 overall. In Fiscal 1998 the unit was responsible for Project Smart Schools, the temporary classroom unit program, the coal-burner conversion program, the upgrading of science labs, and the job ordering contracting program, which facilitates small construction projects by permitting contractors to execute a scope of work for a fixed price. The unit was also responsible for the management of the Emergency Maintenance Program, which provided emergency repairs valued at \$5 million in approximately 85 schools during the last five weeks of Fiscal 1998. In Fiscal 1999 the Project Management Unit will oversee projects including the temporary classroom buildings program, the modular construction program, a study of alternative roofing systems for schools, and the Emergency Maintenance Program. In addition, the unit will be responsible for the mentor contracting program, which provides guidance to small construction businesses new to working for SCA; and for oversight of construction managers' requirements contracts.

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) community colleges, with the State contributing an equivalent amount. 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 most recent available figures show that 87 percent of community college incoming freshmen failed at least one of the three basic skills tests, which are to the 10th and 11th grade levels. Only 1 percent of the community college student body graduates in two years.

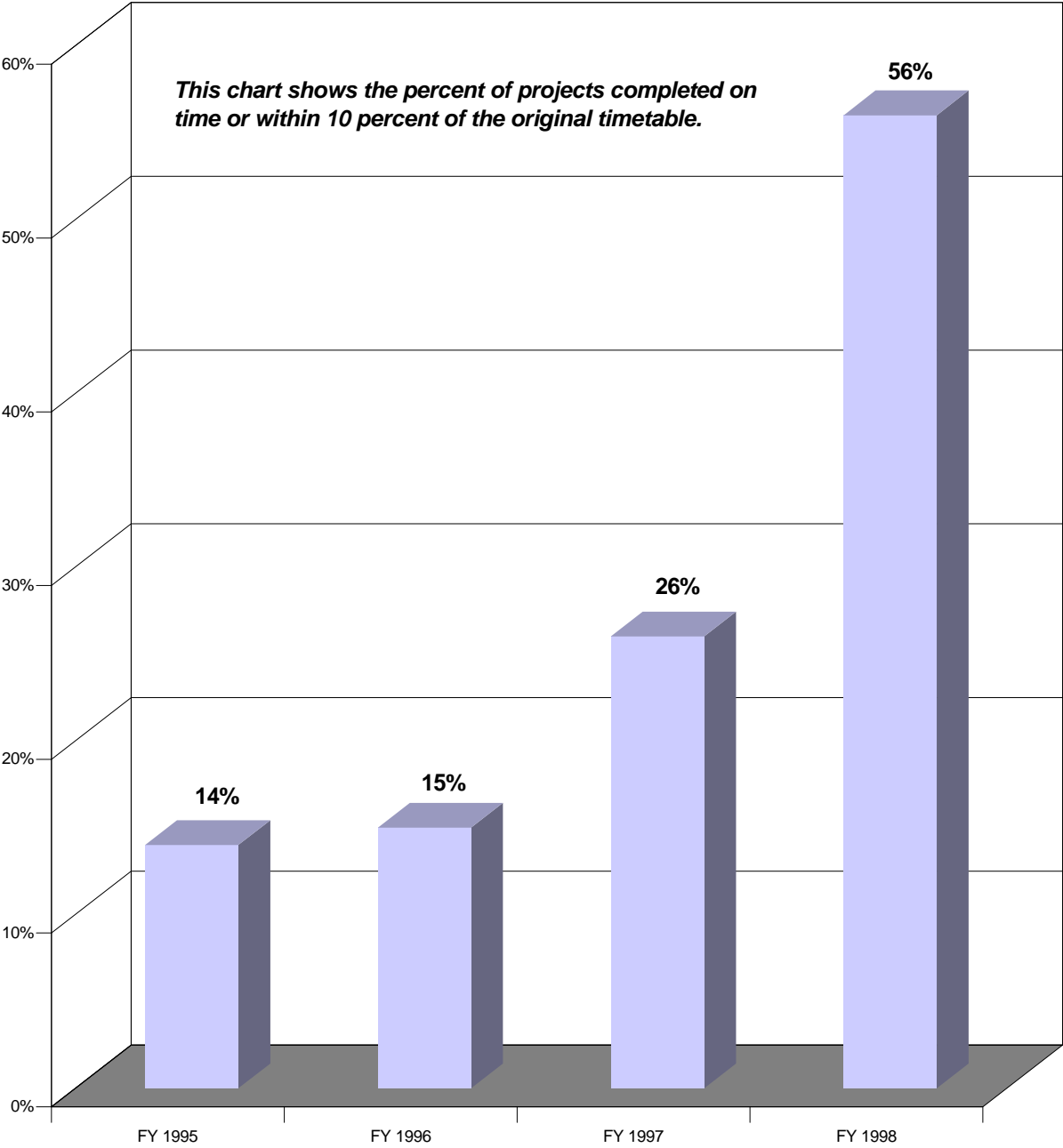
As a first step on the road to public accountability, at a minimum CUNY should require that in exchange for their publicly subsidized education, all students must attend class. At present, there is no policy requiring regular class attendance, nor any systemwide attendance data. As part of the City's Fiscal 1999 Executive Budget proposal, Mayor Giuliani stipulated that beginning in Fiscal 1999, no City tax levy funds will be expended unless CUNY requires attendance; takes attendance, keeps records, and makes the records available for audit and public inspection; and mandates that at least 80 percent class attendance be required to maintain enrollment.

Citing the long-standing decline in educational standards at the City University of New York, in May 1998 Mayor Giuliani appointed Benno C. Schmidt, Jr., former president of Yale University, as chair of the Advisory Task Force on CUNY. The Task Force was formed to examine the manner in which CUNY spends its City subsidy; the effects of the open admissions policy and of remedial education on CUNY's ability to provide high quality education; and the best means for other institutions to provide remediation services, so that prospective CUNY students can perform college level work prior to their enrollment in the university system. The Task Force has been asked to retain an outside auditing firm to assist in its analysis of these issues.

On May 26, 1998 Mayor Giuliani congratulated the Trustees of the City University of New York for their vote to reform remedial education at CUNY senior colleges. Their action will enable students who need remedial education to obtain it before enrolling in a senior college, while ensuring that CUNY students and prospective students will begin to receive a more rewarding and valuable college education.

School Construction Authority

Projects Completed On Time



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.

Since January 1996 the Mayor's Office of Operations has coordinated Citywide efforts to improve the quality of agency customer service delivery. These projects use emerging technologies and established management practices to enhance the ease, speed, and efficiency with which New Yorkers interface with the City. Under the Mayor's Customer Service Initiative, the Office of Operations examines all points of citizen/agency contact, including automated information access, Internet services, walk-in sites, and telephone call centers.

The Office of Operations has placed special emphasis on the role of new technologies in reshaping City services. Service improvements involving new technology applications are described in more detail in this Volume's section on technology initiatives.

CITYWIDE CUSTOMER SERVICE INITIATIVE

New interactive technology is greatly increasing the speed and ease with which City agencies and citizens can communicate with each other. These applications include agency information and partly or fully interactive functions now being made available through the Internet; automated information kiosks in public places; and simpler applications such as Interactive Voice Response telephone systems. At the same time, a large proportion of City services must still be obtained in person, and the City is taking steps to improve the experience of citizens seeking walk-in services and the degree to which these customers are provided with easy access to accurate information about services.

Automated Kiosks. As described in this Volume's section on technology initiatives, the CityAccess project has now placed multimedia automated kiosks in 40 public locations in all five boroughs; the kiosks are now being used an average of 60,000 times per month. Under the management of the Department of Information Technology and Telecommunications (DoITT), kiosks represent the beginning of a major step in the direction of widespread access to government services at a fraction of the cost required by other approaches. Automated kiosks located around the City now provide citizens with detailed information on critical services and the ability to interact with agencies, including query access to agency databases in areas such as parking summonses, real estate taxes, building violations, and housing development floor plans. In addition, kiosk users can now make payments using credit cards, debit cards, and electronic money orders.

The Department of Finance (DOF) has recently begun to develop its own kiosk network, Access Finance, which represents a snapshot version of the DOF Internet website; the kiosks include touch screen capacity and the ability to laser-print forms. The Access Finance kiosk contains detailed and current DOF information, and also enables customers to obtain forms and instructions about how to receive DOF services. The Department has deployed four kiosks to date.

NYC LINK. The Internet provides another method for citizens to easily obtain agency information and interact with agencies in a growing number of ways. The New York City Office of New Media (ONM) manages NYC LINK, the City's official website, with home pages for 75 City agencies and organizations. ONM has piloted a standard template for online forms that agencies can use to provide interactive services. Online forms currently on the site include a Taxi and Limousine Commission Lost Property form, a submission form for notification of NYPD Police Officer Civil Service exams, and feedback forms for users of NYC LINK. The Department of City Planning's site includes downloadable maps for each of the City's 59 Community Districts. The Office of Labor Relations provides interactive access for City employees to access Deferred Compensation Plan account information. The Department of Finance now

provides online details regarding its annual tax lien sale, including a list of block and lot numbers in each of the five boroughs, as well as extensive information on parking violations. Other online forms recently added to NYC LINK include the citywide bidder's application form, the Department of Consumer Affairs' complaint form, and a property owners registration form. One of NYC LINK's most important future additions, the "City Map on the Web," will provide an interactive mapping function to integrate separate categories of Department of Transportation information via one centralized web page.

Telephone Service. The City has taken major steps to improve telephone access to services, including the development of citywide policies regulating how agency employees answer phone inquiries and the amount of waiting time before a call is answered. Integrated call centers and Interactive Voice Response systems, which permit a caller to access specific and detailed information without waiting for an operator, are being used by an increasing number of agencies to streamline the query and complaint process. Some of these systems include the Department of Finance's Telephone Assistance Line, offering automated account information, tax forms, and taxpayer assistance; CALL-DOT, the Department of Transportation's central information and complaint call center; the Department of Environmental Protection's centralized water and sewer billing call center, which will give callers automated access to account information by the end of Fiscal 1999; the Department for the Aging's IVR system for information on benefits, entitlements, and services; and Info-DOB, the Department of Building's IVR system, linking callers to information on specific buildings, applications and procedures, and Environmental Control Board violations. In addition, the Mayor's Office of Operations Technology Fund is supporting development of IVR telephone systems for the Brooklyn and New York public library systems, which will allow automated access to reference materials.

An important new IVR system has been implemented at the Human Resources Administration (HRA). Infoline is HRA's automated information and referral system. In Fiscal 1998 it received over 1.5 million calls, 60 percent of which are now handled through automation alone, with no need for operator assistance. In October 1997 Infoline first featured its IVR system, which allows callers to receive up-to-date information about HRA and other City human service agencies; calls are now automatically re-routed to the appropriate agencies. In addition, callers have the option of leaving their telephone numbers and receiving a call back, rather than waiting for the next available operator. The system also allows callers to request copies of applications, forms, and other published materials.

Customers often begin their search for information relating to New York City government agency services by either looking through the telephone book or calling directory assistance. To improve the accuracy and usefulness of those listings, the Mayor's Office of Operations began a joint project with NYNEX (now Bell Atlantic) in Summer 1996 to continuously update City listings appearing in the government "Blue Pages" of each borough directory as it is reprinted. The first full cycle of updates was completed in September 1997. Before each update, the Office of Operations solicits requests from City agencies to add new listings, update existing listings including addresses, and delete others. For example, the Department of Transportation has added listings for the Staten Island Ferry to be printed under the letters "S" and "F" to assist customers in finding the telephone number for this service. The School Construction Authority has added specific borough telephone numbers for "Project Management" replacing the single number which required routing. Project management listings for all boroughs will be printed in each borough's directory. In addition, the Mayor's Office of Operations facilitated the listing of NYC LINK's web site address, www.ci.nyc.ny.us. This is the first time a web site address has been listed in the NYC Offices section of the Bell Atlantic directory providing an opportunity to increase awareness among customers of this new medium for obtaining information about City services. Following the first cycle of updates, a telephone survey of 300 City listings in July 1997 showed that the proportion of accurate listings had risen to 90 percent from the original survey results of 74 percent in Summer 1996. The most recent survey concluded in August 1998 showed that the proportion of accurate listings has been maintained at 90 percent. Listings for the Board of Education have been included in the current cycle of updates for the boroughs of the Bronx, Manhattan, Queens, and Staten Island; Board of Education listings in Brooklyn will be included in subsequent updates.

Walk-In Service. As part of the Mayor's overall customer service initiative, the Mayor's Office of Operations administers a Customer Service Fund. Agencies apply and are awarded funding for projects

aimed directly at improving customer service, such as signs for agency walk-in sites. The addition of these signs can make visiting a New York City government office a more user-friendly experience by providing direction and information. Supplemental signage was installed in the Department of Finance's Staten Island Borough Payment and Adjudication Center in September 1997, providing information on process, direction, and documents required for service. Eighteen Department of Health centers were provided with directories, subdirectories, and bulletin boards, which were installed in January 1998. Since April 1998, the Human Resources Administration has installed signs throughout ten of its facilities. The Civilian Complaint Review Board added signs in June 1998 identifying the different areas of its office. The Department of Buildings' borough offices and the Bureau of Electrical Control received and installed signs in July 1998 which provide identification of and direction to the various departments within the borough offices, advising customers of hours of operation and required documentation. The Department of Parks and Recreation installed outdoor banners and protocol boards in June 1998 at four of its recreation centers, enhancing neighborhood awareness of the centers and their programs.

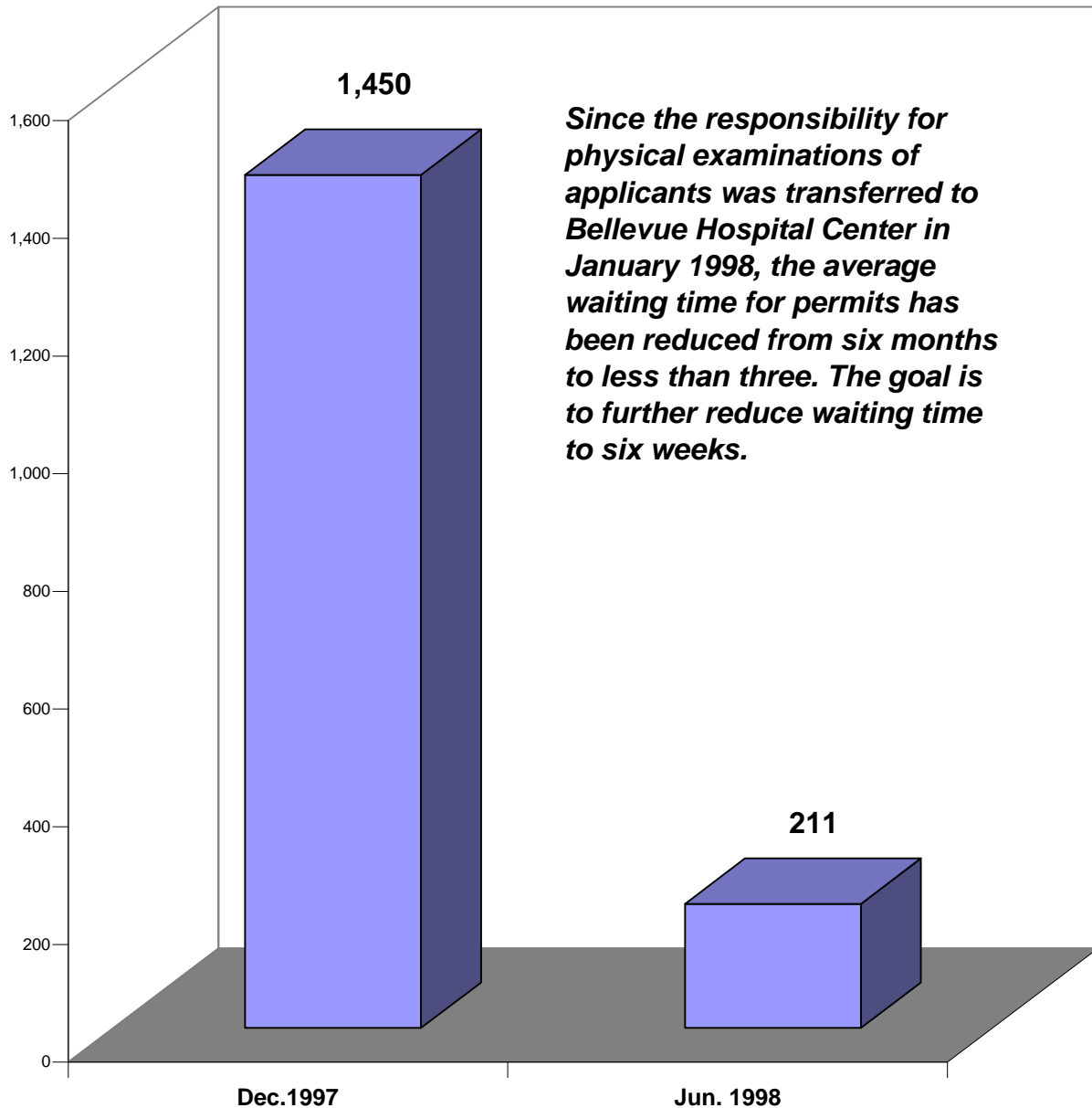
AGENCY INITIATIVES

Parking Permits for People with Disabilities. In December 1997 the Department of Health (DOH), the Department of Transportation (DOT), and Bellevue Hospital Center signed a Memorandum of Understanding under which Bellevue now performs most of the certification assessments required to confirm eligibility for a City Parking Permit for People with Disabilities. The permit allows permit holders to park at parking meters without paying and at all curbsides except no stopping and no standing zones, bus stops and fire hydrants. A DOT or DOH-designated physician must certify that an applicant has a physical condition which requires him or her to use a private vehicle rather than public transportation. Since January 1998 Bellevue has performed the assessments in a state-of-the-art, easily accessible space, and provides substantially more appointments than were previously available at DOH clinics. As a result, the average wait for a permit has been reduced in half, from six months to less than three months, and the number of weekly exams has been doubled. Since December 1997, the backlog of permit applications has been reduced from 1,450 to 211 applications. As the backlog is eliminated, applicants will be approved or disapproved within six weeks of submitting complete applications to DOT. The City provides the examinations free of charge to all applicants.

Department of Environmental Protection. In Fiscal 1998 DEP continued its efforts to improve water and sewer billing operations. The Department continued to hold community outreach events to educate property owners about the metering and billing process, inform them about water conservation, and give local residents an opportunity to resolve their water and sewer account problems quickly. Since the program's inception, DEP has held events at 89 locations, servicing 3,706 accounts. The Department's Customer Service Representatives at each event have on-line access to the water and sewer billing computer systems and can provide instantaneous account information and adjustments. Inspectors are available to bring cases to closure that same evening by reading or repairing meters and checking for leaks at customers' homes or businesses.

In Fiscal 1997 approximately 40 percent of water and sewer bills were estimated, and the Department identified estimated bills as a common source of billing problems and complaints. In order to reduce this number, DEP assigned additional staff to read meters, and then to review those readings edited out by the automated billing processes because they appeared to be too high or too low relative to previous bills. Actual billings are generated once the reading is validated. The percentage of bills which are estimated dropped from 28 percent at the end of Fiscal 1997 to 19 percent in Fiscal 1998. As a result, there are fewer customer telephone inquiries and billing collections increased by nine percent between Fiscal 1997 and Fiscal 1998.

Parking Permits for People with Disabilities Backlog of Permit Applications



The Department also expects to increase the pace of meter installations as more property owners take advantage of its Reimbursable Metering Program. Under this program, DEP reimburses owners for the cost of meter installations by private contractors. The Department has expanded the program to include smaller meters, and has been educating property owners, managing agents and professional organizations about the program. The outreach has included literature distributed with the Department of Housing Preservation and Development's annual registration mailings to multi-family properties, and inserts in 111,000 annual water/sewer bills for unmetered properties. As a result, meter installations by property owners rose by 51 percent from Fiscal 1997 to Fiscal 1998. Most of the participants in this program are owners of small to mid-sized residential properties.

The Department's catch basin cleaning program covers each of the City's Community Districts on a periodic basis in order to reduce the amount of leaf and debris that clog catch basins in areas prone to flooding. Catch basins are also cleaned in response to customer calls. A combination of private contractors and DEP personnel cleaned 66,171 catch basins in Fiscal 1998, 10 percent more than in Fiscal 1997. At the same time, DEP continues to improve its response time to customer calls. In Fiscal 1998 the average response time from catch basin complaint to completion was 7.2 days, compared with 15.9 days in Fiscal 1997 and 36.7 days in Fiscal 1995.

Department of Housing Preservation and Development. In Fiscal 1998 the Department's code enforcement inspectors improved response to emergency complaints by performing inspections at the hours tenants are most likely to be home, such as evenings and weekends. Historically, only a small number of inspectors worked these shifts; this change in deployment allows code enforcement staff to provide better service to individuals who work during traditional daytime hours. During Fiscal 1998 inspectors conducted 79,864 building visits during these hours, compared to 73,778 building visits during Fiscal 1997. In November 1997 HPD established an Emergency Response Unit comprised of Housing Inspectors who respond to emergency complaints on a 24-hour basis. Between November 17, 1997 and June 30, 1998, the unit performed 5,415 inspections, 1,864 of which were in response to emergency and heat/hot water complaints.

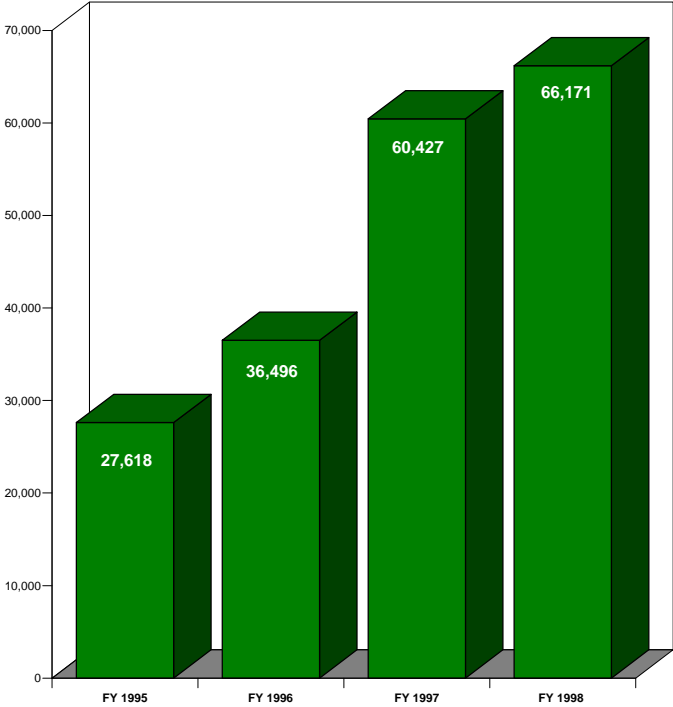
Department of Design and Construction. In August 1996 DDC created the Office of Community Outreach & Notification (OCON) to keep Community Boards, residents, merchants, and local elected officials informed of infrastructure projects in their neighborhoods. To help mitigate the impact of major street construction on business and residents, OCON surveys neighborhoods to identify areas of special need; distributes targeted informational mailings; and meets with local merchants and residents. OCON prints and widely distributes brochures describing the scope and schedules of planned projects, and provides the names and telephone numbers of staff who can answer questions and solve problems associated with the project. In Fiscal 1998 DDC prepared brochures for 30 high-impact projects; the Department's goal is to issue a brochure for every infrastructure project in Fiscal 1999.

Department of Parks and Recreation. Under the Department's Greenstreets Program, DPR converts paved triangles, traffic islands, and striped pavement areas into green spaces by replacing the concrete and asphalt at these sites with trees, shrubs, and flowers. During Fiscal 1998 DPR constructed 97 Greenstreet sites: 22 in Brooklyn; 29 in the Bronx; 17 in Manhattan; 20 in Queens; and 9 in Staten Island. From the time the program was expanded in Calendar 1996 through August 1998, DPR has constructed a total of 230 Greenstreet sites: 49 in the Bronx, 56 in Brooklyn, 27 in Manhattan, 52 in Queens, and 46 in Staten Island.

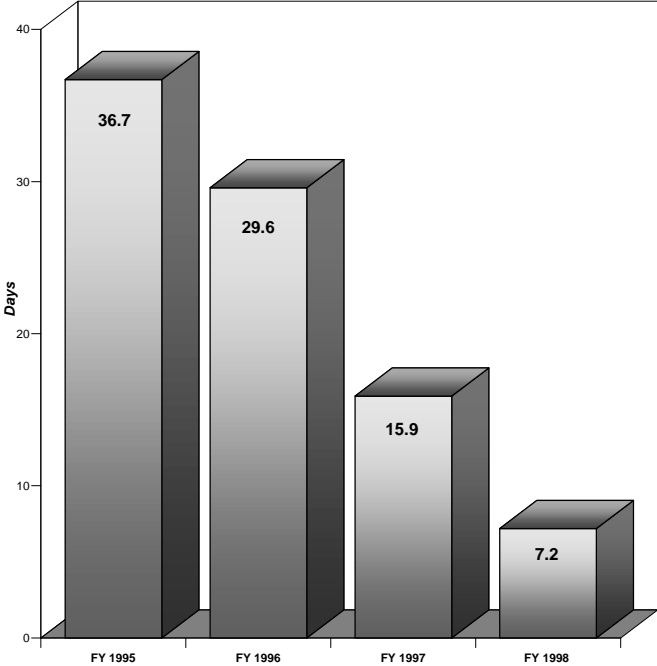
Landmarks Preservation Commission. In June 1998 the Commission began work to produce a brochure entitled "A Guide to the Public Hearing Process: Certificate of Appropriateness Hearings at the New York City Landmarks Preservation Commission." The brochure, a step-by-step guide to the Commission's public hearing process, will assist applicants by explaining Commission protocol, procedures, and relevant statutory criteria. The brochure is available in print and also at the Commission's home page on NYC LINK.

Department of Environmental Protection

Catch Basins Cleaned



Average Response Time from Catch Basin Complaint to Completion



Department of Health. During Fiscal 1998 the Department issued 242,733 receipts for birth and death certificate applications, a 7 percent increase over the 226,623 receipts issued in Fiscal 1997. Customers with walk-in requests for birth certificate copies waited an average of only 10 minutes during Fiscal 1998. Response time for mailed birth and death certificate requests continues to decrease due to better-trained staff and process improvements. Response time dropped from an average of 6 days in Fiscal 1997 for mailed birth certificate copy requests to an average of four days in Fiscal 1998, and from an average of nine days to an average of seven days for mailed death certificates requests.

Health and Hospitals Corporation. HHC continues to improve the timeliness with which critical women's health services are made available. From Fiscal 1995 to Fiscal 1998 the average waiting time for mammography screening appointments declined from 22 days to 5 days – while the number of appointments rose by over 25,000. Waiting time for initial family planning appointments has also declined, averaging seven days in Fiscal 1998 compared with eight days the previous year and 15 days in Fiscal 1995. The Corporation has reduced waiting time for broader categories of care; the waiting time for a first non-urgent appointment in outpatient care has fallen from 20 days in Fiscal 1993 to six days in Fiscal 1998.

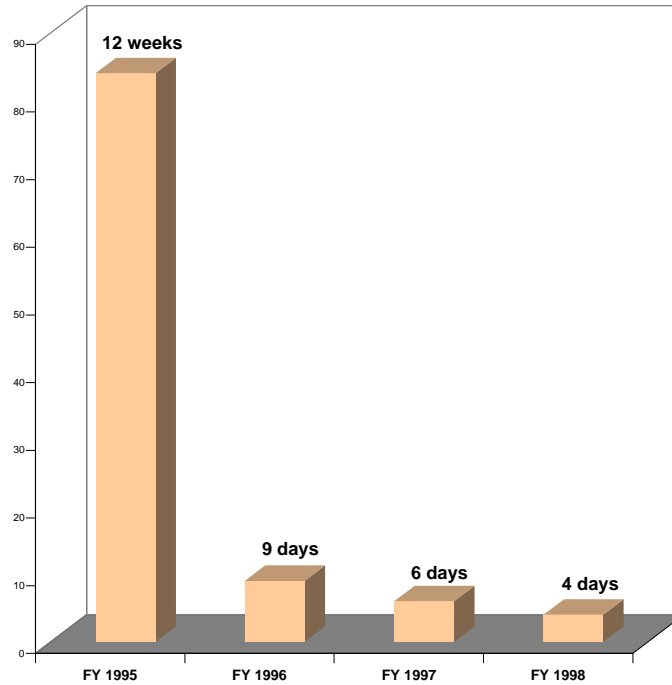
Through its regional health care networks, the Corporation pursues projects to improve women's access to quality health services, particularly obstetric services. In February 1998 Bellevue Hospital Center opened a birthing center. The unit has four private patient rooms; renovated triage and neonatal units; and birthing, labor, delivery, and recovery rooms. In Fiscal 1999 the Corporation plans to serve 200 patients through the new birthing center. In September 1998 Kings County Hospital Center will complete the modernization of its five labor and delivery suites. During Fiscal 1999 six additional HHC facilities will renovate their maternity wards.

Human Resources Administration. The time needed to initiate home care services decreased to 27.6 days at the end of June 1998, from 30.9 days at the end of June 1997. This improvement is due to HRA's restructured and more efficient Community Alternative Systems Agency (CASA) offices and to the new, intensive training of staff in its intake units, both of which resulted in expedited processing times. In Fiscal 1998 HRA's Home Care Services Program continued to make task-based assessments of eligible home care clients in order to determine service needs, and met its plan by referring 85.3 percent of Division of AIDS Services and Income Support clients to home care services within 48 hours.

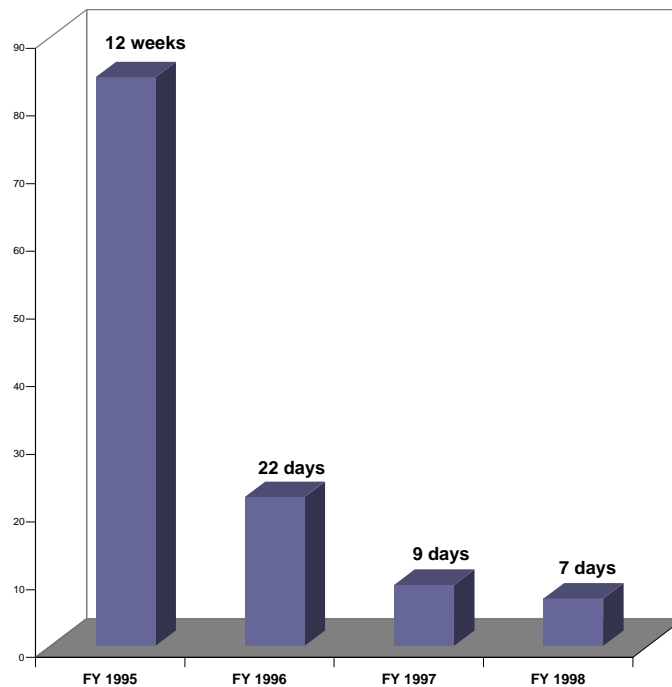
In Fiscal 1998 HRA began the first phase of the Professionalism, Accountability and Integrity (PAI) Civility Values Program by training all managers in techniques for establishing a positive work environment, defusing tense situations, and understanding diverse cultures and viewpoints. The program's goal is to ensure that civility and professionalism characterize each interaction, both among staff and with the public. During Fiscal 1999 managers will train their staff; agency leadership will monitor the progress of program implementation and develop corrective action plans when appropriate. HRA will develop a comprehensive plan to sustain PAI training over time, including establishing systems that will reward quality service, and will add Civility Values to employees' performance evaluations.

Department of Health

Vital Records
Average Response Time for
Birth Certificates by Mail

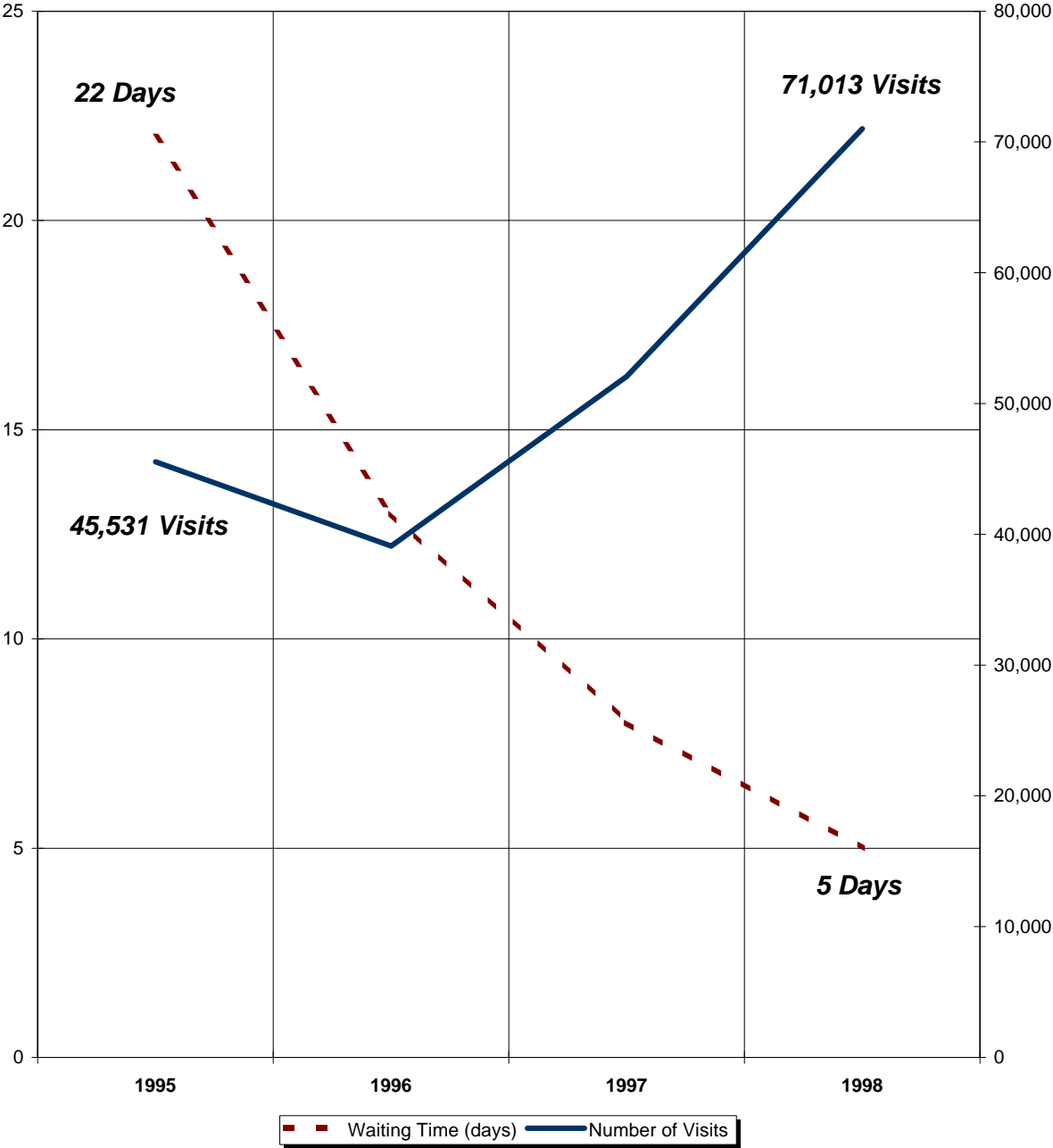


Vital Records
Average Response Time for
Death Certificates by Mail



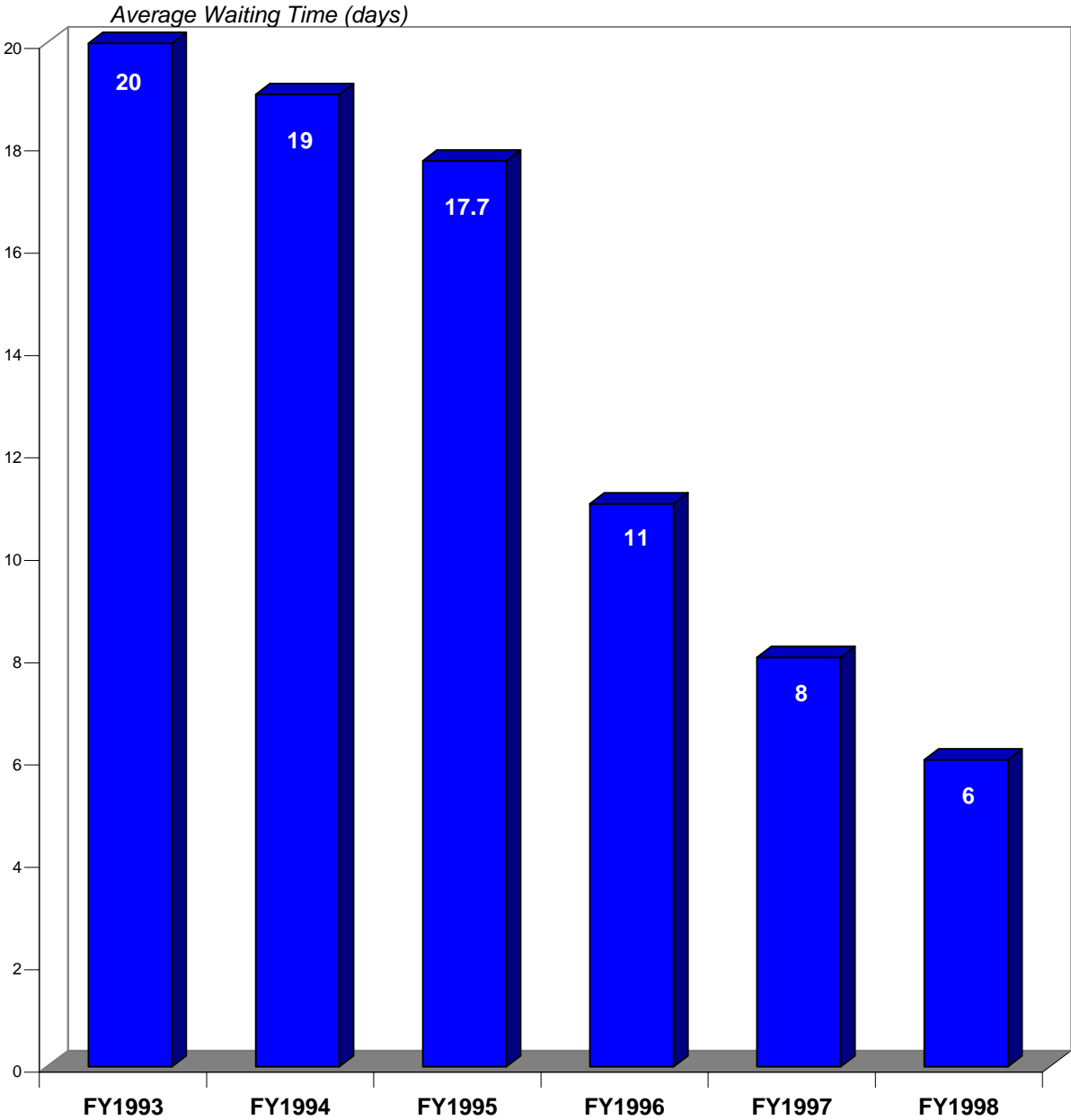
Health and Hospitals Corporation

Waiting Time for Mammography Screening Appointments Fiscal 1995-1998



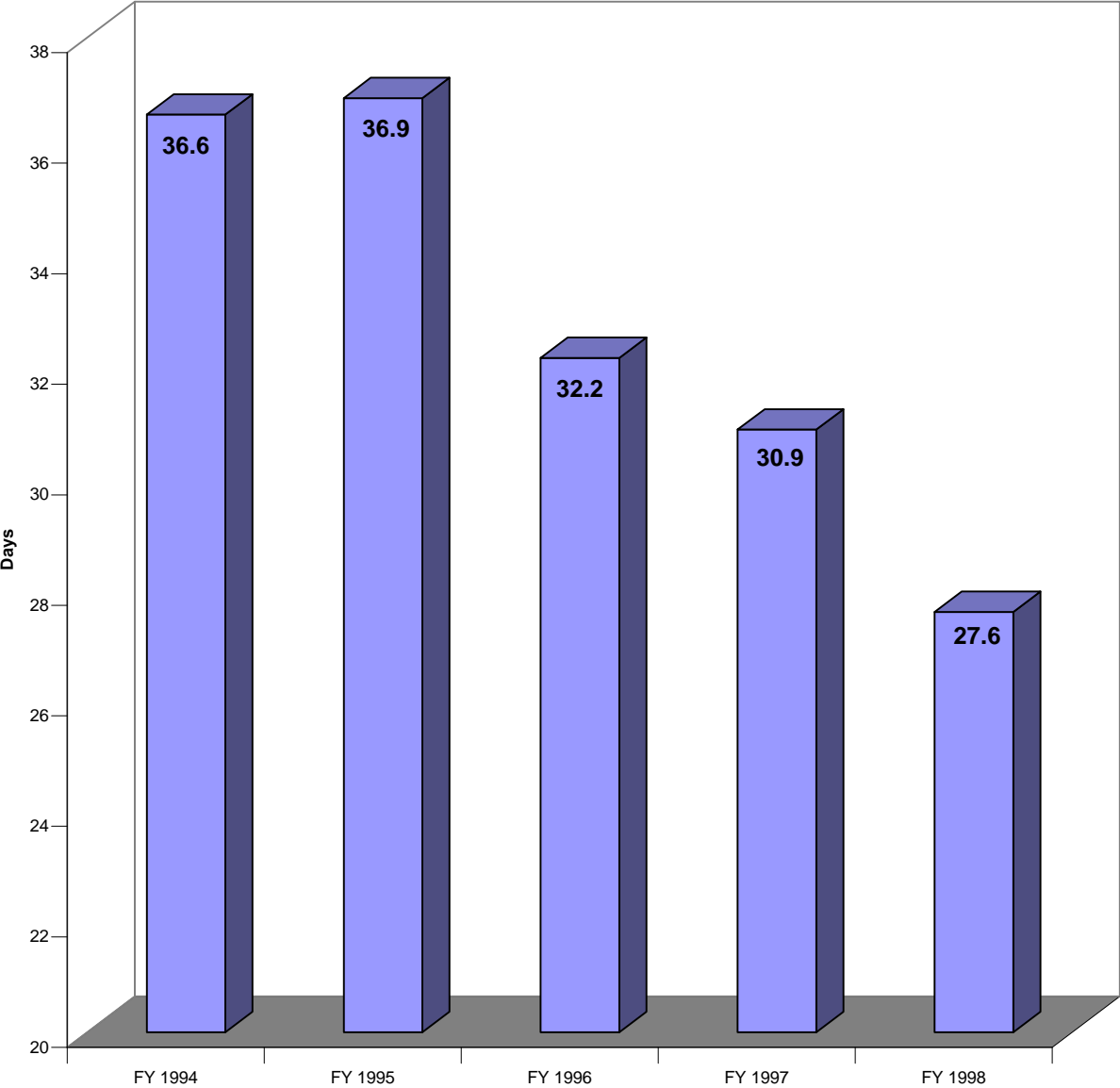
Health and Hospitals Corporation

Outpatient Care Average Waiting Time for First Non-Urgent Appointment



Human Resources Administration

Average Number of Days to Initiate Home Attendant and Housekeeper Services



Department of Buildings. The Department of Buildings (DOB) has now consolidated and expedited the approval process for construction permits and Certificates of Occupancy by offering its Express Service program in all boroughs. Applicants may go to DOB's borough offices to receive the necessary approvals for sewer, drainage, and septic work, former functions of the Department of Environmental Protection (DEP), and builders' pavement plans, a former function of the Department of Transportation (DOT). During Fiscal 1998 it took the Department 5.9 working days to perform first examinations of builders' pavement plans, compared with 6.8 days during Fiscal 1997.

The Department has implemented several technology-based customer service initiatives that enable the borough offices to resolve many applicant problems without referring them to its central office. DOB's borough, executive, and other offices are now linked electronically through the expansion of its Local Area Network and Wide Area Network (LAN/WAN) in December 1997. The LAN/WAN expansion was a prerequisite for the introduction of the Department's upgraded folder retention system, which is presently being redesigned to track the location of permit and plan records at the borough offices. This system is slated for completion in early Fiscal 1999.

Taxi and Limousine Commission. In May 1998 the Taxi and Limousine Commission (TLC) approved a package of industry reforms, designed to both enhance passenger and public safety, and to ensure compliance with the rules and regulations of the City, as well as the vehicle and traffic laws of the State. Some of the reforms include: a one-year probationary licensing period for new taxicab and For-Hire Vehicle (FHV) operators; mandatory drug testing for all taxicabs and FHV drivers during license application and renewal, and for cause; the requirement of State-certified defensive driving training for all taxicab and FHV operators; and an enhancement of existing liability and no-fault insurance coverage levels. The package also contains an enhanced Program for Persistent Violators for both taxicab and FHV drivers. This program targets recidivist rule violators and assigns a point value to certain violations. If the licensee exceeds a pre-determined level of points within an 18 month period, he or she may be ordered to attend a refresher course or face a 30 day TLC license suspension or mandatory TLC license revocation. The reform package also includes provisions for the enhanced accountability of taxicab and FHV owners, such as the requirement that they file accident reports with TLC in addition to the State Department of Motor Vehicles. This provision will allow TLC to identify and track accident trends.

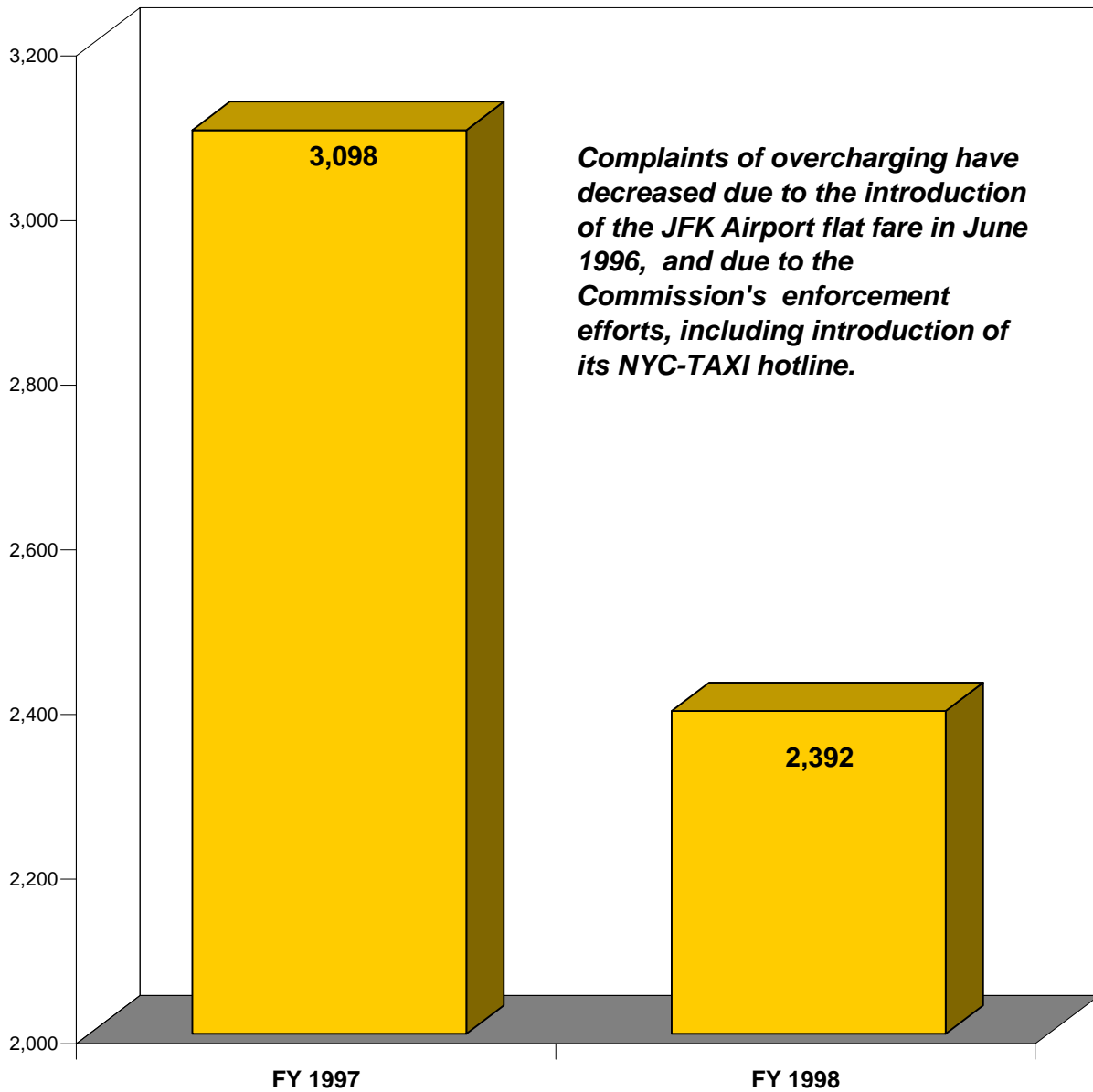
The success of the John F. Kennedy Airport Flat Fare rule has contributed to a reduction in the number of overcharge complaints during the fiscal year. In Fiscal 1998 there were 2,392 passenger overcharge complaints, a 23 percent reduction from the 3,098 complaints in Fiscal 1997.

Through Operation Refusal, an initiative to protect a passenger's right to be transported anywhere in the City of New York, TLC issues summonses to drivers who refuse to accept fares based on the passenger's destination, race, or disability. Originally conceived as a pilot program, Operation Refusal was permanently funded as part of TLC's enforcement mission in Fiscal 1998. In Fiscal 1998 TLC inspectors stopped and tested 3,857 taxicabs, compared with 2,444 in Fiscal 1997, an increase of 58 percent. During the reporting period 511 drivers received refusal summonses; 3,204 were issued summonses for other violations. In Fiscal 1997, in comparison, 287 refusal summonses were issued, while 1,760 summonses were issued for other violations.

Department of Finance. The Department of Finance (DOF) continues to improve customer service by facilitating payments. In December 1996 a vendor was contracted to create 200 Neighborhood Payment Centers (NPCs), at no cost to the City. NPCs will give New Yorkers additional sites at which they can make parking violations payments and will be able to make real estate tax payments. To date, 108 NPCs have opened in the five boroughs. Since inception of the program NPCs have processed over 44,000 parking violations transactions totaling \$2.4 million. In July 1998 DOF also began accepting credit card payments at Parking Violations Help Centers and Borough Payment and Adjudication Centers for parking fines and related tow fees. The Department intends to begin accepting payments by phone by the end of Calendar 1998.

Taxi and Limousine Commission

Complaints of Overcharging



The Administration's new approach to parking violation operations, which relies on the Police Department to manage traffic enforcement and summoning and on the Department of Finance to process and adjudicate violations and collect payment, has significantly increased the quality of parking violations processing and of the public's interaction with City government concerning parking issues. The "processability" of parking summonses, reflecting the degree to which the information entered on summons forms by Police Officers and Traffic Enforcement Agents can be recorded, processed and acted on by DOF, increased from 68 percent in Fiscal 1994 to 80 percent in Fiscal 1998. At the same time, the "collectability" of summonses – the proportion of summonses that are paid immediately, without being contested and without the necessity of dunning notices – increased from 37 percent in Fiscal 1995 to 43 percent in Fiscal 1998. Perhaps most important from a customer service point of view, the Department has taken steps to eliminate the problem of improper or inaccurate dunning notices in its efforts to collect parking violation fines. The number of complaints received by DOF concerning improper dunning in connection with parking violations fell to 6,290 in Fiscal 1998, a reduction of 57 percent from the previous year.

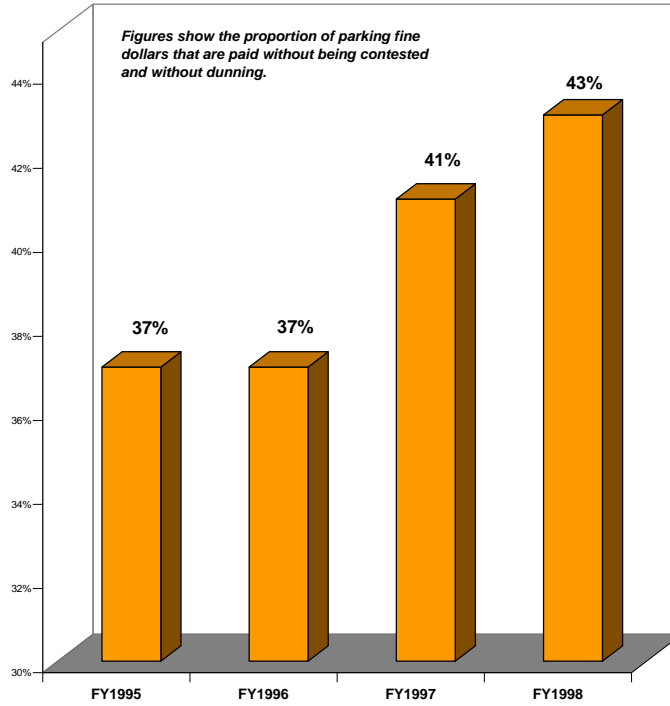
All of DOF's Deputy Sheriffs have received CPR training, enabling them to render assistance in cases of cardiac arrests. CPR training is being expanded to other areas within the Department of Finance.

Customer Surveys. Government is increasingly taking the direct approach to determine what citizens want and expect from government services – by asking. The following are examples of customer surveys undertaken by New York City agencies in Fiscal 1998 or planned for Fiscal 1999:

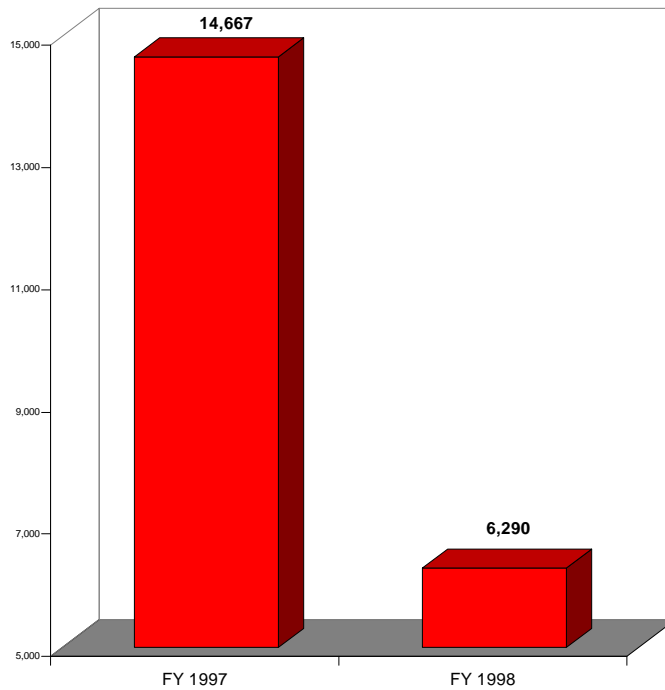
- ◆ The Health and Hospitals Corporation (HHC) is currently conducting a customer satisfaction survey to assess patient satisfaction, areas for improvement, and patient priorities. HHC will use the results to address issues of provider and staff performance; to refocus clinical, and administrative processes in order to improve the quality of patient care; and to position itself in the competitive health care industry. In early Fiscal 1998 surveys of outpatient services, outpatient surgery and inpatient services were conducted; 10,100 face-to-face interviews were conducted in five different languages. HHC is currently conducting survey interviews of long-term care and emergency room patients; during September 1998, clients using six home health agencies will be surveyed. In October 1998 HHC will conduct survey interviews of patients who use inpatient and outpatient psychiatric services. By the end of Calendar 1998 the Corporation will have conducted more than 21,000 interviews. HHC will publish the results during Calendar 1999.
- ◆ The primary customers of School Construction Authority (SCA) services are the school administrators and teachers who must maintain educational quality within the City's public school facilities. During Fiscal 1998, as part of SCA's effort to improve service delivery, a customer satisfaction survey was mailed to every Principal in a school where a project was completed in Fiscal 1997. The survey covered issues of design and construction quality, as well as the quality of communication between SCA and school officials. During Fiscal 1998 SCA sent out 699 surveys, of which 279 responded. 89 surveys indicated a need for corrective action, of which 88 were satisfactorily completed.
- ◆ The Department of Buildings (DOB) has made significant improvements in the quality of service at its Borough Offices, based partly on the results of customer surveys. DOB is committed to repeated surveys to keep track of user attitudes and develop new improvements. In response to its second round of surveys in July 1996, DOB instituted customer service help desks in each of its borough offices, and distributed a brochure explaining its customer service functions. In addition, the Department improved the cleanliness and condition of each DOB office and posted signs directing non-English speaking clientele to a single workstation where they are able to speak with an interpreter. The Department will begin to circulate its new customer satisfaction survey in Fall 1998, providing the feedback necessary to identify additional areas that should be addressed.

Department of Finance

Proportion of Parking Violation Fines Paid Immediately



Improper Parking Violation Dunning Complaints Received



- ◆ An independent study conducted in Summer 1997 by Columbia University and the Parks Council confirmed the reliability of the condition rating system employed by the Department of Parks and Recreation (DPR). The study surveyed park users and asked them to rate the park they were visiting as excellent, good, fair, or poor. Over 75 percent of those surveyed rated the quality of the parks as either excellent or good, coinciding with DPR's own 74 percent overall condition rating covering the same period. As discussed in this Volume's section on quality of life initiatives, overall condition ratings averaged 80 percent acceptable in Fiscal 1998, the highest level since ratings began in Spring 1992.

MANAGING MANDATED SERVICES

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

HUMAN SERVICES

WELFARE REFORM

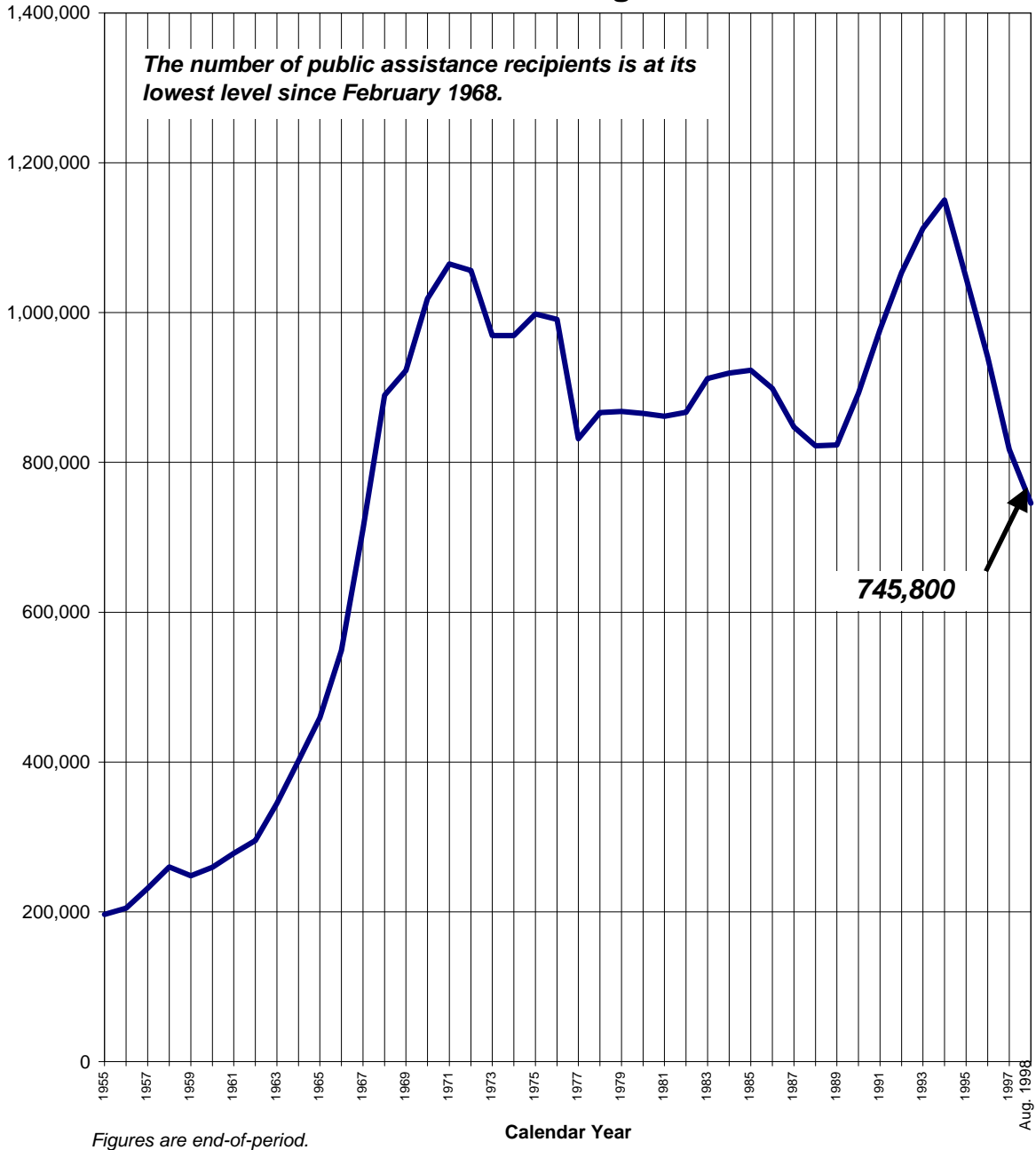
Reengineering the System. Reductions in the public assistance caseload continued in Fiscal 1998. Through greater emphasis on work activities, job placements, eligibility screening, and fraud detection, the number of public assistance recipients has decreased by over 35 percent since the City's welfare reform initiative was introduced in March 1995. At the end of August 1998 the number of recipients was 745,800, the lowest total since February 1968. Public assistance recipients are served by two programs: Safety Net Assistance (SNA), with 20 percent of recipients; and Temporary Assistance to Needy Families (TANF), with 80 percent of recipients. These programs have replaced the former Home Relief and Aid to Families with Dependent Children programs as a result of federal and State welfare legislation. The Safety Net Assistance program has seen the largest reductions, with the number of recipients declining by 49 percent from Fiscal 1994 to Fiscal 1998. The number of TANF recipients declined by 24 percent over the same period.

During Fiscal 1998 the Human Resources Administration (HRA) took substantial steps to further improve the integration of its public assistance, employment, and welfare-to-work programs. A central focus is helping people to achieve self-sufficiency. The cornerstone of this effort is the "Work First" approach of engaging people seeking public assistance in a process designed to lead to employment and self-sufficiency from the start. Every public assistance recipient who is capable of working in exchange for benefits will work. If participants are unable to find jobs, they will be assisted into subsidized employment or, when necessary, assigned to community service. Throughout the application process for public assistance, applicants engage in full-time job search and simulated work activities that encourage employment.

To further the Mayor's goal to end welfare by Fiscal 2000, HRA is implementing a comprehensive strategy for welfare applicants that begins with an extensive applicant interview and identifies alternatives to welfare. These may include day care, transportation expenses, food stamps, Medicaid, or one-time cash grants to alleviate crisis situations. If temporary assistance is still necessary, applicants must participate, to the greatest extent possible, in structured job search activities, such as job application completion and resume preparation, and must develop and hone basic job skills while HRA processes their applications. After temporary assistance is received, participants must engage in a 35-hour simulated work week that combines work experience and other employment-related activities until they secure an unsubsidized job and leave the public assistance rolls. Work activities may include the Work Experience Program, combined as appropriate with programs tailored to the needs of the individual participant, such as English as a Second Language courses or General Equivalency Diploma preparation.

As announced by Mayor Giuliani in January 1998, HRA will convert all Income Support Centers and Employment Service offices into Job Centers. During Spring and early Summer 1998 HRA opened four Job Centers located in Brooklyn, Queens, and Staten Island. By the end of September 1998, it will convert an additional four Income Support Centers into Job Centers. The remaining Income Support Centers and Employment Service offices will be converted by the end of February 1999. Job Centers provide on-site access to substance abuse screening, referral and treatment services; Medicaid and food stamp enrollment; rehabilitative vocational, educational, and training services; transportation subsidies; child support enforcement services; assistance with the identification of child care options; authorization and payments for child care; language skills programs; and job search and job placement services.

Number of Public Assistance Recipients December 1955 - August 1998



HRA worked with the Mayor's Office of Operations to improve the administration of fair hearings, which are required by State law for persons contesting decisions affecting their assistance grants. HRA's goals are to implement the outcomes of fair hearings in a timely manner, and to ensure that appropriate documentation is made available for these proceedings. HRA continued to exceed its target of timely implementation in 90 percent of cases during Fiscal 1998; 92.6 percent of hearing decisions affecting public assistance and 95.9 percent of decisions affecting food stamps were implemented in a timely manner. In Fiscal 1998 HRA provided 31 centers with a new automated notice system that informs clients of changes in their public assistance and food stamp benefits and services, thereby facilitating the documentation of these changes for fair hearings. It also completed a project design for the comprehensive Fair Hearing Evidence Management System, which will facilitate the storage, review, and delivery of evidence required to document case actions at fair hearings.

Food Assistance. In September 1997 the State and City began providing food stamp funding for legal non-citizens who are deemed ineligible for federal assistance and who are disabled, over age 60, or under age 18. At the end of Fiscal 1998 approximately 71,499 such individuals were receiving State and City-funded food stamp benefits. In June 1998 federal legislation restored food stamp benefits to legal aliens who were denied assistance under the Personal Responsibility and Work Opportunity Act of 1996. By November 1998 HRA will restore federally-funded benefits to food assistance program recipients who qualify under the new legislation.

HRA's Office of Food Programs seeks to improve the nutritional status of low-income New Yorkers by providing education and nutrition, administering and coordinating emergency food distribution to 683 soup kitchens and food pantries. In Fiscal 1998 the Office distributed over 10.3 million pounds of food, a 10.8 percent increase from the 9.3 million pounds distributed in Fiscal 1997. HRA anticipates distributing 10.8 million pounds of food by the end of Fiscal 1999.

Medical Assistance Programs. The federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996 and the New York State Welfare Reform Act of 1997 separated public assistance eligibility from medical assistance eligibility. Persons eligible for cash assistance through the TANF and SNA programs are generally eligible for Medicaid. Eligibility for public assistance Medicaid will be determined at Income Support and Job Centers, while eligibility for non-public assistance Medicaid will be determined at Medical Assistance Program (MAP) offices.

The number of persons certified eligible for Medicaid at the end of Fiscal 1998 decreased by 3.8 percent, to 1,644,577, from the 1,709,155 who were certified eligible at the end of Fiscal 1997. MAP expects this trend, which reflects decreases in the number of PA recipients, to continue throughout Fiscal 1999. In contrast, and counter to the trend in New York State as a whole, the number of persons receiving non-PA Medicaid increased by 11.7 percent, from 414,337 at the end of June 1997 to 462,706 at the end of June 1998.

Office of Medicaid Managed Care. By the end of Fiscal 1998 the Office of Medicaid Managed Care (OMMC) had contracts with 20 managed care organizations that will be responsible for the implementation of the mandatory managed care program approved by the federal Health Care Financing Administration and the State Department of Health. In Fiscal 1999 the Office and MAP continue to work together both to enroll eligible Medicaid clients in managed care plans and to ensure plan quality. By the end of June 1998, 377,788 individuals were enrolled in managed care plans. During Fiscal 1998 OMMC and MAP provided Medicaid managed care training to over 5,000 HRA supervisors and caseworkers, and an additional 2,000 employees from community-based organizations who are pre-authorized to screen for Medicaid eligibility.

The Office continued its managed care outreach efforts through brochures, public service announcements, health fairs, and a campaign promoting the managed care toll-free Helpline.

The State Department of Health's contracted enrollment broker services, which will provide outreach, educational counseling, and benefits counseling to new enrollees in Medicaid managed care, will begin at the end of September 1998. OMMC anticipates that the number of beneficiaries enrolled in the Medicaid

managed care program will reach approximately 450,000 by the end of Fiscal 1999. In July 1998 OMMC was transferred to the Department of Health's new Division of Health Care Access.

WELFARE TO WORK

Mayor Giuliani's solution for ending welfare is straightforward – to insist on the maximum possible level of personal responsibility from every citizen, while providing opportunities to prepare and assist those in need in finding independent employment. A variety of agencies and programs contribute to this effort, and all of them – not just those directed at public assistance recipients – should be taken into account. They include the City's successful efforts to foster the creation of private jobs, detailed in this Volume's section on economic development; the full range of job training and placement programs administered by the Department of Employment, reviewed in the Agency Narratives Volume; and the City's Summer Youth Employment Program, which is described in this Volume's section on services to children and youth.

Efforts to assist current and potential public assistance recipients in achieving self-sufficiency can only be assessed in the context of the City's overall welfare reform initiative. More than 180,000 recipients reported obtaining jobs during Fiscal 1994 through Fiscal 1998, including 46,413 reported placements in Fiscal 1998. From Fiscal 1995 through Fiscal 1998, more than 250,000 public assistance recipients have participated in the Work Experience Program, the largest such program in the nation, with an average of 33,765 participants each month in Fiscal 1998. The City will continue to report in detail on the strategies, implementation, and outcomes of its welfare reform efforts. The bottom line goals for welfare reform remain what they have always been – reducing dependence by having fewer New Yorkers on welfare, and more New Yorkers working.

Work Experience Program. The WEP program 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. 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 Fiscal 1998 WEP participation in the Department of Transportation's Arterial Maintenance cleaning operations continued to expand. By the end of Fiscal 1998 there were 100 WEP participants assigned to the program. WEP participants performed litter and weed removal on the service roads of the arterial highways, removing a total of 31,387 cubic yards of debris.
- ◆ The New York City Housing Authority continues to keep its developments clean by assigning WEP participants to help NYCHA's groundskeepers. During Fiscal 1998 the Authority deployed 7,864 WEP participants at NYCHA facilities, compared with 2,500 in Fiscal 1997. Since the inception of this program, NYCHA has placed over 15,000 WEP participants in its developments throughout the City. 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 results will be used to help assess the effectiveness of WEP involvement in NYCHA groundskeeping.
- ◆ 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 from 73.2 percent in Fiscal 1996 to 85 percent in Fiscal 1998, the cleanest annual rating ever recorded. 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, approximately 520 WEP participants per day take part in street cleaning operations.

- ◆ WEP participants assist the Department of Sanitation in other ways. Beginning in January 1998 DOS studied the impact of the introduction of weekly recycling collection on the recycling diversion rate in three of the City's Community Districts previously receiving alternate week collections. The pilot program was expanded in April 1998, adding six more Community Districts. Residents in these neighborhoods were notified of the change in recycling schedules through door-to-door distributions of flyers by WEP participants, as well as through media notification.
- ◆ WEP participants have also helped improve the cleanliness and overall appearance of the City's parks and playgrounds. They perform basic tasks such as removing debris and raking leaves. During Fiscal 1998 the Department of Parks and Recreation (DPR) assigned a bi-weekly average of 5,695 WEP participants to locations citywide. The Department's citywide cleanliness rating of parks and playgrounds rose to 96 percent acceptable in Fiscal 1998, the highest level recorded since ratings began in Spring 1992.

Parks Career Training. DPR invites its most motivated WEP participants to participate in its Parks Career Training (PACT) program. PACT participants receive intensive on-the-job instruction in custodial, clerical, horticultural, security, and maintenance work, along with job placement assistance and a comprehensive package of employment-related services. During Fiscal 1998 an average of 474 individuals were enrolled in PACT at any given time.

Business Link. Business Link is an HRA program that helps to move people from welfare to work by linking job-ready public assistance recipients with employment opportunities. The program disseminates job information to HRA offices and Work Experience Program sites. Interested recipients attend orientation sessions; after they are evaluated, a Business Link representative arranges interviews with employers. Positions available through Business Link include jobs in the health care, retail, security, and telemarketing industries. The program also recruits PA recipients for job-related training programs to enhance their employability.

Child Care. During Fiscal 1998 HRA and the Administration for Children's Services' Agency for Child Development (ACD) continued to work collaboratively to ensure that Work Experience and other employment program participants can access necessary child care services quickly. As part of this effort, the agencies introduced a pilot that transferred the responsibility for making child care payments from HRA to ACD. The pilot served 569 children and is currently being evaluated for expansion in Fiscal 1999. During Summer 1998 HRA and ACD entered into a public/private partnership with a local foundation to expand community-based summer child care programs for WEP participants.

Department of Homeless Services. As part of its mission of helping clients move toward independent living, in Fiscal 1999 the Department of Homeless Services (DHS) has added employment-related performance criteria to the contracts of adults and family shelter providers. Providers will be evaluated based on their ability to assist clients in attaining and retaining employment at minimum wage or above, and in working at least 20 hours a week. The number of single adult shelter clients placed in outside employment rose from 468 in Fiscal 1996 to 729 in Fiscal 1998.

In the fourth quarter of Fiscal 1999 the Department will begin an intensive employment program for families at the Catherine Street Shelter. The program will include basic skills enhancement; work readiness training; housing search assistance; and job training and placement assistance. Families who find employment will be provided with a post-placement support system designed to help prevent the recurrence of joblessness. The Department began renovations of the facility in May 1998 and will create classroom and workshop space, a new child care room, a computer learning center, a research library, remodeled dining facilities, and renovated and redecorated living quarters.

CITIZENSHIP NEW YORK CITY

In July 1997 the Citizenship New York City (CNYC) Immigrant Naturalization Initiative, coordinated by the Department of Youth and Community Development (DYCD), was created to provide assistance to elderly

and disabled legal immigrants who were at risk of losing federal benefits, such as Supplemental Security Income. CNYC staff work with immigrants to complete naturalization applications by ensuring that the requisite documentation is included, helping clients fill out naturalization forms, and when necessary, assisting applicants in filing exemptions from specific federal immigration requirements. During Fiscal 1998 CNYC staff met with almost 8,000 people, of whom 357 were homebound, who requested naturalization application assistance; and filed 5,620 completed naturalization applications, of which over 99 percent were accepted by federal Immigration and Naturalization Service. Staff also made 1,115 legal service referrals, 2,777 education referrals, and 3,800 information referrals to community-based organizations under contract with DYCD to provide immigration services. During Fiscal 1998 DYCD increased funding for these 57 immigration services contracts by \$1.2 million.

At the end of Fiscal 1998 DYCD also initiated new programs to serve elderly legal immigrants. The Department began working with INS and the federal Social Security Administration to identify over 1,800 seniors whose federal immigration status was classified as Persons Residing Under the Color of Law, and who were in jeopardy of losing their Supplemental Security Income if they had not adjusted their immigration status to permanent legal residents by the beginning of September 1998. CNYC staff continues to collaborate with the federal agencies to provide assistance to this elderly population, such as help with their residency application and referrals to other services.

HEALTH AND HOSPITALS CORPORATION

Utilization. The Health and Hospitals Corporation (HHC) continues to refocus its operations toward providing primary care, which allows the range of each patient's health care needs to be managed through one provider. HHC, like all public and private hospital systems in the State, has experienced declines in emergency room utilization. Emergency room visits excluding hospital admissions declined to 777,508 in Fiscal 1998, a decrease of 10.3 percent since Fiscal 1993, while primary care visits rose to 2,070,067, an increase of 40.2 percent over the same period.

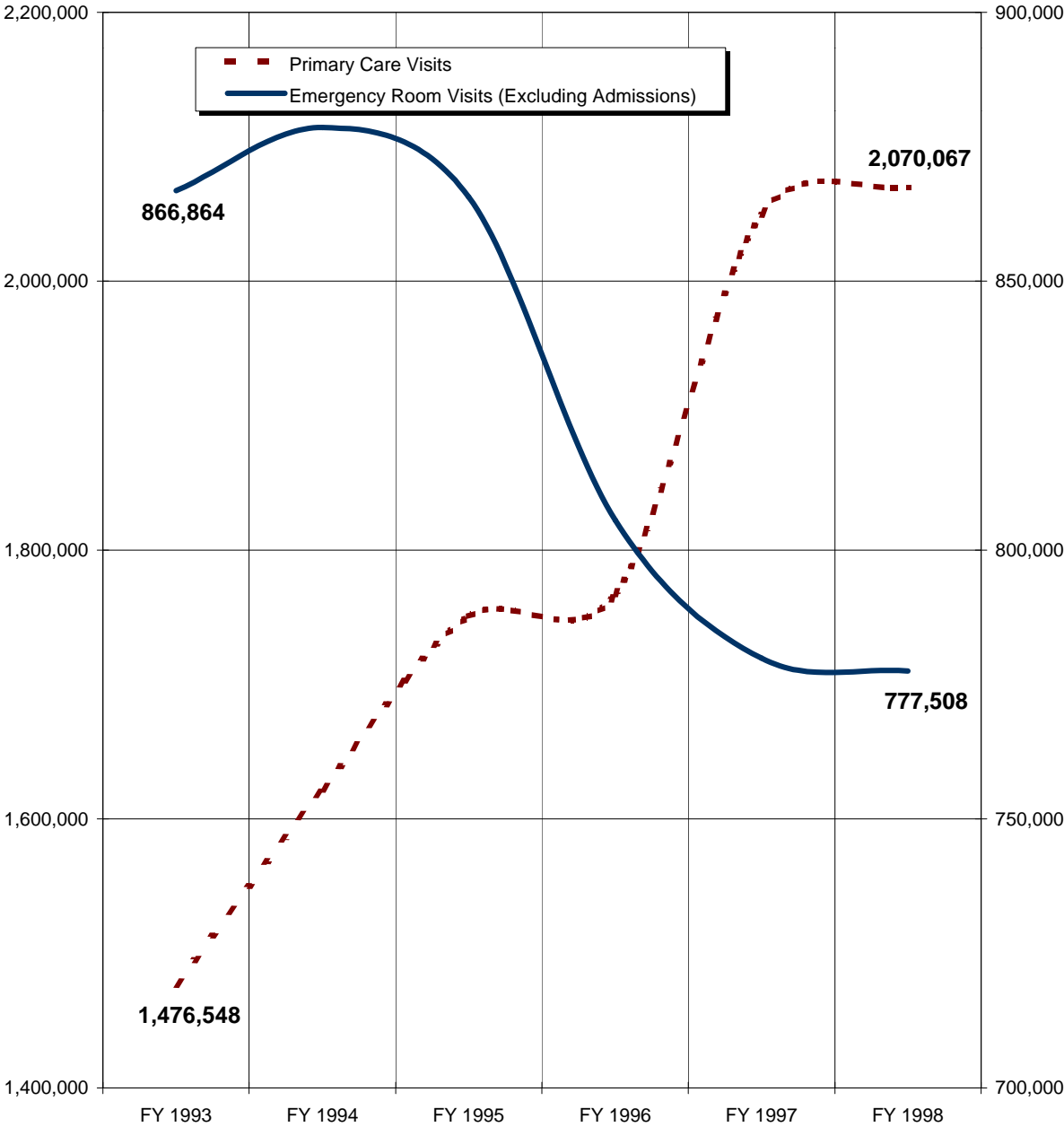
Inpatient hospital utilization continues to decline, as a result of the advent of managed care, the continued development of outpatient surgery, and advances in medical technology. From Fiscal 1993 to Fiscal 1998 HHC has reduced total hospital length of stay by 22.9 percent, to an average of 11.8 days. The total hospital average daily census has declined by 19.8 percent over this period. Responding to these trends, HHC has regained fiscal stability through rightsizing. The Corporation's directly funded headcount has been reduced from 54,154 at the close of Fiscal 1993 to 39,774 as of June 30, 1998, a reduction of 26.6 percent.

Affiliate Performance. HHC works to maintain and enhance excellence in health care in a number of ways. The Corporation has developed monitoring systems to assess the compliance with contracted financial and performance standards of both its facilities and its affiliates. Performance standards assess such issues as complete pediatric immunizations by age two, scheduled follow-up visits before patient discharge, timeliness of services rendered by clinic providers, and board certification of all physician providers. During Fiscal 1998 HHC's preliminary evaluation of a sample of services in the 17 affiliate contracts showed significant financial savings, increased productivity, improved quality of care, and better patient access to care. For example, all facilities reviewed demonstrated full compliance with required performance standards for pediatric immunizations. During Calendar 1999 the Corporation will expand its evaluation to include physician productivity agreements.

Family Health Service Clinics. During Fiscal 1998 the Corporation completed the integration of Family Health Service clinics, a total of 42 facilities previously operated by the Department of Health (including child health, and Communi-Care clinics), into HHC's regional health care networks. HHC is expanding its primary care capacity by opening several additional Communi-Care clinics. In September 1998 the Jamaica clinic will open; during Fall 1998 the Corporation anticipates opening the Smith, Tremont, and Dyckman clinics. During the first ten months of Fiscal 1998 22,038 visits were made to Communi-Care clinics, compared with 13,507 visits during Fiscal 1997.

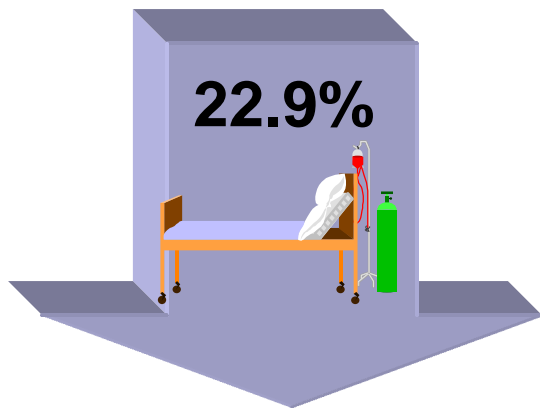
Health and Hospitals Corporation

Trend in Primary Care Visits and Emergency Room Visits



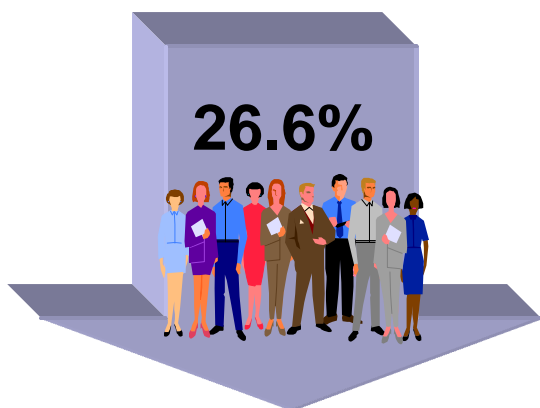
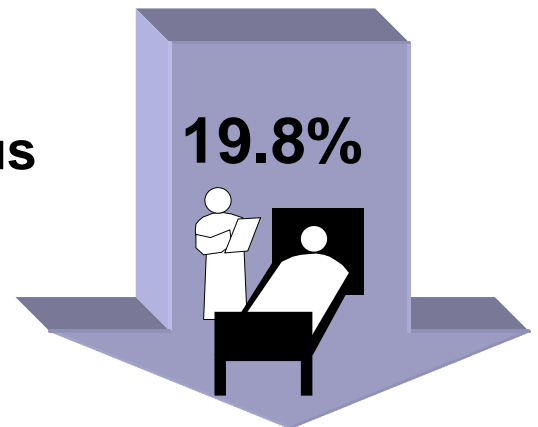
Health and Hospitals Corporation Utilization and Management

Fiscal 1993 Compared to Fiscal 1998



**Total Hospital Average Length
of Stay (15.3 days to 11.8 days)**

**Total Hospital Average Daily Census
(8,815 patients to 7,068 patients)**



**Headcount
(54,154 to 39,774)**

Community Health Partnership Program. The health care industry has changed significantly due to the rapid growth of managed care. To become more competitive, the Corporation will position itself as an organization that provides a wider spectrum of integrated and community-based health care within a managed care environment. HHC is currently implementing the State's 1115 Medicaid waiver, approved during Fiscal 1998 by the federal Health Care Financing Administration (HCFA), which mandates the implementation of Medicaid managed care in the State by Calendar 2000. The Community Health Partnership (CHP) was established to support HHC's transition into a Medicaid managed care system. Through CHP, the Corporation's facilities will receive approximately \$100 million a year in federal funds for each of the next five years in order to expand primary care capacity, develop programs for the uninsured, undertake worker retraining, implement technology improvements, and carry out other local and systemwide initiatives that will restructure HHC for managed care. During Fiscal 1998 HHC developed a CHP Year I training program, which will help to retrain the Corporation's workforce for the transition to managed care. During Fiscal 1999 all HHC employees will begin receiving training in clinical, technical, and developmental skill areas. The Corporation will continue to identify training needs as it begins the Year II planning process in Fiscal 1999.

Accreditation. The quality of care at Corporation facilities is monitored by the Joint Commission on the Accreditation of Health Care Organizations (JCAHO) and the State Department of Health. As of March 1998 Coler Memorial Hospital, Coney Island Hospital, Kings County Hospital Center, Lincoln Medical and Mental Health Center, and the Seaview Hospital Rehabilitation Center and Home received full three-year accreditation; Kings County Hospital Center was also awarded a nationwide commendation for exemplary performance. During Fiscal 1999 JCAHO will survey for accreditation Elmhurst Hospital Center, Jacobi Medical Center, Metropolitan Hospital Center, and Queens Hospital Center, as well as two nursing homes, the Gouverneur Skilled Nursing Facility and the Dr. Susan B. Smith McKinney Nursing and Rehabilitation Home. Since Fiscal 1994 all eleven HHC hospitals surveyed have received immediate three year accreditation.

Capital Projects. During Fiscal 1998 HHC announced its modernization plans for both the Kings County Hospital Center and the Queens Hospital Center. The renovation of Kings County Hospital will create a new inpatient building and modernize existing space. The QHC project will construct a new 200-bed hospital offering general care, behavioral health services, and three Centers of Excellence for women's health, outpatient care, and cancer care.

HOMELESS SERVICES

The Department of Homeless Services (DHS) has enhanced the quality and accountability of services to homeless families and individuals by moving toward contracted administration of services, by developing and implementing contract performance standards, and by utilizing the experience and resources of contracted providers to offer a new range of services in areas such as employment assistance, living skills, and housing assistance. The Department's progress in privatizing shelter facilities and programs, and its groundbreaking work to incorporate performance incentives in service contracts, is discussed in this Volume's section on economic development under the heading of public/private initiatives.

Health and Hospitals Corporation

Accreditation of All Eleven Acute Care Hospitals

Fiscal 1991-1993

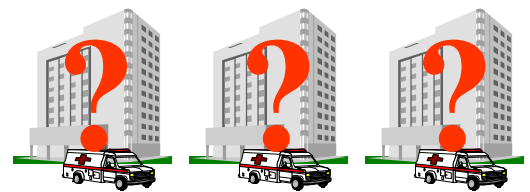
5 hospitals received immediate three-year accreditation



Bellevue

Elmhurst

Jacobi



Harlem

Woodhull

Coney Island



Queens

North Central Bronx



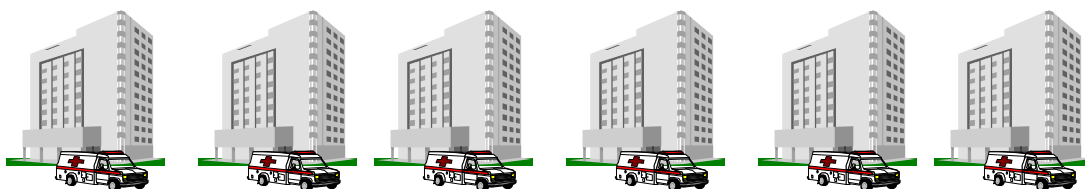
King County

Lincoln

Metropolitan

Fiscal 1994-1998

All eleven hospitals received immediate three-year accreditation



Bellevue

Elmhurst

Jacobi

Woodhull

Harlem

Coney Island



Kings County

Metropolitan

Queens

Lincoln

North Central
Bronx

Family Case Management. As of April 1998, families that are determined ineligible for housing at the Department's Emergency Assistance Unit are referred for Intensive Case Management (ICM) services. These services are offered when families have viable living arrangements to which they may return but are lacking the necessary skills, resources, or services necessary to maintain their current living situation. The four contracted organizations providing ICM services offer assistance in securing entitlements and referrals for child care, counseling, medical care, substance abuse treatment, and education services. ICM providers coordinate with other government, nonprofit, and community organizations to provide needed resources.

Housing Specialist Manual. During Fiscal 1998 the Department's staff and housing specialists from the Tier II facilities drafted a desk manual for all family shelter housing specialists. The manual describes all available housing programs; eligibility, lease signing, and move-in information; shelter staff responsibilities; housing interview procedures; medical and health resources; and housing forms and applications. This resource will help housing specialists move homeless families more quickly and efficiently through the housing application process. The Department will release the manual in September 1998.

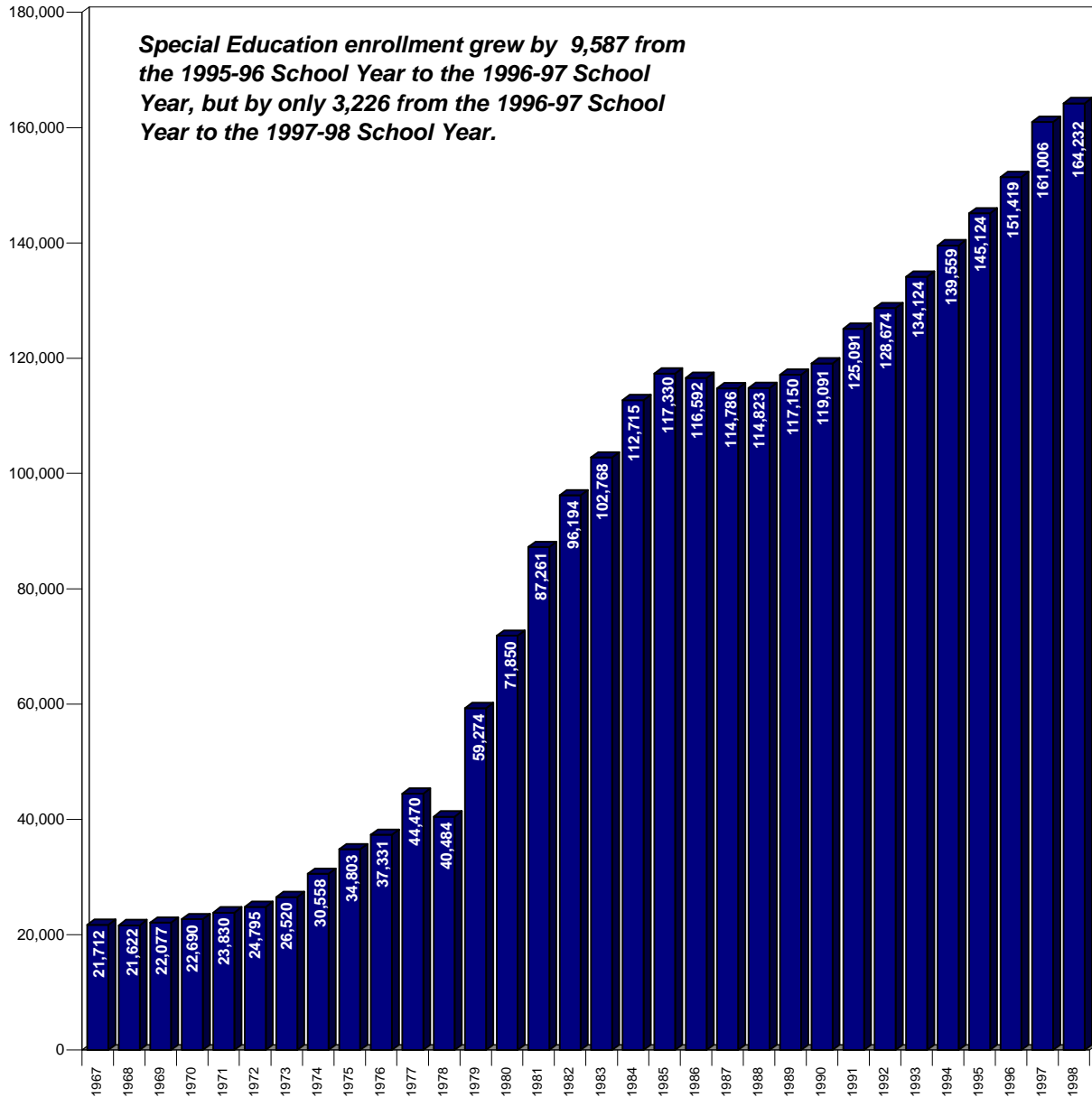
Street Outreach. Through six not-for-profit providers, the Department provides outreach and support services to people living on the streets and in other public places, encouraging them to accept shelter services. During Fiscal 1998 increased outreach efforts, along with better citywide coordination among community-based organizations and the Police Department, resulted in 9,567 referrals for services and 5,736 placements into temporary housing, compared to 4,187 referrals for services and 4,090 placements in temporary housing during Fiscal 1997.

Supportive Housing. The 1990 New York/New York Agreement between the City and New York State committed the City to open 1,426 units of supportive housing for the placement of homeless mentally ill individuals. Although that goal was met in 1997, responding to the continued need for housing for the mentally ill continues to be a high priority. The success of the program prompted Mayor Giuliani to include funds in the Fiscal 1998 Executive Budget for additional NY/NY units. The State also agreed to provide additional funding. In conjunction with the Department, HRA, the Department of Homeless Services, and the Department of Housing Preservation and Development, the Mayor's Office has developed a proposal for additional units. It is now working in partnership with the State to realize that proposal.

SPECIAL EDUCATION

Mayor's Task Force on Special Education. The number of students in special education reached 164,232 in the 1997-98 school year, accounting for 15.2 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.

Special Education Enrollment



No comparable data is available prior to the 1966-67 School Year.

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

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

Evaluation and Placement. In September 1998, consistent with the Task Force recommendations, responsibility for the evaluation and placement of both students with disabilities, and students suspected of being disabled, was transferred to school Superintendents. Prior to the reorganization, responsibility for evaluation and placement lay with the Committees on Special Education (CSE) and School Board Support Teams (SBST), which reported directly to the division of special education at the Central Board. CSEs will now report directly to each Superintendent and SBSTs to each principal. This reorganization is intended to create a system of accountability in which the Superintendent is responsible for all aspects of both general and special education. As a result, general and special education programs will be more closely linked, participation of parents in the evaluation and placement process will be enhanced, and students' special needs will be met in the least restrictive environment possible.

Early Intervention. Through its Special Education Prevention/Early Childhood Intervention initiative, the Board will continue to provide the opportunity for disabled and non-disabled children in grades pre-kindergarten through 3 to learn together through integrated educational services in less restrictive environments. During the 1997-98 school year, the Board served 3,564 special education students through Superstart and School Age Plus, compared to 2,975 students during the 1996-97 school year. In addition, the Consultant Teachers' Service initiative, a preventive/intervention program for special and general education students, served 1,047 students in the 1997-98 school year as compared to 740 in the 1996-97 school year.

THE ENVIRONMENT

WATER SUPPLY

On August 13, 1998 Mayor Giuliani marked the completion of the first stage of the largest capital project in the City's history by activating City Water Tunnel No. 3, which has been under construction since 1970. This event represented the culmination of a century of strategic planning for New York's water supply, and will enhance the City's high-quality water delivery system, provided added reliability for all who live and work in the City, and ensure a reliable water supply well into the next millenium. The ceremony also commemorated the 24 underground construction workers, operating engineers, and City employees who have lost their lives over the years during the construction of City Tunnel No. 3.

The City's three upstate reservoir systems provide nearly 1.3 billion gallons of water per day through a complex system of pipes, aqueducts, and tunnels. The activated portion of City Tunnel No. 3, constructed in bedrock 250 to 800 feet below the surface, runs 13 miles from the Hillview Reservoir in Yonkers, under Manhattan's Central Park, the East River, and Roosevelt Island into the Astoria section of Queens. This portion of the tunnel took \$1 billion to construct, and is now serving the Upper East Side and Upper West Side of Manhattan, Roosevelt Island, and many Bronx neighborhoods west of the Bronx River. The remaining stages of City Tunnel No. 3 are expected to be completed in 2020, with a total project cost of between \$5.5 billion and \$6 billion. The benefits of City Tunnel No. 3 will include higher water pressure, and the opportunity to inspect and, if needed, make repairs to City Tunnels No. 1 and 2 for the first time since they were put into operation in 1917 and 1936.

On January 21, 1997 the New York City Watershed Memorandum of Agreement (MOA) was signed by the Mayor, the Governor, the U.S. Environmental Protection Agency (EPA), over 70 watershed municipalities, and a coalition of environmental organizations. The MOA includes a program to acquire land in designated priority areas within the watershed region, which will be administered by the City in consultation with upstate communities; the promulgation by the City and the State Department of Health (SDOH) of revised regulations for activities affecting water quality; an evaluation of the City's existing comprehensive water quality monitoring program, and a series of environmental and economic partnerships with upstate communities, including a program designed to enhance water quality by upgrading existing wastewater treatment plants and constructing new sewage treatment infrastructure. In addition, pursuant to the MOA, EPA issued a new filtration avoidance determination for the City's Catskill and Delaware water supplies and extended it to April 15, 2002. City regulations for the watershed, which impose limits on certain activities affecting water quality and authorize the City to take enforcement actions to protect the watershed, became effective on May 1, 1997. In Fiscal 1998 the Department of Environmental Protection (DEP) issued a total of 712 notices of violation for individual residential septic system failure, 210 environmental summonses, and 393 notices of warning throughout the upstate watershed.

One of the Department's primary means of securing a safe water supply for the City is its Land Acquisition and Stewardship Program (LASP). Since the inception of the program the Department has entered into 127 contracts to purchase a total of 11,157 acres of land. Before closing on these properties, the New York City Administrative Code requires that each parcel receive Mayoral approval. The approval process began in July 1997; since then DEP has received preliminary Mayoral approval for 105 parcels and final approval for 63 parcels. As of July 1998 title to the first 26 parcels, totaling 1,659 acres of land, had been acquired by the City.

Also pursuant to the Watershed MOA, the City will spend \$13.6 million over the next five years to implement a Septic Rehabilitation and Replacement Program in five watershed counties west of the Hudson River. The non-profit Catskill Watershed Corporation (CWC), which administers this program, established an interim Septic Notice of Violation (NOV) Program in Fiscal 1997 to remediate DEP-confirmed septic failures. This interim program was merged into a full septic program in early Calendar 1998. The CWC has entered into contracts with seven engineering firms to provide program coordination,

which includes inspection management, pumping-out, and the reconstruction of septic systems in the 42 towns which comprise the West-of-Hudson watershed. In Fiscal 1998 more than 100 septic system remediations were completed under the Septic Program and many more systems are currently in design or under construction.

In August 1994 the Department executed a five-year, \$35.2 million contract with the Watershed Agricultural Council in agreement with the terms set forth in the Watershed Agricultural Program. The Board of Directors of the Council, a not-for-profit organization, includes individual farmers, representatives of the agricultural industry, and the DEP Commissioner. The contract provides for pollution prevention planning programs designed to improve farming practices and water quality on farms in the watershed. In Fiscal 1998, 297 farms had entered into agreements with the Council to develop and implement Whole Farm plans for water quality protection. In April 1998, at DEP's request and after public notification, EPA modified the Filtration Avoidance Determination milestones for the Watershed Agricultural Program. The new milestones reflect the program's success in meeting its objectives, extend certain deadlines for executing agreements with participating farms into Calendar Year 2002, and emphasize water quality protection and farms' compliance with their Whole Farm plans.

SOLID WASTE DISPOSAL

In May 1996 the Mayor and Governor agreed to close the Fresh Kills Landfill by December 31, 2001. Since then, the Department of Sanitation (DOS) has continued to reassess existing programs, implement new initiatives, and introduce pilot programs that prevent materials from entering the City's waste stream. The Department has also worked to recycle and compost more materials and to facilitate and encourage the reuse of materials. Only waste from Queens, Manhattan, Brooklyn, and Staten Island is now landfilled at Fresh Kills. After Fresh Kills closes, all DOS-managed waste will be exported to environmentally sound out-of-City disposal sites. To prepare for closure and ensure that the closure deadline is met, DOS has committed to a schedule for phasing down waste disposal at Fresh Kills. Under this schedule, in July 1997 DOS began exporting approximately 1,900 tons per day of DOS-managed waste from the Bronx. Additionally, the Department plans to dispose of no more than 8,500 tons per day at Fresh Kills by December 31, 1998, compared with 13,000 tons per day in 1996. To achieve this second target, DOS solicited bids for the export of 2,400 tons per day of DOS-managed refuse from the Brooklyn/Queens watershed, beginning in October 1998.

The Department continues to revise the landfill grading and fill progression plans necessary to close Fresh Kills. These plans form the basis of the Fresh Kills Closure Implementation Plan, which will be incorporated into the City's Consent Order with the State to close Fresh Kills. Final cover construction in the actively landfilled section is now underway, with 90 acres completed in Fiscal 1998. Continued operational and environmental safeguards will be incorporated into the Closure Implementation Plan. Such activities encompass the operations of the expanded leachate treatment plant and the newly completed leachate containment and collection system around the perimeter of the active sections, as well as the gas venting and stormwater management systems now in place.

DOS continues to monitor groundwater, surface water, sediments, landfill gas migration and slope stability at Fresh Kills. Such environmental monitoring will continue for 30 years after the landfill stops accepting waste. With the recent completion of the leachate collection systems for the entire landfill, the data obtained through the environmental monitoring system should begin to reflect any water quality improvements achieved by those systems.

In order to control and reduce landfill gas emissions and associated odors at Fresh Kills, DOS is installing a landfill gas collection and flaring system, and entering into a landfill gas concession agreement. In July 1998 the New York State Department of Environmental Conservation (DEC) issued DOS a permit to flare and control landfill gas; DOS has now installed six flares in the closed sections of the landfill. The Department plans to start the first two flares in September 1998. In addition, emissions from a major portion of the landfill are being controlled through the existing recovery facility, which recovers and upgrades landfill gas for beneficial use. DOS is finalizing a new concession agreement with an experienced firm in the gas industry and expects to complete this contract award process in early Fiscal 1999. As part of the concession agreement, the concessionaire will expand the existing recovery facility and build an additional recovery facility. Once concession operations are in place, flaring will be employed as a back-up control measure.

CONSOLIDATION AND RESTRUCTURING

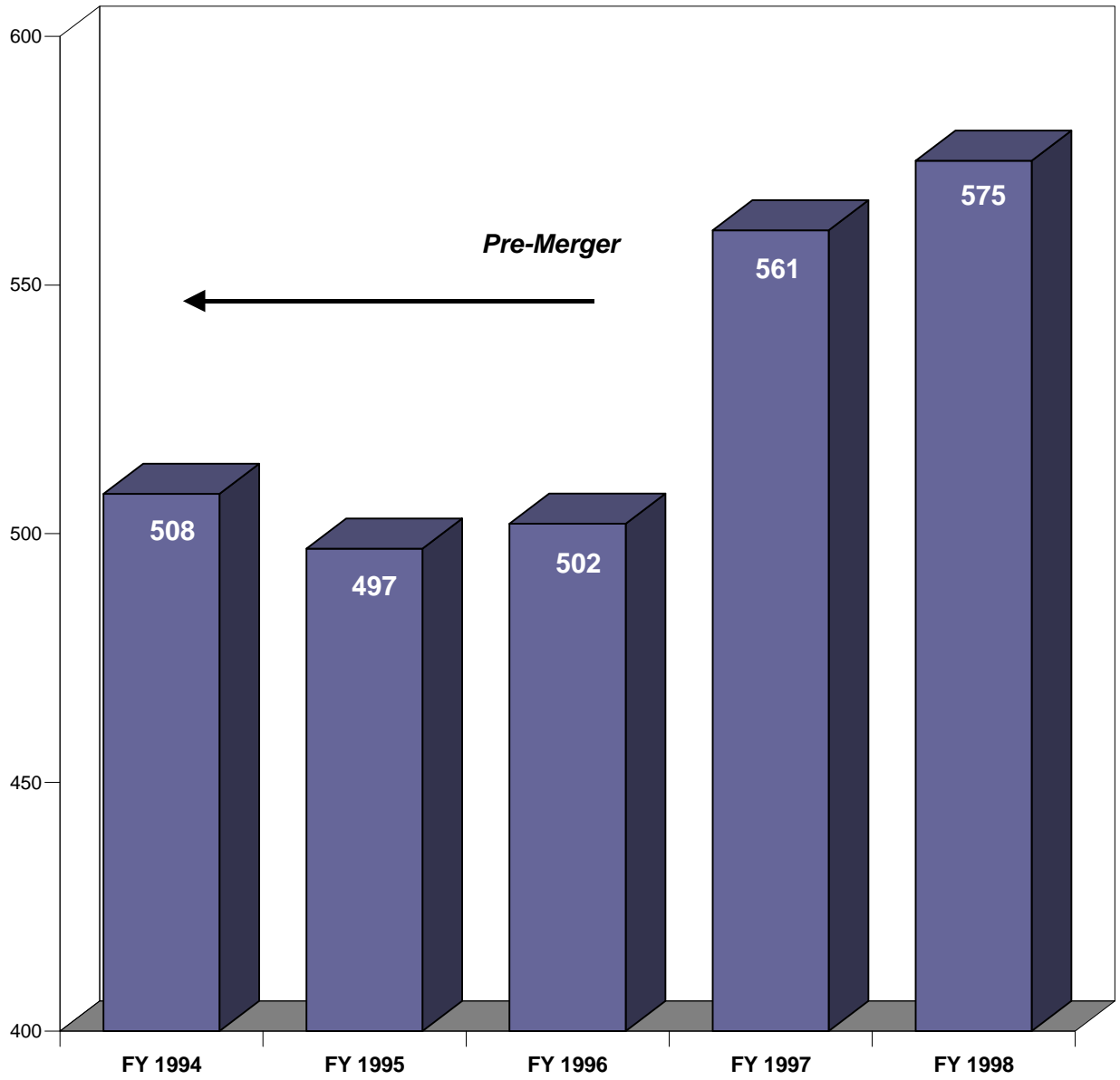
City government has been substantially restructured in order to increase efficiency and eliminate duplicative functions. Recent consolidation and restructuring initiatives build on earlier efforts, including the City's Collections Consolidation, which merged the Parking Violations Bureau and the Sheriff's 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; and the separation of the Administration for Children's Services from the Human Resources Administration. A number of major restructuring initiatives have followed; in some cases, work to finalize the full consolidation or the transfer of administrative and service operations is still ongoing. Information on a number of these measures, including the Collection Consolidation initiative, contracting reforms in the Department of Youth and Community Development, and NYPD's traffic strategy, are discussed elsewhere in this Summary. This section provides updates on three large-scale recent initiatives, affecting the Emergency Medical Service, the Department of Design and Construction, and the departments of Health and Mental Health, Mental Retardation, and Alcoholism Services; and also describes internal restructuring initiatives within the Human Resources Administration, the Department of Housing Preservation and Development, and the Department of Environmental Protection.

EMERGENCY MEDICAL SERVICE

In February 1996 the City Council passed legislation to merge the City's Emergency Medical Service (EMS) into the Fire Department to insure more timely emergency medical care. All of the medical response time standards stipulated in the February 1996 Memorandum of Understanding between the Mayor and the City Council appear in the Mayor's Management Report as objectives. As agreed upon, it will take approximately three years to achieve the standards once all ambulance stations are in operation. The impact of the merger in terms of emergency response times are discussed in this Volume's section on quality of life initiatives. Ambulance response time to Segment 1-3 serious medical emergencies has been reduced from 8 minutes 46 seconds in Fiscal 1995, prior to the merger, to a record low of 7 minutes 54 seconds in Fiscal 1998. In addition, due to the training of fire units in Certified First Responder Defibrillation (CFR-D) techniques, the combined response time of EMS and fire units to Segment 1-3 emergencies was 6 minutes 43 seconds in Fiscal 1998, over two minutes faster than pre-merger ambulance response time.

The Fire Department has taken a number of steps to increase EMS efficiency and reduce response times. The number of EMS ambulance tours per day has increased significantly since the merger was accomplished, increasing by 15.7 percent from Fiscal 1995 to Fiscal 1998. In November 1997 the Department modified its ambulance dispatch protocol, improving ambulance availability and further reducing response time to medical emergencies. The revised dispatch procedure deploys ambulances from strategically chosen street corners, rather than assembling units for dispatch from community-based ambulance stations. Ambulance stations are now used for ambulance refueling, decontamination and supply restocking. The proximity of the stations to the areas the ambulances cover decreases travel time required for these functions, keeping the units in service longer, and increasing availability for emergency calls. The next step in the Department's operational improvements will be the purchase of an Automatic Vehicle Location (AVL) system, which identifies the location of all units, ensuring maximum dispatch efficiency.

**Average EMS Municipal Ambulance
Tours Per Day
Fiscal 1994-1998**



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.

One of the Department's main goals is to increase the timeliness of the City's construction efforts. In Fiscal 1998 64 percent of DDC-managed capital projects were completed early or on time, compared with 47 percent in Fiscal 1997.

Infrastructure construction projects include works undertaken both to upgrade the reliability of water and sewer service and to provide smooth and safe roadways. In Fiscal 1998 DDC completed the design of 133 infrastructure projects and the construction of 102, compared to 115 and 77 projects in Fiscal 1997, and began 128 new infrastructure construction projects. These include the replacement of a trunk main and defective sewers on McGuinness Boulevard in Brooklyn, and full reconstruction of the roadway and sidewalks. In Queens, projects include the installation of new storm and sewer lines for Nadal Place and the reconstruction of storm and sanitary sewers on 226th Street. Staten Island projects include the installation of storm and sanitary sewers at Linwood Avenue and at Arden and Mosley Avenues. In the Bronx, DDC began replacing old combined sewers in the area around Young Avenue.

The Department's Structures Division undertakes construction projects that enhance the quality of life for New Yorkers by building and reconstructing health care and human service facilities, public school buildings, public safety buildings, and cultural institutions. During Fiscal 1998 the division designed 256 projects, compared to 214 in Fiscal 1997; began construction on 247 projects, compared to 174 in Fiscal 1997; and completed construction on 232 projects, compared to 77 in Fiscal 1997.

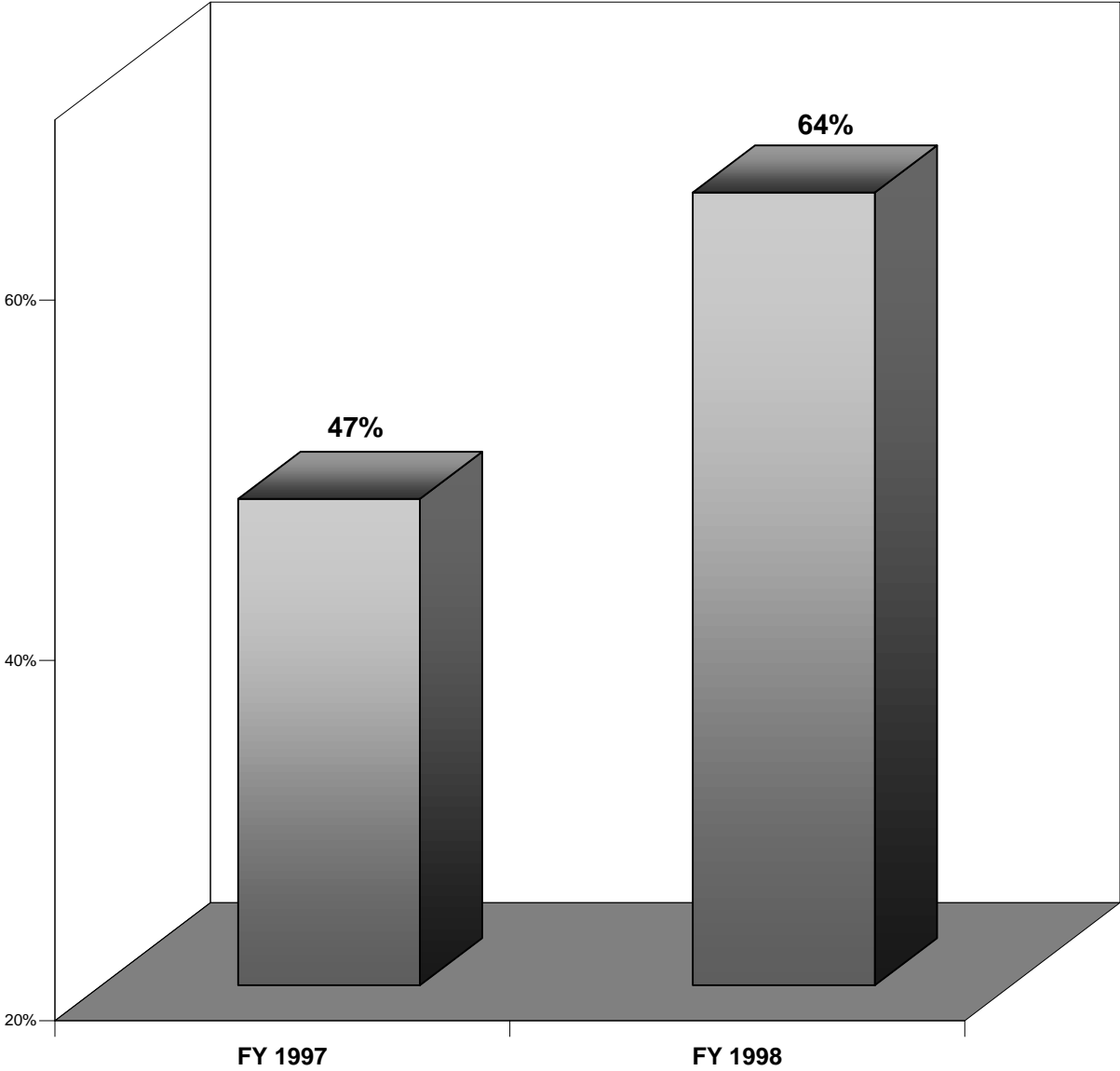
In July 1996 the Mayor and the City Council jointly allocated \$1.4 billion in funding, to be spread over five fiscal years, for the rehabilitation of the City's public schools. Monies for this initiative are being allocated between DDC and the School Construction Authority. In Fiscal 1997 DDC formed a Schools Program Task Force, which was divided into two categories: Phase I for work on the exterior shell; Phase II for window replacement. The Task Force identified 28 schools for the Fiscal 1997 School Program; Phase I was completed in Fiscal 1998, and Phase II was completed in August 1998.

An additional 25 schools were identified for the Fiscal 1998 School Program. Phase I work progressed during Summer 1998. Renovations at one school, Intermediate School 394, which has been closed for two years, will be more extensive, including interior finishes and mechanical and electrical system upgrades. Work commenced in Spring 1998 and is on schedule for partial reoccupation by the start of the 1998-1999 school year. In Summer 1998 DDC began Phase I exterior rehabilitation on 18 schools in the Fiscal 1999 program, one year ahead of schedule.

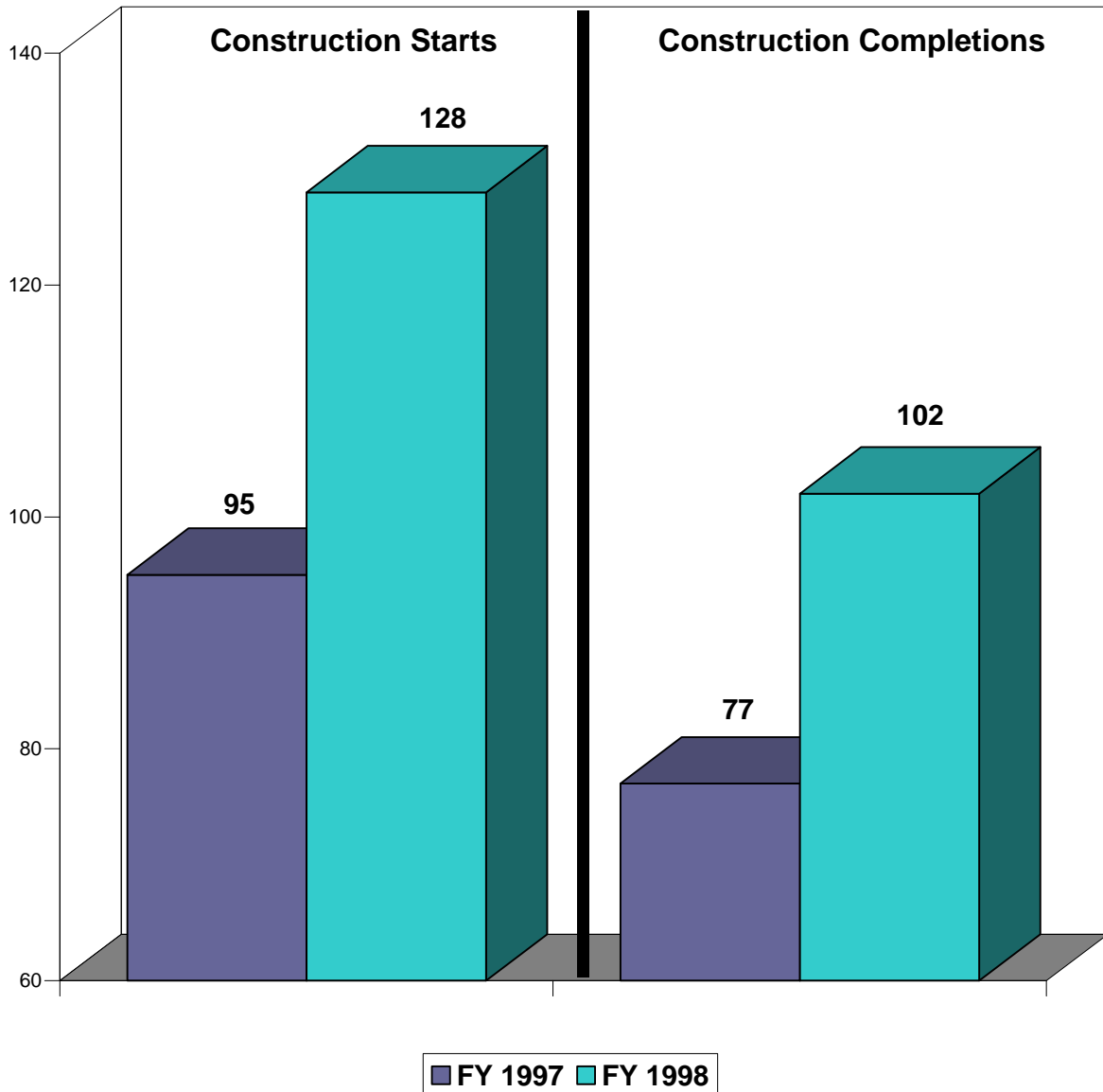
In Fiscal 1997 the Department developed and implemented a Quality Assurance (QA) program to rate Infrastructure Division projects for management, record keeping, construction quality, safety and site maintenance. For each project, QA staff use a report-card rating system to identify areas needing improvement. This process provides an overview of DDC's construction project portfolio and alerts managers to problems requiring corrective action. A similar comprehensive checklist for the Structures Division construction projects was developed during Fiscal 1998 and will be implemented in Fiscal 1999. During Fiscal 1998 DDC used the report card to rate 34 percent of its 482 active construction projects.

Department of Design and Construction

Percent of Projects Completed On Time or Early



**Infrastructure Projects
Sewers, Watermains and Roadways
Fiscal 1997 vs. Fiscal 1998**



Of the 167 projects rated, 10 percent had deficiencies which were corrected using information provided by the report-card process.

In Fiscal 1997 DDC substantially reformed its payment process. This effort included the development of a computer application to track payments, the centralization of payment functions to eliminate redundancies, and the establishment of target dates for each unit's payment processing. The Department also conducted a comprehensive payment processing training program for employees. As a result, in Fiscal 1998 DDC processed 97 percent of capital payments in compliance with the prompt payment guidelines, a 7 percent increase from Fiscal 1997.

The Department established two task forces with the purpose of improving the change order process. The task forces have consolidated the existing processes inherited from DOT, DEP, and the former Department of General Services into a single, simplified process. In Fall 1998 DDC will introduce the new forms and implement the new procedures developed by the task forces to ensure accountability at every stage of the change order process. A new computer system will be designed to track the status of each change order and identify the causes of delays.

In Spring 1998 the Department instituted a Design Quality Action Plan to ensure that it hires designers of the highest ability and that projects are built to specified standards. The plan establishes a higher benchmark for designer eligibility; mandates a significant increase in the use of design consultant services during the construction phase; and will increase the use of design requirements contracts to 50 percent of the Structures Division workload in Fiscal 1999, in order to accelerate design starts and increase the quality of work by allowing consultants and contractors to become familiar with the client agencies' needs.

DEPARTMENT OF HEALTH

Planning continues for the merger of the Department of Mental Health, Mental Retardation, and Alcoholism Services (DMH) with the Department of Health (DOH). The merger of DMH and DOH will allow the City to further develop the integrated health initiatives that address the needs of New Yorkers with complex health and mental health needs.

On July 1, 1998 the Mayor's Office of Medicaid Managed Care was transferred from the Mayor's Office to DOH's new Division of Health Care Access (HCA). HCA's mission is to develop, implement, and monitor initiatives that expand access to health care services. Under HCA, the Office of Medicaid Managed Care will continue to administer the mandatory Medicaid managed care program; to execute contracts with Medicaid managed care providers; to monitor plan providers' performance; and to enforce the terms and conditions of plan contracts. HCA will participate in the development and implementation of Special Needs Plans for Medicaid recipients who need more intensive health care services than those provided by existing Medicaid managed care plans (for example, adults with serious mental illness, children with serious emotional disturbance). HCA will also be working with New York State's AIDS Institute in the development of HIV Special Needs Plans for Medicaid recipients who are HIV-infected.

HUMAN RESOURCES ADMINISTRATION

Protective Services for Adults (PSA) assists adults at imminent risk who are unable to protect themselves, both by providing home-based intervention and by facilitating their access to legal protection, social services (including financial management), and eviction prevention. Of the 3,981 active cases served by PSA during Fiscal 1998, approximately two-thirds of the clients are over the age of 60. About 42.2 percent of all PSA cases involve abuse; 75 percent of these are neglect cases.

In Fiscal 1998 PSA completed the implementation of a revised service delivery model that separates its operation into diagnostic, legal, and undercare (ongoing support) functions. Under the new system, which is designed to provide more efficient case management, assessment units determine client eligibility and develop service plans to stabilize new and potentially critical cases before transferring them to undercare units. By September 1998 PSA completed the reorganization of its five borough offices. Since the reorganization the PSA caseload, which includes all cases except evictions, decreased to an average of 27 cases per worker in the restructured offices. This meets the 30 case maximum recommended by the New York State Department of Social Services. The overall eviction caseload per worker was 21 cases at the end of Fiscal 1998, down from the 41 cases per worker at the end of Fiscal 1997.

In Spring 1998 PSA began a pilot program that stations workers at the Bronx, Manhattan, and Brooklyn housing branches of the State's civil courts to provide pre-assessment evaluations of potential PSA clients. This program gives judges a basis for adjourning eviction cases until PSA can make a full assessment and institute services, thereby allowing individuals to remain in their homes. In Fiscal 1999 PSA will expand the pilot from one day to five days a week at each of the three court branches.

DEPARTMENT OF ENVIRONMENTAL PROTECTION

As of April 1997 the Department of Environmental Protection (DEP) had consolidated water and sewer permit approval operations at four of its borough offices; consolidation of Queens permit operations will occur during Fiscal 1999. The consolidation of these offices streamlines the permit application process, allowing plumbers to file permits in one location rather than two. It also enables customers to obtain information related to residential water and sewer services from a single source. The Department also consolidated its water and sewer inspection teams in order to eliminate duplicative time-consuming inspections; this program will be instituted in all boroughs in September 1998. During Fiscal 1998 the Department cross-trained staff to perform all water and sewer project reviews and permit approvals. The Department has also consolidated private water main and sewer project reviews, which were formerly performed by two different DEP departments.

TECHNOLOGY INITIATIVES

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

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. ONM completed the design and development of a prototype interactive database application that will provide access through the Internet to public data. In the third quarter of Fiscal 1998 ONM Implemented a new design for the City Agencies and Services page to improve the site's navigability, and has piloted a standard template for online forms. These include a Taxi and Limousine Commission Lost Property form, a submission form for notification of NYPD Police Officer Civil Service exams, and several NYC LINK visitor feedback forms. Real Audio/Video encoding was added to increase multimedia access to information and educational content.

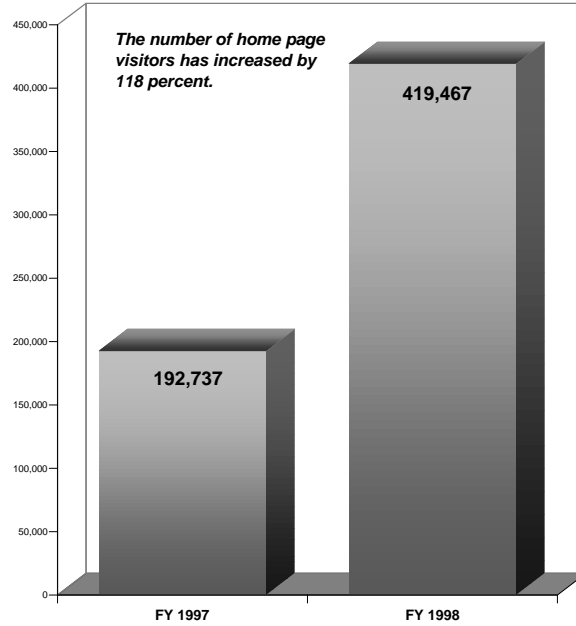
Under ONM's management, the City is moving aggressively toward making the Internet an access point for services for a substantial portion of its customers. The number of visitors to the City's homepage reached nearly 420,000 during Fiscal 1998, and increase of 118 percent over the previous year. A prime feature of NYC LINK is the ability to submit messages directly to City Commissioners. The number of messages sent to agency heads increased by 140 percent in Fiscal 1998, to 14,226.

In Fiscal 1998, new features posted to NYC LINK included Home Pages for the departments of Consumer Affairs, Health, and Investigation, the Health and Hospitals Corporation, Board of Standards and Appeals, Commission on the Status of Women, the Mayor's Office of Emergency Management, the New York City Empowerment Zone, and the Voter Assistance Commission; and a Business-to-Business directory which links to the websites of New York City-based businesses. The Department of City Planning added "Bytes of the Big Apple" and downloadable maps for each of the 59 Community Districts. The Office of Labor Relations added interactive access to Deferred Compensation Plan account information. The Department of Finance now provides online details regarding its annual tax lien sale, including a list of block and lot numbers in each of the five boroughs, as well as extensive information on parking violations. The Landmarks Preservation Commission's home page has been redesigned and includes forms, newsletters and public hearing calendars. The Department of Sanitation's recycling schedule has been updated, and the Department's draft Solid Waste Management Plan has been published. Online forms added to NYC LINK include the citywide bidder's application form, the Department of Consumer Affairs' complaint form, and a property owners registration form. In addition, DoITT has posted an online searchable database of citywide job vacancies in the information technology field.

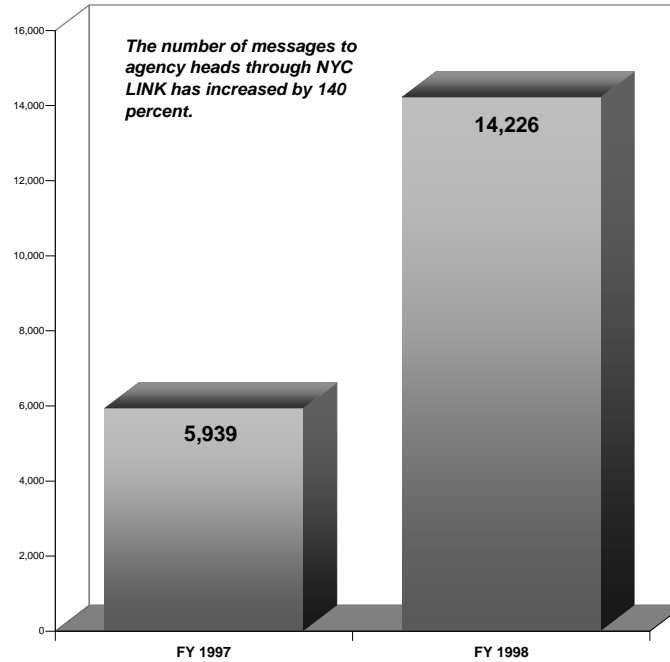
Automated Kiosks. In Fiscal 1998 CityAccess, the City's kiosk demonstration project, was used approximately 60,000 times per month. The multimedia interactive kiosks provide the public with easy local access to information on City agencies and to services such as debt payment. Since kiosk implementation began in 1996 over 1.5 million visitors and over \$90,000 in payments for parking summonses and real estate taxes have been received by the City. In April 1998 an additional kiosk was deployed, at no cost to the City, in the Audubon Business and Technology Center of Columbia University. This brings the total number of kiosks available to the public to 38. This kiosk contains information about City government as well as detailed information provided by the Department of Health and the Department of Buildings. DoITT will issue a Request For Proposals (RFP) in Fall 1998 to make CityAccess a permanent technology program for the City.

Mayor's Office of New Media

Number of Visitors to the
NYC LINK Home Page



Messages to Agency Heads
through NYC LINK



Year 2000 Project. The City is taking steps 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.

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 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 which 294 are in the process of being tested and certified as Y2K compliant and 415 applications are undergoing changes or in the process of being replaced, consolidated or retired. Agency Y2K plans have identified 163 applications to be remediated; 134 applications to be replaced, rewritten or consolidated; and 20 applications to be retired. Agencies are in the process of finalizing their Y2K approach for the remaining 92 systems.

In Phase III the Project Office is overseeing the implementation, tracking, and reporting on the status of approved Year 2000 projects and strategic plans; working with agencies to complete the assessment and strategic planning for hardware/software, facility, and telephone systems; and continuing to work with the City's information technology staff to identify areas where Year 2000 training is needed. Also in Phase III, the Project Office will continue to work with agencies to refine cost and time estimates and establish the skills needed for remediation projects. To accomplish this the Project Office has partnered with the Department of Finance (DOF), the Department of Buildings (DOB), the New York Police Department (NYPD), and the Office of Labor Relations (OLR) to remediate four priority application systems. The experience obtained from these remediation pilot projects has assisted agencies in identifying and establishing the skills they need for other remediation projects, and provided them with a more accurate model for time and cost estimates.

In Phase III of the project DoITT partnered with the Year 2000 Project Office to provide City Information Technology managers with project management skills required for Year 2000 remediation projects. Training began in April 1998 and a total of 41 agencies and more than 270 individuals participated. Each agency that participated trained senior management and technology staff in Year 2000 project management methodologies. This adopted methodology will be applied to future Information Technology initiatives.

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

Beginning in the second quarter of Fiscal 1999 agencies will be developing contingency plans. Detailed contingency plans will be created for all mission critical systems and embedded technologies, regardless of Y2K compliance status. The objective of the contingency planning process is to ensure that the City's critical activities and business processes will continue to function into the Year 2000 and that key services will not be disrupted. These detailed plans will be based on risk level, potential impact on agency operations, probability of failure, and the time needed to correct or repair the problem. Plans will follow a standardized format and be based on the City's adopted methodology. In addition, each Agency contingency plan will identify technologies, suppliers, and interfaces in other areas that are outside the control of the City, this includes state and federal government as well as public utilities. The coordination and oversight of the contingency planning process has been assigned to the City's Y2K Project Office and the Mayor's Office of Emergency Management. As part of the oversight process, each contingency plan will be reviewed by a team of emergency planners and tested.

Technology Fund. In Fiscal 1996 the City established a Technology Fund, with allocations totaling \$30 million over four years. The Technology Fund was created to fast-track the implementation of information technology for projects that improve service delivery to the public. The Technology Fund grants moneys to agency projects that qualify by enhancing services through expanded and more responsive interfaces between customers and service providers. A sampling of the 31 ongoing projects currently supported by the Technology Fund includes the following:

- ◆ Automation of test taking procedures for Certificate of Fitness exams administered by the Fire Department, using kiosk technology. Certificate of Fitness exams are given to individuals who work in situations that may involve a fire hazard, or as fire safety officers.
- ◆ Introduction of hand held computers to be used by the Emergency Medical Service in the field to transmit data to medical personnel.
- ◆ Providing Kings County Supreme Court and the departments of Correction and Probation with the telecommunications infrastructure needed to reengineer the criminal arraignment and interviewing process.
- ◆ Redesign and integration of computer systems used by various divisions of the Department of Environmental Protection to record and manage complaints.
- ◆ Installation of Interactive Voice Response telephone systems for the Brooklyn and New York public library systems, allowing automated access to reference materials. In addition, the Queens Borough Public Library system will expand its Local Area Network to provide users with access to CD-ROM-based information.
- ◆ Expansion of the Department of Health pilot using hand held computers in environmental health inspections, enhancing the efficiency of inspection activity and the accuracy of inspection data.
- ◆ Enhanced automation of database systems at the Department for the Aging, providing for standard documentation and sharing of information both within the agency and with contractors and service providers.
- ◆ Introduction of computer-based filing for construction applications and plans required by the Department of Buildings.
- ◆ A Department of Finance demonstration project to explore alternative methods of filing City tax forms, including telephone-based, PC-based, and other transmission methods.
- ◆ Installation of an Interactive Voice Response system providing access to case information at the City Sheriff's office.

AGENCY INITIATIVES

PUBLIC SAFETY

Police Department. In Fiscal 1998 the Department's Communications Division continued the phased completion of its E-911 Public Safety Answering Center (PSAC) at the MetroTech complex in Brooklyn. In Fiscal 1998 the radio dispatch function moved from One Police Plaza to MetroTech, and the Transit Division's radio operations and various call boxes and hotlines – including Quality of Life and Graffiti – were integrated into the MetroTech facility.

The NYPD Automated Fingerprint Identification System (AFIS) began operation in August 1997 with a database of 200,000 records, and has since grown to over 300,000 fingerprint records. During Fiscal 1998 it identified over 500 individuals with extensive criminal histories who were previously categorized as first-time arrestees by the State AFIS system. When such identifications occur, the Department immediately notifies the State Division of Criminal Justice Services, which updates its criminal history records and provides the courts with revised information. Many individuals identified through this process were found to have outstanding court warrants in other cases. In addition, AFIS provides a significant investigative resource for crime-scene fingerprint searches. Detectives successfully identified latent prints recovered from over 50 separate crime scenes during Fiscal 1998.

Fire Department. With the assistance of the Technology Fund, the Department launched three technology projects which improve service for people seeking fire reports, medical records, and the Certificate of Fitness. The first project, Fire Report Automation, will allow fire reports (which victims of fires need for insurance purposes) to be transmitted over phone lines from a central computer system, where they are collected, accessed, and printed. This provides a more efficient alternative to the former procedure of manually searching for reports. Fire Report Automation will also allow the Department to analyze fire trends more efficiently. The Department expects to acquire hardware for this project in Fall 1998.

The second project, Pen-Based Patient Care Reporting, will use hand-held mobile data terminals that allow Emergency Medical Technicians and paramedics to input vital patient information, previously recorded manually on paper ambulance call reports. This will allow data to be downloaded to a central computer, facilitating the consolidation of administrative and reporting systems such as billing, management analysis, operations research, New York State mandated patient reporting, and quality assurance/control programs. In addition, Pen-Based Patient Care Reporting will make Department response to public requests for medical records faster and more efficient. The development of the prototype software was completed and five units were tested in June 1998. The pilot project is scheduled to begin in early Calendar 1999.

The third project, Computer Based Testing, automates the testing required for the issuance of the Certificates of Fitness. Approximately 25,000 certificates are processed annually; there are 175,000 certificate holders citywide. Computer Based Testing replaces the time-consuming process of manual scoring and provides test results instantly. Examiners are able to scramble test questions easily to improve security. Computer Based Testing began in Fiscal 1998 with 14 computer stations located at the Department headquarters at 9 Metro Tech Center.

Department of Correction. The Department's computerized Victim Notification System (VINE), which came on line in October 1997, automatically notifies registered crime victims when an inmate is released from DOC custody. VINE also provides verification about persons currently in DOC custody to callers who can identify an inmate's name or DOC identification number. As of June 30, 1998 over 1,433 individuals had registered with VINE; 713 crime victims had been notified of a criminal's release. VINE now handles an average of 2,000 calls per month.

Probation/Juvenile Justice. During Fiscal 1998 DoITT finalized the design and coordinated agency efforts to build the infrastructure for the new Criminal Justice Information System (CJIS). Designed to

provide information about arrested youth to criminal justice agencies, this new system will support the juvenile justice activities of the departments of Probation and Juvenile Justice and the Law Department. Ultimately, the Police Department, social services agencies, and other organizations will be incorporated. Development has begun, with implementation scheduled for the first quarter of Calendar 1999.

Civilian Complaint Review Board. Agency investigators are now able to access the Police Department's CCRB computer system directly from their desktop terminals, providing automatic retrieval of information necessary for the investigation and disposition of complaints. CCRB's case tracking system is currently being developed and will be operational by the end of Fiscal 1999.

INFRASTRUCTURE AND COMMUNITY SERVICES

Department of Transportation. In Fall 1997 DOT implemented its Advanced Mapping Interface (AMI) which integrates Geographic Information System (GIS) mapping technology into the agency's operating units for the first time. AMI provides access to DoITT mainframe data and to DOT-generated and maintained data sets. New AMI applications currently in development include AMI-Parking Meters, which will allow electronic map-based query and management of on and off-street parking meters and facilities; AMI-Pavement Markings, which will provide a geographic-based management tool for issuance coordination of pavement marking contracts; and AMI- Street Assessment, which will create maps based on street condition ratings that will help the Department plan its maintenance activities.

Department of Environmental Protection. In conjunction with the City's Geographic Information System (GIS) Steering Committee, the Department is developing a citywide computerized basemap that will serve as the foundation for an integrated GIS serving City agencies and other public and private organizations. The Department coordinated aerial photography of the entire City (400 square miles) during Spring and Summer 1996; the photographs will be converted into a citywide basemap, to be used in conjunction with GIS software. In October 1997 the Department registered a contract for the conversion of detailed aerial photography into the computerized basemap, to be completed by October 1999. At that time, registration of geographic data on underground infrastructure – including water, sewer, electrical, steam, telephone, cable, gas, and subway lines – onto a common geographical basemap can be completed. To prepare for the new basemap, DEP has substantially completed mapping the water system, and is drafting specifications to map the sewer system.

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

Department of Housing Preservation and Development. In Fiscal 1998 the Department completed the installation of a new computer system in the Emergency Repair Program (ERP), which expects to receive more than 50,000 requests for repairs in Fiscal 1999. With the new computer system, ERP will be better able to both track this large workload and to respond to requests more quickly.

Department of Design and Construction. The Department has now developed customized computer applications that provide accurate, up-to-date information about all DDC projects from a single integrated source. The first phase of DDC's Project Info System, completed in Fiscal 1997, offers project information on schedule, budget, location of construction sites, personnel, and project status. During Fiscal 1998 DDC enhanced Project Info to include fields for activities and issues, archived data, expanded contract information, and detailed schedule dates and budget information. The Department has also developed a contract database to track procurements and better manage its commitment plan. In Fiscal 1999 DDC plans to link its projects and contracts systems in order to improve management of its commitment plan, project schedules, and budgets.

Department of Sanitation. Phase II of an upgrade to the Sanitation Action Center Interactive Voice Response System was completed in April 1998, allowing City residents to check their refuse and recycling collection days by entering their addresses from home telephones, without having to speak with an operator. The ZIP code query feature was modified and used with the recent filing for sanitation worker examinations. Callers were able to enter their ZIP codes to locate the nearest DOS garage where they could pick up the Sanitation Workers examination application. Approximately 18,000 callers used the ZIP query system during the application period. The same hardware and software will eventually provide other address-specific information to residents, including schedules and materials for special recycling pilot programs.

Public Libraries. During Fiscal 1998 the Brooklyn Public Library's Technology Initiative made progress towards its goal of bringing all library branches onto the Internet. As of June 30, 1998, 23 branches were fully equipped with new PC's providing Internet access. The remaining 37 branches are scheduled to be equipped by the end of September. A major component of the project is the creation of Technology Resource Centers in every branch that offer users access to the Internet, word-processing, and other PC applications. In addition, the establishment of an on-line catalog throughout Brooklyn branches, integrated with an upgraded circulation system, provides significant additional services to Library customers. From any personal computer with Internet access, patrons can now search the catalog, place or cancel reserves on materials, renew materials, identify the items currently on loan, and determine fines owed. The implementation of the on-line public access catalog was completed in May 1998. In Fiscal 1999 the Library will continue to add access to a wide assortment of electronic resources such as periodical indexes and reference databases.

LEOLine, the New York Public Library's automated telephone access service, was launched in Fiscal 1997. In Fiscal 1998 LEOLine was used 153,761 times to renew 223,618 items, cancel 891 holds, and review 75,389 patron accounts. LEOLine is available in English and Spanish, 24 hours a day, seven days a week. The Library's LEO Catalog allows patrons to place holds on circulating print and non-print materials. Borrowers placed their own holds online at LEO terminals and PCs in branch libraries, and from Internet-equipped PCs in their own homes, schools and workplaces. A total of 419,939 books and other items were supplied to borrowers in response to free holds placed, representing an increase of 339 percent over Fiscal 1997.

New York Public Library branches now have PCs with access to networked resources and the Internet. In Fiscal 1998 Library users performed 10,589,239 searches of the branch libraries' electronic services, including the online catalog, full-text periodical databases, Community Services Directory, and the branch libraries' web site. This represents an increase of 31 percent over Fiscal 1997. There were 4,371,434 hits to the Branch Libraries' Web page in Fiscal 1998, an increase of 1,843,550 over Fiscal 1997.

The Queens Borough Public Library, with corporate and foundation support through a private partnership, has developed a multilingual computer-based interface, currently installed in ten branches. The interface allows readers of Spanish, Chinese and Korean to access web sites and search the Library's catalog in their native languages. Search parameters can be entered in non-Roman characters by means of a virtual keyboard. Russian web sites are currently available as well, and additional languages will be added in Fiscal 1999.

All branches of the Queens Borough Public Library are equipped with PCs with access to networked resources and the Internet. In addition, the Central Library has been giving weekly classes on Internet use in English, Chinese, Korean and Spanish since January 1995 and periodically at branches throughout the borough since June 1997. Since July 1997 one-on-one customer assistance and instruction is also provided to customers in every branch by Teen 'Net Mentors, who are high-school aged, part-time staff members recruited from the local neighborhood. This program, funded through a group of corporate grants, helps visitors use the Internet as a reference tool.

HEALTH AND HUMAN SERVICES

Health and Hospitals Corporation. HHC continues to implement the corporationwide Health Care Information System (HCIS), a computerized patient-record system used by physicians and other health care providers to document a patient's lifetime health and treatment history. As of the end of Fiscal 1998 11 of 17 facilities are now using HCIS, and HHC anticipates complete implementation by the end of Fiscal 1999. HHC is also installing a financial system that provides on-line patient appointment scheduling, visit registration, and billing processing. The system allows for data sharing between clinical, patient care, and financial systems throughout HHC's seven regional health care networks. Currently, the system is operational at all facilities except Coney Island and Kings County Hospitals; installation will be complete at these facilities by the end of Calendar 1998.

Office of the Chief Medical Examiner. In December 1997 OCME completed renovation of its Forensic Biology Laboratory, enabling it to perform state-of-the-art DNA testing on biological evidence. In Calendar 1997 the laboratory accepted 935 cases and performed 70,695 tests. By January 1999, 17 newly hired scientists will have completed a rigorous training protocol and the laboratory will begin to accept biological evidence obtained by the Police Department from all homicides, sexual assaults, and certain other types of assaults. It is projected that this will more than double the laboratory workload by the end of Calendar 1999. OCME will also install the federal Combined DNA Index System (CODIS), a database of DNA profiles. CODIS will aid law enforcement officials on the local, State, and national level in tracking the alleged perpetrators of crimes committed in more than one jurisdiction. The Office expects CODIS to be fully operational by January 1999.

Department of Mental Health, Mental Retardation, and Alcoholism Services. The Department is collaborating with the Health and Hospitals Corporation, the State Office of Mental Health (SOMH), and the Greater New York Hospitals Association in the development of a computerized patient history database. In order to address the difficulty of obtaining accurate patient histories during instances of severe mental trauma, the database, entitled Awareness Line For Emergency Room Treatment System (ALERTS), will inform practitioners of patient treatment histories, prior diagnoses, and other vital facts. This technology will allow all City hospitals to access accurate patient data immediately. Memorandums of Understanding are being developed for pilot programs between the Department, SOMH, and five hospitals. The Department expects these pilots to be in place by the end of Calendar 1998.

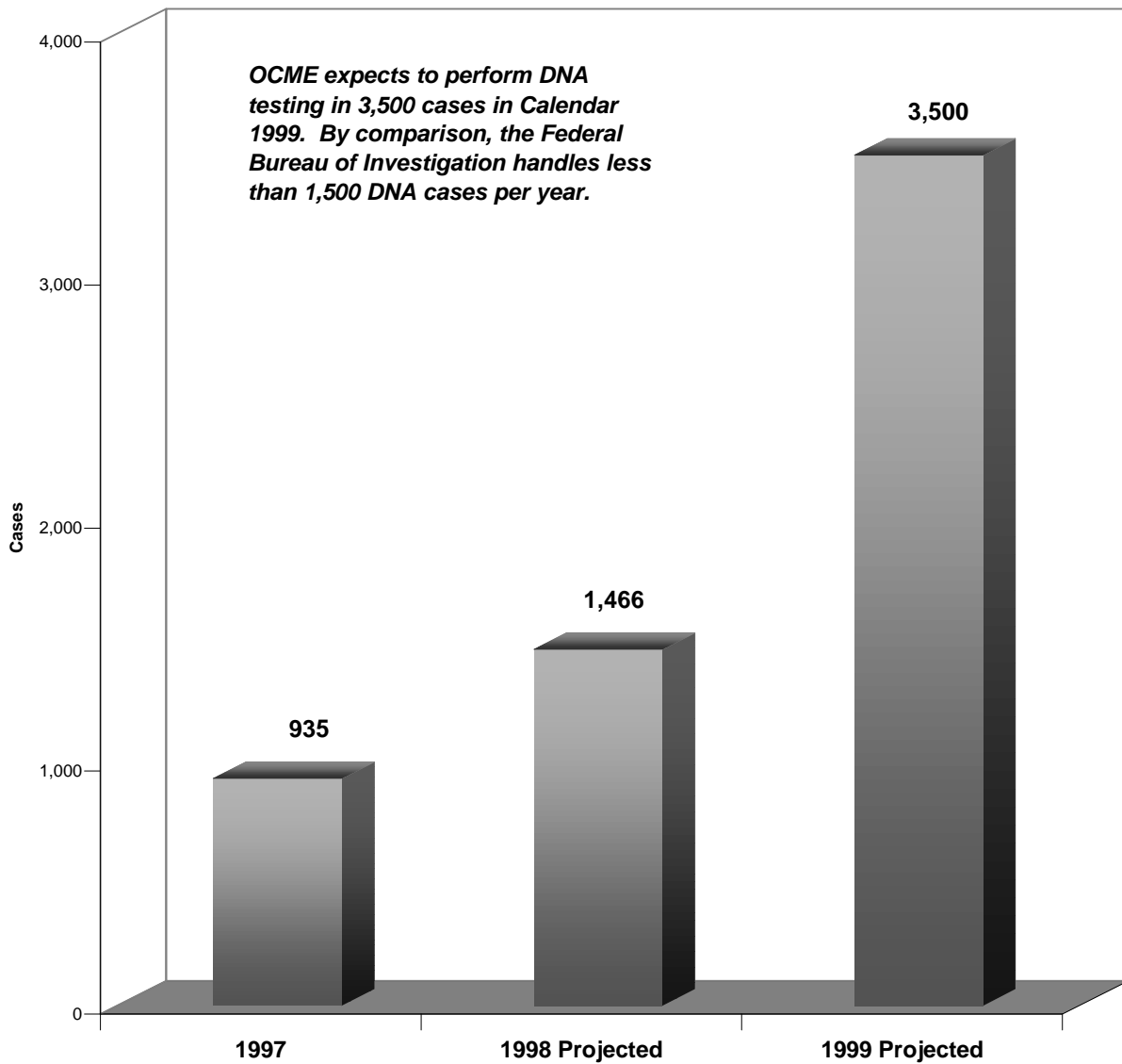
Human Resources Administration. In conjunction with the State Department of Social Services, HRA continues to implement the pilot Paperless Office System (POS), which automates public assistance eligibility and recertification processes by creating electronic case records to replace paper files. An updated version of POS, released in February 1998, incorporated new functions including supervisors' ability to revise case information, optional Spanish-language capacity, assistance in making eligibility determinations, and direct access to the State's Welfare Management System. HRA will complete the pilot in Fall 1998 and will adapt POS for all Job Centers.

Department of Employment. The Department is working to improve its Automated Case Management System (ACMS) based on a data management plan developed in conjunction with DoITT during Fiscal 1998. ACMS collects customer program data at more than 100 provider sites and generates the federally mandated Standardized Program Information Report (SPIR) for submission to the U.S. Department of Labor. In July 1998 DOE submitted preliminary SPIR data to the State Department of Labor; the data are expected to surpass all federal performance standards and data quality requirements.

Department of Youth and Community Development. In Fiscal 1998 the Department began designing, developing, and implementing a Consolidated Contractor Management System (CCMS) to unify its contracting systems and procedures. CCMS will enable the Department to administer and monitor contracts in a more efficient and timely manner by automating all necessary tasks. CCMS will be fully implemented by Summer 1999.

Office of the Chief Medical Examiner

DNA Casework Expansion Calendar 1997-1999 Projected



Department for the Aging. During Fiscal 1998 DFTA expanded its Provider Data System (PDS), which automates service provider operations and manages client and employee data, to 250 sites, compared with 153 sites in Fiscal 1997. The Department plans to introduce PDS at an additional 70 senior centers by the end of Fiscal 1999. Increased training and technical support for contractor staff in using PDS will also be provided. Additionally, bar-coding technology, which assists in tracking the utilization of services including meals, educational and recreational programs, became available at 190 senior centers in Fiscal 1998 and will be expanded to an additional 70 sites in Fiscal 1999.

The Department's new Integrated Voice Response System (IVR), implemented in June 1997, allows callers to access information on benefits, entitlements, and senior services 24 hours a day, 7 days a week. Almost 40 percent of incoming calls to DFTA's in-house information and referral unit were handled exclusively through the IVR during the last three months of Fiscal 1998, exceeding the 10 to 15 percent anticipated prior to implementation. Spanish-language translation of the system's voice-activated menu is now available. The IVR has the capacity to be updated to advise senior citizens of new benefits. In cooperation with the Department of Finance, for instance, DFTA is working to inform seniors about New York State School Tax Relief (STAR), which provides an exemption from the school portion of property taxes for owner-occupied primary residences. A senior citizen over the age of 65 whose annual income is less than \$60,000 can qualify for an enhanced exemption, effective July 1, 1998. During Summer 1997 customers calling the IVR system were greeted with STAR information. During Fiscal 1999 the Department will program STAR information into the regular IVR dialogue.

School Construction Authority. During Fiscal 1998 SCA introduced software which will allow it to manage projects more effectively. All information pertaining to any project is easily accessible from a central database. The data includes meeting minutes, correspondence, contracts and purchase orders, project schedules and requests for payment. During the first phase of implementation in May 1998, 40 percent of project management staff were trained in use of the software. The remainder of project managers will be trained by April 1999.

REGULATORY AND ADMINISTRATIVE SERVICES

Department of Consumer Affairs. In Fiscal 1998 DCA processed almost 30,000 license applications and renewals for a variety of licensees such as home improvement contractors, electronic stores, and used car dealers. The Citywide Licensing Center now uses a photo-imaging system to create instant photo identification cards for licensees. In addition to taking a photograph and digitally transposing the image onto a plastic identification card, the system has the capacity to capture, store, and reprint photographs and signatures, thereby reducing the need for physical storage space and enhancing the agency's ability to retrieve records quickly. This system also improves the overall quality of licenses and makes it more difficult to produce counterfeits. In addition, DCA instituted a rapid renewal policy to ensure that renewal applications for all individual licensees, except food and general vendors, are processed the day the licensee visits the Citywide Licensing Center. By programming the Citywide Agency Management Information System (CAMIS) to update licensee information immediately, the Center can now issue licenses on the spot. Previously, customers had to wait from two to four weeks to receive a renewed license.

Department of Buildings. Electronic filing for nearly all new permit applications became available citywide in October 1997. Electronic filing reduces the need for repetitive data entry, ensures timely and accurate turnaround, and enables staff to devote time to other functions. During Fiscal 1998 DOB staff visited professional architectural, engineering and other organizations and provided training sessions to encourage electronic filing use. As a result, 13.7 percent of all new permit applications were electronically filed in Fiscal 1998, compared with less than 1 percent in Fiscal 1997.

In August 1997 the Department updated its mainframe computer, the Building Information System (BIS), to include capability for electronic filing of builders' pavement plans as part of the express permitting process. The Department is also working toward including approvals for sewer, drainage, and septic work

into the BIS computer mainframe; it anticipates that implementation will occur subsequent to the BIS Year 2000 program conversion, which is slated for early Fiscal 1999.

Department of Finance. The Department's ongoing efforts to facilitate its collection activities by consolidating judgment debt owed to the City continue with the integration of collection data from the Department of Health (DOH) into the Citywide Agency Management Information System (CAMIS). As of May 1997 all DOH adjudication and payment information had been converted. Work on the preliminary user requirements analysis necessary for the conversion of Taxi and Limousine Commission (TLC) data into CAMIS began in October 1997, and was completed in March 1998. The system design and development phase, which began in March 1998, will configure CAMIS to incorporate TLC business transactions, which include licensing, enforcement, and adjudications, while also satisfying TLC's year 2000 compliance requirements. The Department expects TLC data to be available in CAMIS by Calendar 1999. The Department's CAMIS expansion project was honored as one of the six 1998 national winners of the prestigious Annual Enterprise Value Awards, given annually by the publisher of a national technology industry magazine. This is the first time that a New York City governmental agency has received this award.

In conjunction with the Mayor's Office of Operations, DOF has initiated three Technology Fund projects: an alternative filing project, a City Sheriff/Treasury Technology Initiative, and the implementation of Qmatic systems and Public Access Terminals at the Staten Island and Queens Borough Payment and Adjudication Centers. The alternative filing initiative is a demonstration project focusing on alternative filing options of City tax forms, including tele-filing, PC based filing, and intelligent character recognition. The City Sheriff/Treasury Technology Initiative will result in the development of an Integrated Voice Response system that will allow callers to obtain basic information about client service cases, such as moneys paid or refunded, and contact numbers for various courts. The implementation of Qmatic systems (which are used to manage customer queues in walk-in service centers) and Public Access Terminals at the Staten Island and Queens Borough Payment and Adjudication Centers will decrease customer waiting times.

Department of Investigation. As part of an interagency effort to develop appropriate security protocols for Internet access, both by City agencies and by users who want to contact the agencies, DOI is establishing a Citywide Technology Security Unit. This unit will monitor agency compliance with the City's Internet security policies and procedures through ongoing sampling, and will investigate breaches or attempted breaches of the City's computer system where appropriate. Additionally, the unit will ensure that City agencies using the Internet are complying with all City, State, and federal regulations. The City's Internet security policies and procedures are being developed by DOI, DoITT, consultants, and security administrators citywide.

AGENCY ACHIEVEMENTS BY BOROUGH

This section reviews City agencies' achievements in each of the five boroughs during the period July 1997 through June 1998. While not all agency achievements can be listed, the items listed below represent important indicators that are generally requested at the borough level, as well as the status of agency projects of importance to residents.

THE BRONX

Economic Development

- ◆ Requests for Proposals have been issued for the sale of two parcels of City-owned land, zoned for light industrial/retail use, in Morrisania and in Zerega Industrial Park. The Morrisania site consists of four lots totaling approximately 270,000 square feet. In June 1998 a local retailer was designated to develop a project that will span two of the lots. The Zerega Industrial Park site consists of three lots totaling 600,000 square feet. A multinational distribution company that is relocating its facility from outside of New York City to the Zerega area was designated for the largest lot, which is 546,000 square feet. The project is expected to generate an estimated 150 construction jobs and 250 permanent full-time positions. Construction is expected to begin at the end of Fiscal 1999.
- ◆ In May 1998 the Economic Development Corporation (EDC) sold a nine-acre parcel of vacant land in the Peartree Plaza section of Co-Op City for \$3,150,000. The developer recently broke ground on construction for a 140,000-square-foot shopping center to be anchored by two major retail stores. The project is expected to create approximately 280 permanent jobs and 200 construction jobs. Construction will be completed in Spring 1999.
- ◆ Through EDC, the City has invested in the future of the Hunts Point Food Distribution Center. In collaboration with the market, EDC completed a full replacement and upgrade of the market's roof in November 1996. In February 1997 a \$900,000 parking lot expansion for the Krasdale market was completed. As a result, the Krasdale market agreed to renew its lease with the City for ten years, retaining 300 jobs. In Fiscal 1998 the City announced a \$16 million Meat Market expansion project in order to increase patronage at the market and generate further economic development.
- ◆ At the end of February 1998 the City signed a 21-year lease for the development of a 53,000-square-foot area on Third Avenue between East 174th Street and the Cross Bronx Expressway in Bathgate. The development will house a retail center that will include a gas station, mini-mart, restaurant, and indoor playground, and will feature off-street parking and exterior landscaping. This project is expected to create 12 permanent full-time jobs and 48 permanent part-time jobs. It will also help to further the neighborhood's potential for future development.

Public Safety

- ◆ Major felony complaints in the Bronx declined by 49 percent from January-June 1993 to January-June 1998. Reductions in the seven major felony categories were: murder, 67 percent; robbery, 55 percent; felony assault, 29 percent; burglary, 56 percent; grand larceny, 37 percent; and grand larceny auto, 54 percent. Reports of forcible rape increased slightly, by 3 percent.
- ◆ The Police Department began a Narcotics Initiative in the South Bronx in November 1997. From its start to the end of Fiscal 1998 the Initiative produced 8,403 drug arrests and helped reduce felony crime in the target area by 11.6 percent.
- ◆ As a result of collaboration between the Bronx District Attorney's Office, the Department of Probation, the State Division of Parole, and the not-for-profit Victim Services Agency, federal funding has been received to create two model domestic violence precincts within NYPD's Bronx Patrol Borough.

Personnel have been selected for units in the 43rd and 44th precincts, each of which will have a domestic violence team comprised of eight police officers, one Sergeant, and two police administrative aides. A Police Lieutenant will coordinate and oversee this project at the Patrol Borough level.

- ◆ From Fiscal 1997 to Fiscal 1998, the average response time of fire units to all emergencies declined by six seconds. Response time to non-structural fires fell by 17 seconds. EMS ambulance response time to Segment 1-3 serious medical emergencies decreased by 13 seconds, while the combined response time of ambulances and fire units to these emergencies fell by 17 seconds.
- ◆ The Fire Department will open two new ambulance stations in the Bronx during Fall 1998, at the old Engine Company 71 firehouse in Melrose, and at the old Company 68 firehouse in Highbridge. In January 1999 construction will begin for a new firehouse for Engine Company 75 and Ladder Company 33.
- ◆ In Fiscal 1998 the Department of Design and Construction completed construction of the Bronx Housing Court, alleviating overcrowding in the Bronx County Building. The Department also completed construction of the new Juvenile Justice Detention Center.

Infrastructure and Community Services

- ◆ Streets in the Bronx were rated 80.9 percent acceptably clean in Fiscal 1998, compared with 77.9 percent in Fiscal 1997 and 69.2 percent in Fiscal 1996.
- ◆ In Fiscal 1998, 97 percent of parks and playgrounds in the Bronx were rated acceptably clean, compared with 90 percent in Fiscal 1997. Overall conditions in parks and playgrounds were rated 78 percent acceptable in Fiscal 1998, compared with 59 percent acceptable in Fiscal 1997.
- ◆ Parks recreation center attendance, including attendance at programs for senior citizens, increased from 147,853 in Fiscal 1997 to 169,407 in Fiscal 1998. During Fiscal 1998 the Department of Parks and Recreation opened a computer resource center at the St. Mary's Recreation Center; constructed 29 Greenstreet sites, replacing concrete and asphalt with grass, shrubs and trees in areas such as vest pocket parks and median malls; acquired an additional 7.43 acres of parkland; and completed capital projects for the Nelson Playground, the Louis Zimmerman Playground, and the southwest portion of Van Cortland Park.
- ◆ In Fiscal 1998 the Department of Design and Construction completed the reconstruction of Boston Road, including its water mains and sewers, which were 95 years old; and the Department of Transportation completed rehabilitation work on the Fordham Plaza Bridge.

Health and Human Services

- ◆ The number of new tuberculosis cases in the Bronx has declined from 588 in Calendar 1993 to 286 in 1997, a 51 percent decrease. The number of new lead poisoning cases reported decreased from 382 in Fiscal 1994 to 216 in Fiscal 1998.
- ◆ The Bronx's infant mortality rate declined from 9.3 deaths per 1,000 live births in 1996 to 7.9 in 1997.
- ◆ In Fiscal 1998 the Department of Health (DOH) began the Citywide Childhood Asthma Initiative. The initiative is designed to improve the diagnosis and treatment of asthma, reduce exposure to irritants and allergens in the home and community, enable patients and their families to better manage asthma, increase awareness of asthma and of preventive measures, and mobilize community partnerships to coordinate asthma intervention efforts. The initiative will be further expanded with the Administration's allocation of an additional \$1.1 million for Fiscal 1999. The City's first community-

based asthma resource center was opened in Hunts Point in Summer 1998; Fiscal 1999 funding will be used to expand the City's childhood asthma initiative in Hunts Point.

- ◆ During Fiscal 1998 DOH began inspection, extermination and cleaning work as part of the city's Comprehensive Pest Control Program. The program is proceeding in three sequential phases focusing on different high need areas around the City. Phase I included three Bronx neighborhoods; Phase II, to be completed in September 1998, covers an additional three neighborhoods in the Bronx; and Phase III, scheduled for completion in January 1999, extends coverage to two additional Bronx neighborhoods.
- ◆ The Department of Design and Construction completed construction of the Tremont Communi-Care Center during Fiscal 1998.
- ◆ The School Construction Authority and the Board of Education created 3,146 new student seats in the Bronx during the period October 1997 through September 1998.

BROOKLYN

Economic Development

- ◆ In June 1998 Renaissance Plaza, the first hotel to be built in Brooklyn in more than half a century, opened its doors on downtown Adams Street. Planned for more than a decade, the complex contains the hotel and a conference center, a 31-story office building, retail shops, and a garage. The building will also house a major insurance company that had planned to relocate from New York. The insurance company's 736 jobs will now stay in the City, and an additional 50 new jobs are projected over the course of the next 20 years. The hotel hired 250 employees to begin its operations; it is expected to increase both business activity and tourism in Brooklyn. Other space in the complex will be occupied by City and community offices by early Fiscal 1999. Renaissance Plaza is expected to generate \$306 million in economic activity each year, and as much as \$9.9 million in direct and indirect tax revenues annually.
- ◆ In November 1996 EDC completed Phase I of the Atlantic Center project, opening a major retail development with five large national stores and a 650-space parking garage in the vicinity of Atlantic and Flatbush Avenues in downtown Brooklyn. The project also includes a housing component, created under the jurisdiction of the Department of Housing Preservation and Development. The Atlantic Center housing component consists of 321 units in 107 three-family buildings. Phase I of the project was completed in Fiscal 1996; Phase II was completed in the first quarter of Fiscal 1998. The final phase of the housing component will consist of 99 units in approximately 30 three-family buildings.
- ◆ Phase II of the Atlantic Center project – Atlantic Center Plaza – will be located on the Atlantic Terminal Site. Phase II consists of 400,000 square feet of major retail development, an office tower of approximately 175,000 square feet, and an open plaza. This phase of the project will create approximately 650 permanent full- and part-time jobs and roughly 700 construction jobs. Construction is expected to commence in the last quarter of Fiscal 1999, and the retail center is expected to open at the end of Fiscal 2001.
- ◆ Currently being rehabilitated by EDC, the 65th Street Railyard is an important component of the City's rail freight improvement plans. The restored 33-acre railyard has been designed primarily as a floatbridge operation, capable of handling an estimated 22,000 freight cars per year, including intermodal and doublestack freight cars. This project is expected to reduce the annual number of trips made by trucks through the City by as much as 40,000, thereby improving air quality and reducing congestion; it will also lead to superior, less expensive freight service for many City and Long Island

shippers, thus increasing their chances for growth. Final designs for the floatbridges have been completed, and construction is expected to be completed by November 1999.

- ◆ In July 1998 Mayor Giuliani announced the development of Brooklyn Commons, a 500,000-square-foot entertainment center that will turn the dormant Gowanus Post Office site into a \$63 million state-of-the-art entertainment and movie theater complex. The center will feature a movie multiplex, an athletic facility, and national and local retailers. The project is expected to begin before the end of Calendar 1999 and will be completed by the end of Calendar 2000. Situated between the Park Slope and Carroll Gardens neighborhoods, Brooklyn Commons will create 1,250 construction jobs and add approximately 440 full-time jobs to the City.
- ◆ During Fiscal 1998 the Department of City Planning focused on zoning actions in Brooklyn affecting underused manufacturing districts in the northern part of the borough, in order to provide opportunities for new housing and mixed-use development. The Department also released a Downtown Brooklyn Parking Study, recommending that regulations be revised to increase the supply of on-street parking spaces; and a Greenway plan for the Brooklyn waterfront, outlining development of bicycle and pedestrian paths from the Brooklyn Bridge to Red Hook.

Public Safety

- ◆ Major felony complaints in Brooklyn declined by 49 percent from January-June 1993 to January-June 1998. Reductions in the seven major felony categories were: murder, 68 percent; forcible rape, 23 percent; robbery, 56 percent; felony assault, 32 percent; burglary, 49 percent; grand larceny, 32 percent; and grand larceny auto, 61 percent.
- ◆ In September 1997 the Police Department's Brooklyn North Initiative implemented the Targeted Offender Program (TOP) in conjunction with the Department of Probation and the State Division of Parole. TOP monitors a selected group of 165 violent recidivists. In May 1997 TOP was expanded to all precincts in the Brooklyn North Initiative target area. Since its inception, 25 individuals under TOP surveillance have been reincarcerated for parole violations, including 11 for major felonies.
- ◆ The Police Department installed closed-circuit television cameras and monitoring equipment at the Albany Housing Development in Brooklyn's 77th Precinct in July 1998.
- ◆ NYPD's Brooklyn Child Abuse Squad is stationed at the Brooklyn Child Advocacy Center, together with caseworkers from the Administration for Children's Services, counselors, and prosecutors from the Brooklyn District Attorney's Office. The shared facility improves investigations by eliminating the need for repeated interviews of victims, and promotes information sharing between agencies. The Center also provides a child-friendly environment that reduces trauma to young victims and their families. During Fiscal 1998 the Child Abuse Squad investigated 2,006 cases and made 307 arrests.
- ◆ From Fiscal 1997 to Fiscal 1998, the average response time of fire units to all emergencies declined by 11 seconds. Response time to non-structural fires fell by eight seconds. EMS ambulance response time to Segment 1-3 serious medical emergencies decreased by 28 seconds, while the combined response time of ambulances and fire units to these emergencies fell by 22 seconds.
- ◆ The number of civilian fire fatalities in Brooklyn fell from 47 in Fiscal 1994 to 30 in Fiscal 1998.
- ◆ The Fire Department will open two new ambulance stations in Brooklyn during Fall 1998, at the old Engine Company 232 firehouse in Brownsville, and as a replacement of the old ambulance station at Woodhull Hospital. In November 1997 the Fire Department moved into its consolidated state-of-the-art headquarters at 9 MetroTech Center.
- ◆ In Fiscal 1998 the Department of Design and Construction completed construction of the new Juvenile Justice Detention Center.

Infrastructure and Community Services

- ◆ Streets in Brooklyn were rated 80.1 percent acceptably clean in Fiscal 1998, compared with 77.1 percent in Fiscal 1997 and 60.6 percent in Fiscal 1996. Brooklyn has seen the largest improvement in street cleanliness ratings of any borough over the past two years.
- ◆ In Fiscal 1998, 95 percent of parks and playgrounds in Brooklyn were rated acceptably clean, compared with 91 percent in Fiscal 1997. Overall conditions in parks and playgrounds were rated 78 percent acceptable in Fiscal 1998, compared with 63 percent acceptable in Fiscal 1997.
- ◆ Parks recreation center attendance, including attendance at programs for senior citizens, increased from 257,778 in Fiscal 1997 to 465,068 in Fiscal 1998. During Fiscal 1998 the Department of Parks and Recreation opened a computer resource center at the St. John's Recreation Center; constructed 22 Greenstreet sites, replacing concrete and asphalt with grass, shrubs, and trees in areas such as vest pocket parks and median malls; acquired an additional 169.89 acres of parkland; reopened Metropolitan Pool after a \$4.9 million renovation; and completed reconstruction of the George Washington/Valley Forge Monument Park.
- ◆ During Fiscal 1998 the Department of Transportation (DOT) completed reconstruction work on the Avenue H Bridge in Brooklyn, and on the south inner roadway of the Williamsburg Bridge. DOT has begun planning and design work for the Franklin Avenue Shuttle project, which includes rehabilitation of six bridges along a Transit Authority shuttle line. Also in Fiscal 1998 DOT's Bicycle Program installed a 13-mile two-way bicycle lane on Bedford Avenue, from Emmons Avenue to Bergen Street, as well as bicycle lanes on Flatbush Avenue from Shore Parkway to the Gil Hodges Memorial Marine Parkway Bridge, and on Tompkins Avenue from Myrtle Avenue to Macdonough Street.

Health and Human Services

- ◆ The number of new tuberculosis cases in Brooklyn has declined from 1,108 in Calendar 1993 to 575 in 1997, a 48 percent decrease. The number of new lead poisoning cases reported decreased from 915 in Fiscal 1994 to 529 in Fiscal 1998.
- ◆ In Fiscal 1998 the Department of Health (DOH) began the Citywide Childhood Asthma Initiative. The initiative is designed to improve the diagnosis and treatment of asthma, reduce exposure to irritants and allergens in the home and community, enable patients and their families to better manage asthma, increase awareness of asthma and of preventive measures, and mobilize community partnerships to coordinate asthma intervention efforts. During Fiscal 1998 initiative funding was used to support planning and program development activities in the Greenpoint/Williamsburg section of Brooklyn. The initiative will be further expanded with the Administration's allocation of an additional \$1.1 million for Fiscal 1999.
- ◆ During Fiscal 1998 DOH began inspection, extermination and cleaning work as part of the city's Comprehensive Pest Control Program. The program is proceeding in three sequential phases focusing on different high need areas around the City. Phase I included two Brooklyn neighborhoods; Phase II, to be completed in September 1998, covers an additional four neighborhoods in Brooklyn; and Phase III, scheduled for completion in January 1999, extends coverage to six additional Brooklyn neighborhoods.
- ◆ The newly renovated Fort Greene Chest Clinic was opened on March 24, 1998.
- ◆ As part of the Mayor's Anti-Narcotics Initiative, the Administration for Children's Services (ACS) received \$5.4 million in order to expand its program for intensive preventive and outpatient substance abuse services. Beginning in February 1998 the Health and Hospitals Corporation's Cumberland Diagnostic and Treatment Center opened a Family Health and Support Center, with the help of ACS and the Department of Mental Health, Mental Retardation, and Alcoholism Services. The Center

works with 180 women with children who are at risk for out-of-home placement due to the mother's repeated substance abuse. The women and children receive integrated mental health services, substance abuse treatment, and support services, in addition to primary health care. The Center monitors progress by reviewing the patients' reduction in emergency room use, progress in halting substance abuse, decrease in foster care placements, and transition from welfare to employment.

- ◆ The Human Resources Administration will convert all Income Support Centers and Employment Service offices into Job Centers, to reflect the "Work First" approach of engaging people who seek public assistance in a process designed to lead to employment and self-sufficiency from the start. The Greenwood Job Center opened in April 1998, and the Bushwick Job Center will be operational by the end of September 1998. The number of persons receiving public assistance declined from 317,700 at the end of Fiscal 1997 to 273,800 at the end of Fiscal 1998.
- ◆ The School Construction Authority and the Board of Education created 4,115 new student seats in Brooklyn during the period October 1997 through September 1998.

MANHATTAN

Economic Development

- ◆ In February 1998 EDC leased property for retail development under the Queensboro Bridge at Bridgemarket, a former green market site. The designated developer will sublease the site to a food company, a restaurant, and a home design store. Landscaping and design improvements will also be made at the site, and a 20,000-square-foot public plaza will be constructed on the 59th Street side of the Bridge. The \$20 million project is expected to generate 300 permanent jobs and 350 construction jobs.
- ◆ In the second quarter of Fiscal 1998 EDC focused on revamping a significant portion of the East River waterfront by completing a master plan for the area known as Stuyvesant Cove. The plan shifts an FDR Drive service lane away from the East River, allowing for the construction of a riverside park with a bicycle lane and pedestrian walkways. EDC is currently preparing design and construction documents in order to bid the first phase of this work during the second quarter of Fiscal 1999.
- ◆ On behalf of the Department of Transportation, EDC will oversee the construction of the \$90 million redesigned Whitehall Ferry Terminal. The new exterior design will allow for an intermodal connector between subways, buses, taxis, and cars. At the end of Fiscal 1998 EDC was in the final stage of the design work. During the last quarter of Fiscal 1999 EDC plans to request bids for the construction work; construction is expected to begin in the first quarter of Fiscal 2000. The terminal will be fully operational throughout the three years of anticipated construction. Reconstruction of the terminal is expected to promote tourism between Manhattan and Staten Island and to encourage commuter utilization of the ferry system. The project will be jointly funded through City, State, and federal sources.
- ◆ On July 28, 1998 Mayor Giuliani announced the designation of a developer for the Coliseum site at Manhattan's Columbus Circle. The Coliseum Center project will be a twin-towered, 2.1 million square-foot development including a retail and entertainment complex, a five-star hotel, and approximately 375 condominium units. The corporate headquarters of a major media corporation will also be located at the Center. The project will also be home to a performance and education facility for Jazz at Lincoln Center.
- ◆ In August 1998 the Department of City Planning secured City Council approval of its proposed rezoning of Manhattan's Theater District, designed to encourage orderly development along Eighth Avenue and to strengthen Broadway theaters by facilitating the transfer of unused development rights to nearby development sites.

- ◆ In July 1998 the City Planning Commission forwarded to the City Council its approval of the Lower Manhattan zoning text and map changes, the final step in implementing the Mayor's Lower Manhattan Revitalization Plan. Creation of the new Special Lower Manhattan District eliminates impediments to development, fosters reuse of underused office buildings, promotes commercial development to support an increasing residential population, and provides urban design guidelines to preserve the district's historic character and enhance its waterfront.
- ◆ By making the 42nd Street Redevelopment project in Times Square a priority, Mayor Giuliani has spurred the revival of this area in New York City. The finished project is predicted to create 49,000 permanent jobs statewide, 35,000 are in New York City alone. Investors are eager to find a coveted place on the legendary 42nd Street. During the Giuliani Administration, 42nd Street began to recapture its renowned cultural status. Renovations of the New Amsterdam Theater and the Ford Center for the Performing Arts have added over 3,500 new seats for theater patrons. The new Victory Theatre is the City's first children's theater, providing family oriented entertainment. In addition, a new facility with 25 theaters and 4,900 seats is being built which will be the largest movie complex in the nation. An additional entertainment complex currently under construction will house audio animatronics and wax exhibits. The movie theaters and the entertainment complex will each attract 2 million visitors per year. The two projects will generate 1,600 construction jobs and \$6.6 million in City revenues over a two-year period. In addition to the two entertainment projects, two new office towers on 42nd Street are being built at Broadway and Seventh Avenue. The two office tower projects will create over 2 million square feet of office and retail space. In addition, in August 1998 a new hotel was opened in the Grand Central District, the first in 15 years. The ten-story, \$27 million hotel has a total of 155 rooms.

Public Safety

- ◆ Major felony complaints in Manhattan declined by 49 percent from January-June 1993 to January-June 1998. Reductions in the seven major felony categories were: murder, 77 percent; forcible rape, 52 percent; robbery, 54 percent; felony assault, 32 percent; burglary, 54 percent; grand larceny, 42 percent; and grand larceny auto, 62 percent.
- ◆ In an effort to improve pedestrian safety and expedite the flow of traffic, in Fiscal 1998 the Department of Transportation (DOT) installed recessed crosswalks at key intersections in midtown Manhattan. New crosswalk patterns were created at two intersections on West 50th Street with the installation of permanent pedestrian barriers, new traffic signal devices, and safety crosswalks at midblock. As a result, vehicles using the crosstown corridors of 49th and 50th Streets are moving approximately 25 percent faster, while pedestrians using the new recessed crosswalks are safer.
- ◆ During Fiscal 1998 the Police Department conducted three Operation Safe Taxi initiatives in Manhattan in order to discourage unsafe driving by medallion taxi drivers. The program seeks to purge the industry of hazardous drivers through the issuance of summonses, the accumulation of points, and the suspension of licenses. The three initiatives resulted in a total of 4,319 summonses and 45 arrests. NYPD will continue Operation Safe Taxi in Fiscal 1999.
- ◆ During Fiscal 1998 special drug enforcement attention was directed at schools and public parks. In addition to the drug-free zone established in Washington Square Park, NYPD began a Narcotics Initiative in the 28th and 32nd Precincts of Central Harlem in July 1998.
- ◆ As part of the Northern Manhattan Drug Initiative, the 33rd Precinct developed the Model Block Program during Fiscal 1998. Drug gangs had accessed every building in a neighborhood along West 163rd Street; an eleven-month investigation, supported by numerous undercover drug purchases, resulted in the removal of the leadership of the gangs by the execution of 15 arrests warrants. The Model Block Program was established in August 1997 to regain control of West 163rd Street.

Uniformed police presence and vehicle checkpoints were put in place to deter drug buyers. Community residents formed block-watchers groups, tenant patrols, and block associations. Other agencies and organizations, including the Fire Department; the departments of Sanitation, Parks and Recreation, Health, Consumer Affairs, and Transportation; the ASPCA; and Consolidated Edison, also contributed their expertise to help improve neighborhood conditions. Community Police Officers are now assigned to regular patrols on the Model Block.

- ◆ The Police Department's Closed Circuit Television (CCTV) Program was first introduced at the Housing Authority's Grant Houses in Harlem, and helped produce a 27 percent decrease in all felonies since July 1997, compared with a 9 percent decline in all housing developments.
- ◆ From Fiscal 1997 to Fiscal 1998, the average response time of fire units to all emergencies declined by 3 seconds. Response time to non-structural fires fell by 9 seconds. EMS ambulance response time to Segment 1-3 serious medical emergencies decreased by 19 seconds, while the combined response time of ambulances and fire units to these emergencies fell by 37 seconds.
- ◆ The number of civilian fire fatalities in Manhattan fell from 39 in Fiscal 1994 to 34 in Fiscal 1998.
- ◆ The Harlem Courthouse, closed since 1992, was reopened by the Department of Citywide Administrative Services in Fall 1997. The New York Small Claims Court moved into the courthouse in December 1997.

Infrastructure and Community Services

- ◆ Streets in Manhattan were rated 77.4 percent acceptably clean in Fiscal 1998, compared with 76.8 percent in Fiscal 1997 and 66.4 percent in Fiscal 1996.
- ◆ In Fiscal 1998, 98 percent of parks and playgrounds in Manhattan were rated acceptably clean, compared with 92 percent in Fiscal 1997. Overall conditions in parks and playgrounds were rated 83 percent acceptable in Fiscal 1998, compared with 62 percent acceptable in Fiscal 1997.
- ◆ Parks recreation center attendance, including attendance at programs for senior citizens, increased from 888,771 in Fiscal 1997 to 1,233,682 in Fiscal 1998. During Fiscal 1998 the Department of Parks and Recreation (DPR) opened a computer resource center at the Jackie Robinson Recreation Center; constructed 17 Greenstreet sites, replacing concrete and asphalt with grass, shrubs, and trees in areas such as vest pocket parks and median malls; acquired an additional 7.33 acres of parkland; and completed capital projects including reconstruction of the Battery Park seawall and the Anne Loftus Playground in Fort Tryon Park.
- ◆ DPR has taken steps to enhance Central Park for all its users and to ensure the future of the park. Fiscal 1998 saw the completion of the \$6 million renovation of the Tisch Children's Zoo. The Department also signed an agreement formalizing its relationship with the Central Park Conservancy for management and upkeep of Central Park; the Conservancy completed an \$18.2 million renovation of the park's Great Lawn in Fiscal 1998. In addition, DPR introduced Central Park Skate Patrol, a team of 13 in-line skaters who monitor skating traffic in Central Park.
- ◆ The Departments of Transportation and City Planning and the Police Department began a six-month test of the reconfiguration of midtown Manhattan's Columbus Circle in August 1998. The intersection where Broadway, Eighth Avenue, Central Park South, and Central Park West converge has been redesigned to resemble a traditional traffic circle, a design that is more pedestrian-friendly and directs vehicle traffic in a smoother flow.
- ◆ DOT will complete restoration of the Manhattan Bridge Arch and its surrounding area in December 1998. Work includes reconstruction of the roof, together with new waterproofing and drainage systems; an architectural illumination system for the Arch and Colonnades; and the rehabilitation and

cleaning of masonry, which will also be treated to protect it against graffiti. In the Bridge Plaza, roadways and traffic islands will be realigned, granite block paving will be installed, lighting will be improved, and trees will be planted.

- ◆ In Fiscal 1998 DOT continued to upgrade the infrastructure that supports New York Harbor's rapidly expanding ferry system. Rehabilitation of the substructure of North River Pier 79 at West 39th Street was completed in Spring 1998. In May 1998 work began on the new Wall Street ferry and pier and esplanade, a joint effort of DOT and the Economic Development Corporation. When completed in Summer 1999, this facility will offer improved accommodations for ferry operators serving the financial district. In Fiscal 1999 the Department will open the East 75th Street ferry landing, begin design work for an upgraded facility at Slip 5 of the Battery Maritime Building, and continue improvements to the East 34th Street ferry landing.
- ◆ During Fiscal 1998 the Department of Design and Construction completed construction of the Studio Museum of Harlem, and completed design work for exterior rehabilitation of the Museum of the City of New York.

Health and Human Services

- ◆ The number of new tuberculosis cases in Manhattan has declined from 943 in Calendar 1993 to 447 in 1997, a 53 percent decrease. The number of new lead poisoning cases reported decreased from 210 in Fiscal 1994 to 117 in Fiscal 1998.
- ◆ The Ronald H. Brown Ambulatory Care Pavilion at Harlem Hospital Center, part of the Health and Hospitals Corporation's Northern Manhattan Network, opened in March 1998, providing a comprehensive range of primary, specialty and ancillary health care services.
- ◆ In February 1998 Bellevue Hospital opened a birthing center. The unit has four private patient rooms; renovate triage and neonatal units; and birthing, labor, delivery, and recovery rooms. In Fiscal 1999 Bellevue plans to serve 200 patients at the new center.
- ◆ In Fiscal 1998 the Department of Health (DOH) began the Citywide Childhood Asthma Initiative. The initiative is designed to improve the diagnosis and treatment of asthma, reduce exposure to irritants and allergens in the home and community, enable patients and their families to better manage asthma, increase awareness of asthma and of preventive measures, and mobilize community partnerships to coordinate asthma intervention efforts. During Fiscal 1998 initiative funding was used to support planning and program development activities in East Harlem. The initiative will be further expanded with the Administration's allocation of an additional \$1.1 million for Fiscal 1999.
- ◆ During Fiscal 1998 DOH began inspection, extermination and cleaning work as part of the city's Comprehensive Pest Control Program. The program is proceeding in three sequential phases focusing on different high need areas around the City. Phase I included one Manhattan neighborhood; Phase II, to be completed in September 1998, covers two additional neighborhoods in Manhattan; and Phase III, scheduled for completion in January 1999, extends coverage to four additional Manhattan neighborhoods.
- ◆ In Fiscal 1998 the Department of Design and Construction completed construction of the Dyckman House Communi-Care Center.
- ◆ Manhattan's infant mortality rate decreased from 7 deaths per 1,000 live births in 1996 to 4.9 in 1997.
- ◆ The Human Resources Administration will convert all Income Support Centers and Employment Service offices into Job Centers, to reflect the "Work First" approach of engaging people who seek public assistance in a process designed to lead to employment and self-sufficiency from the start. The

Hamilton Job Center, the Dyckman Job Center, and the BEGIN Yorkville Job Center will be operational by the end of September 1998. The number of persons receiving public assistance declined from 146,800 at the end of Fiscal 1997 to 128,600 at the end of Fiscal 1998.

- ◆ The School Construction Authority and the Board of Education added 1,312 student seats in Manhattan during the period October 1997 through September 1998.

QUEENS

Economic Development

- ◆ In Fiscal 1998 EDC designated a developer for a \$93 million, 500,000-square-foot mixed-use retail and entertainment complex in Jamaica Center. The complex represents one of the area's largest private investments and exemplifies its growing economic strength. It will feature national retail stores, the area's first multiplex movie theater, two levels of below-grade parking, and 100,000 square feet of office space. The project is expected to generate approximately \$3.2 million in direct and indirect tax revenue annually, and to create approximately 1,100 jobs. Construction is expected to begin by the end of Calendar 1998.
- ◆ The Queens West plan calls for the creation of a mixed-use community on 75 acres of land along the East River in the Hunters Point section of Queens. The project includes the development of 19 parcels representing approximately 6.4 million square feet of residential space; 2.4 million square feet of office and hotel space; 260,000 square feet of retail space; and 40,000 square feet of space for educational and community facilities. In addition, 19.2 acres of public parkland and open area will be created along 1.25 miles of East River waterfront. To date, the City has committed \$30 million of capital funding for the construction of the parks, open spaces, and infrastructure needed to support Stage I of development, which includes four residential buildings with approximately 160 units of housing. Construction of the infrastructure and parks began in June 1996, and the bulk of the project was completed in Fiscal 1998. The remaining portion, which includes some park construction and a road extension, will be completed in Fiscal 1999. New development plans at Queens West include the next three additional residential towers, which will feature approximately 1,100 new market-rate units, 80 units of Federally-subsidized senior citizen housing, and 80,000 square feet of retail space. The beginning of construction is anticipated for Fall 1999, with occupancy of the first two buildings expected for Spring 2000. Development of the three residential towers will complete the first stage of the Queens West general project plan. The Queens West Development Corporation expects to issue an RFP for the commercial stage of the Plan this fall.
- ◆ At the end of Fiscal 1998 EDC convinced the Federal Aviation Administration to locate its regional headquarters in Springfield Gardens, Queens, just north of the John F. Kennedy International Airport. This transaction brought the City a major federal tenancy for a full 20-year term. The 200,000-square-foot, five-story office building will be located on 159th Street and Rockaway Boulevard and is expected to house approximately 800 workers.
- ◆ In April 1998 the Department of City Planning secured City Council approval of a rezoning measure to allow expanded commercial uses on Steinway Street. In August 1998 the City Planning Commission approved zoning changes for the Downtown Flushing area, intended to encourage new residential and commercial development of underused industrial land. The Department also submitted a proposal to the Metropolitan Transportation Authority to extend "N" train service in Queens to LaGuardia Airport.

Public Safety

- ◆ Major felony complaints in Queens declined by 49 percent from January-June 1993 to January-June 1998. Reductions in the seven major felony categories were: murder, 65 percent; forcible rape, 10

percent; robbery, 54 percent; felony assault, 19 percent; burglary, 45 percent; grand larceny, 40 percent; and grand larceny auto, 59 percent.

- ◆ The Police Department began a Narcotics Initiative in Southeast Queens in November 1997. From its inception to the end of Fiscal 1998 the Initiative produced 4,438 arrests and helped reduce major felonies in the target area by 14.8 percent.
- ◆ From Fiscal 1997 to Fiscal 1998, the average response time of fire units to all emergencies declined by 4 seconds. Response time to non-structural fires fell by 17 seconds. EMS ambulance response time to Segment 1-3 serious medical emergencies decreased by 17 seconds, while the combined response time of ambulances and fire units to these emergencies fell by 11 seconds.
- ◆ Tenants began to occupy the Queens Civil Court in November 1997 after the new facility was completed.

Infrastructure and Community Services

- ◆ Streets in Queens were rated 87.5 percent acceptably clean in Fiscal 1998, compared with 86.6 percent in Fiscal 1997 and 79.3 percent in Fiscal 1996.
- ◆ In Fiscal 1998, 95 percent of parks and playgrounds in Queens were rated acceptably clean, compared with 92 percent in Fiscal 1997. Overall conditions in parks and playgrounds were rated 79 percent acceptable in Fiscal 1998, compared with 66 percent acceptable in Fiscal 1997.
- ◆ Parks recreation center attendance, including attendance at programs for senior citizens, increased from 309,992 in Fiscal 1997 to 365,063 in Fiscal 1998. During Fiscal 1998 the Department of Parks and Recreation opened a computer resource center at the Lost Battalion Hall Recreation Center; constructed 20 Greenstreet sites, replacing concrete and asphalt with grass, shrubs, and trees in areas such as vest pocket parks and median malls; acquired an additional 20.62 acres of parkland; and completed capital projects including renovation of the Fountain of the Fairs and surrounding areas in Flushing Meadows-Corona Park, as well as the reconstruction of Baisley Pond Park in Jamaica.
- ◆ During Fiscal 1998 the Department of Transportation finished rehabilitation work on the ramp over South Conduit Avenue in Queens; in addition, work on the north outer roadway of the Queensboro Bridge was substantially completed in August 1998.
- ◆ In Fiscal 1998 the Department of Design and Construction completed construction of the new 77,000 square-foot Flushing Library.
- ◆ The Department of Finance opened its Queens Borough Payment and Adjudication Center in December 1997, consolidating the process of paying fines and license fees, streamlining the adjudication process, and reducing waiting time for customers.

Health and Human Services

- ◆ The number of new tuberculosis cases in Queens has declined from 540 in Calendar 1993 to 390 in 1997, a 28 percent decrease. The number of new lead poisoning cases reported decreased from 343 in Fiscal 1994 to 280 in Fiscal 1998.
- ◆ In January 1998 the Queens Health Care Network expanded its school-based health program to include schools in Corona, Jamaica, and Jackson Heights. Approximately 10,000 students attending schools in these areas are provided with access to preventive and primary care services.

- ◆ During Fiscal 1998 the Department of Health began inspection, extermination and cleaning work as part of the city's Comprehensive Pest Control Program. The program is proceeding in three sequential phases focusing on different high need areas around the City. Phase I included one Queens neighborhood; Phase II, to be completed in September 1998, covers an additional neighborhood in Queens; and Phase III, scheduled for completion in January 1999, extends coverage to two additional Queens neighborhoods.
- ◆ In Fiscal 1998 the Department of Design and Construction completed construction of the Jamaica Communi-Care Center.
- ◆ The Queens infant mortality rate decreased from 6.5 deaths per 1,000 live births in 1996 to 5.7 in 1997.
- ◆ The Human Resources Administration will convert all Income Support Centers and Employment Service offices into Job Centers, to reflect the "Work First" approach of engaging people who seek public assistance in a process designed to lead to employment and self-sufficiency from the start. The Jamaica Job Center opened in May 1998, and the Queensborough Job Center opened in July 1998. The number of persons receiving public assistance declined from 127,900 at the end of Fiscal 1997 to 106,600 at the end of Fiscal 1998.
- ◆ The School Construction Authority and the Board of Education created 6,312 new student seats in Queens during the period October 1997 through September 1998. The Authority completed construction of the Gateway Health and Sciences High School in Jamaica.

STATEN ISLAND

Economic Development

- ◆ The Staten Island Railroad has been largely inactive since 1992. On behalf of the City, EDC bought the New York portion of the Staten Island Railroad in October 1994, while the State of New Jersey purchased the portion located within its boundaries. The railroad will provide dockside rail service between the Howland Hook Marine Terminal and the Pratt/Visy recycling plant on Staten Island. The City's rehabilitation of its segment of the railroad began in June 1997 and was completed in April 1998. The rehabilitation of the Staten Island Railroad is expected to lower the costs of transporting goods in and out of New York City, boosting the local economy and reducing the City's reliance on transporting goods by roads and bridges. It will also enable the City to benefit from the projected surge in shipments to and from North Atlantic ports during the next decade.
- ◆ Through initial development of the St. George Intermodal and Cultural Center Master Plan, EDC is working to improve and redevelop the Staten Island Ferry Terminal and adjacent sites. The objective of the master plan is to improve and enhance the transportation facilities, economic development potential, and the cultural environment of the Ferry Terminal and its ancillary functions and services. The plan will also stimulate economic development on adjacent sites, and will identify an appropriate site location and building plan for a proposed new cultural facility. The plan is now complete, and the economic viability of the cultural facility is currently under analysis.

Public Safety

- ◆ Major felony complaints in Staten Island declined by 56 percent from January-June 1993 to January-June 1998. Reductions in the seven major felony categories were: murder, 77 percent; forcible rape, 32 percent; robbery, 61 percent; felony assault, 35 percent; burglary, 60 percent; grand larceny, 39 percent; and grand larceny auto, 63 percent.
- ◆ The Police Department began a Narcotics Initiative in the 120th Precinct in Staten Island in July 1998.

- ◆ During Fiscal 1998 the NYPD Emergency Service Unit began a pilot project to evaluate the use of compact cardiac defibrillators when responding to calls for victims in cardiac distress. Forty six officers from the Staten Island Patrol Borough received a one-week course in Certified First Responder Defibrillator training in Fiscal 1998. Teams are now being deployed to the three patrol precincts, the task force, the housing unit, and the highway emergency service unit in Staten Island.
- ◆ From Fiscal 1997 to Fiscal 1998, the average response time of fire units to all emergencies declined by 11 seconds. Response time to non-structural fires fell by eight seconds. EMS ambulance response time to Segment 1-3 serious medical emergencies decreased by 26 seconds, while the combined response time of ambulances and fire units to these emergencies fell by 14 seconds.
- ◆ The number of civilian fire fatalities in Staten Island declined from eight in Fiscal 1997 to four in Fiscal 1998.

Infrastructure and Community Services

- ◆ Streets in Staten Island were rated 94.9 percent acceptably clean in Fiscal 1998, compared with 92.9 percent in Fiscal 1997 and 86.6 percent in Fiscal 1996.
- ◆ In Fiscal 199, 98 percent of parks and playgrounds in Staten Island were rated acceptably clean, maintaining the same excellent level of cleanliness recorded in Fiscal 1997. Overall conditions in parks and playgrounds were rated 92 percent acceptable in Fiscal 1998, compared with 83 percent acceptable in Fiscal 1997.
- ◆ During Fiscal 1998 the Department of Parks and Recreation opened a computer resource center at the Cromwell Recreation Center; constructed nine Greenstreet sites, replacing concrete and asphalt with grass, shrubs, and trees in areas such as vest pocket parks and median malls; acquired an additional 438.16 acres of parkland; and completed capital projects including reconstruction of Graniteville Park Playground and Gerald P. Dugan Playground.
- ◆ To upgrade the Staten Island Ferry fleet and accommodate the demand for ferry service, the Department of Transportation will replace its Kennedy Class vessels with boats that have a higher passenger capacity. The Department will release a Request for Proposals (RFP) for the new boats in October 1998 and plans to award the contract in Spring 1999. Construction of the first ferry vessel should start early in Calendar 2001 and be completed by Spring 2002.
- ◆ During Fiscal 1998 the Department of Design and Construction completed renovations at the Snug Harbor Music Hall and the Staten Island Historical Collection Building. The Department also completed construction of Main Street storm and sanitary sewers.
- ◆ The Department of Finance opened its Staten Island Borough Payment and Adjudication Center in September 1997, consolidating the process of paying fines and license fees, streamlining the adjudication process, and reducing waiting time for customers.

Health and Human Services

- ◆ The number of new tuberculosis cases in Staten Island has declined from 56 in Calendar 1993 to 32 in 1997, a 43 percent decrease. The number of new lead poisoning cases reported decreased from 67 in Fiscal 1994 to 25 in Fiscal 1998.
- ◆ During Fiscal 1998 the Department of Health began inspection, extermination and cleaning work as part of the city's Comprehensive Pest Control Program. The program is proceeding in three sequential phases focusing on different high need areas around the City. Phase I included one Staten

Island neighborhood; Phase II, to be completed in September 1998, covers an additional neighborhood in Staten Island.

- ◆ The Human Resources Administration will convert all Income Support Centers and Employment Service offices into Job Centers, to reflect the “Work First” approach of engaging people who seek public assistance in a process designed to lead to employment and self-sufficiency from the start. The Richmond Job Center opened in July 1998. The number of persons receiving public assistance declined from 19,800 at the end of Fiscal 1997 to 17,300 at the end of Fiscal 1998.
- ◆ The School Construction Authority and the Board of Education created 1,051 new student seats in Staten Island during the period October 1997 through September 1998. The Authority completed construction of elementary school P.S. 56 in Staten Island.

APPENDIX INDICATORS ADDED AND DELETED

NEW INDICATORS IN THE FISCAL 1998 MAYOR'S MANAGEMENT REPORT

The following table lists new performance measures appearing in the Fiscal 1998 Mayor's Management Report. A total of 38 new indicators have been added to the Report.

I. INFRASTRUCTURE, COMMUNITY SERVICES, AND ECONOMIC DEVELOPMENT SERVICES

Agency/Area	Measures
Economic Development Corporation	Financing Initiatives <ul style="list-style-type: none"> • Bond Applications Approved by IDA Board • Dollar Value of Applications Approved • Bond Transactions Closed • Dollar Value of Bonds Issued Business Retention Activity <ul style="list-style-type: none"> • Bond Applications Approved by IDA Board • Dollar Value of Applications Approved • Bond Transactions Closed • Dollar Value of Bonds Issued • Number of Companies Retained • Number of Jobs Retained • Projected Job Growth from Retention Deals • Cost per Job Retained or Projected through Retention Deals Business Recruitment Activity <ul style="list-style-type: none"> • Number of Companies Recruited to New York City • Number of Jobs Recruited to New York City • Dollar Value
Department of Parks and Recreation	<ul style="list-style-type: none"> • Recreation Centers Total Attendance • Senior Citizen Program Attendance at Recreation Centers

II. HEALTH AND HUMAN SERVICES

Agency/Area	Measures
Human Resources Administration	<ul style="list-style-type: none"> • Total Fair Hearings Requested (PA, PA Food Stamps, and OES) • Dispositions of Fair Hearing Requests <ul style="list-style-type: none"> – Client Withdrawals – Client Defaults – Adjourned Hearings – Hearings Held • Issues Decided at Fair Hearings <ul style="list-style-type: none"> – Agency Affirmations – Agency Reversals – Agency Withdrawals
Department of Homeless Services	<ul style="list-style-type: none"> • Families at Emergency Assistance Unit (EAU) Over 24 Hours

III. REGULATORY AND ADMINISTRATIVE SERVICES

Agency/Area	Measures
Taxi and Limousine Commission	<p>For-Hire Bases:</p> <ul style="list-style-type: none"> • License Renewals Pending • Licenses not Renewed

IV. CITYWIDE INDICATORS

Agency/Area	Measures
Agency Procurement	<p>Contract Evaluations The following indicators are introduced for each of the 20 largest procurement agencies:</p> <ul style="list-style-type: none"> • Evaluations Due to Be Completed • Completed – Percent of Evaluations Due • Unsatisfactory Ratings – Percent of Evaluations Completed <p>Competitiveness in Procurements The following indicators are introduced within each of three categories – Competitive Sealed Bids, Competitive Sealed Proposals, and Construction and/or Construction-Related Services – for each of the 20 largest procurement agencies:</p> <ul style="list-style-type: none"> • Total Contracts • Total Value • Contracts Awarded with 3 or More Bids/Proposals: <ul style="list-style-type: none"> – Quantity – Percent of Total Contracts – Value – Percent of Total Value
Regulatory Performance	<p>Department of Health Lead Poisoning Prevention:</p> <ul style="list-style-type: none"> • Initial Assessments Made within 3 Days

**INDICATORS DELETED FROM THE FISCAL 1998
MAYOR'S MANAGEMENT REPORT**

The following table lists quantitative indicators deleted from the Fiscal 1998 Mayor's Management Report. For each indicator, the table lists the reason for removing the indicator and, where applicable, the name of the new or revised indicator which provides similar information. A total of five indicators have been eliminated from the Report, of which three have been replaced by new or revised indicators or are duplicated by other existing indicators.

I. INFRASTRUCTURE AND COMMUNITY SERVICES

Agency	Measures/Reasons for Deletion
Department of Transportation	<ul style="list-style-type: none"> • Cost per square yard milled by borough <p>Originally planned as a productivity measure, this measure has not proven to be a valid measure of productivity or agency effectiveness. Data on the number of square yards milled by borough were introduced in the Preliminary Fiscal 1998 MMR.</p>
Department of Sanitation	<ul style="list-style-type: none"> • Curbside Residential Recycling Diversion Rate <p>This indicator is replaced by Total Residential Recycling Diversion Rate.</p>
Department of Parks and Recreation	<ul style="list-style-type: none"> • Recreation and Senior Citizen Total Attendance <p>This indicator is replaced by Recreation Centers Total Attendance, which now includes attendance at the Department's three senior centers. In addition, the new indicator Senior Citizen Program Attendance at Recreation Centers reflects attendance in senior programming at all recreation centers, rather than only at the three senior centers.</p>

II. CITYWIDE INDICATORS

Agency/Area	Measures/Reasons for Deletion
Agency Waste Reduction	<ul style="list-style-type: none"> • Waste Prevention Target • Reported Waste Prevention <p>These indicators were reported for 37 agencies and subcategories within agencies. As recommended in the report of the Fresh Kills Task Force, the indicators were published in the Preliminary Fiscal 1998 MMR to measure City agencies' compliance with Mayoral Directive 96-2, "Waste Prevention and Efficient Materials Management Policies." The Mayor's Office of Operations will continue to monitor City agencies' compliance with Mayoral Directive 96-2.</p>