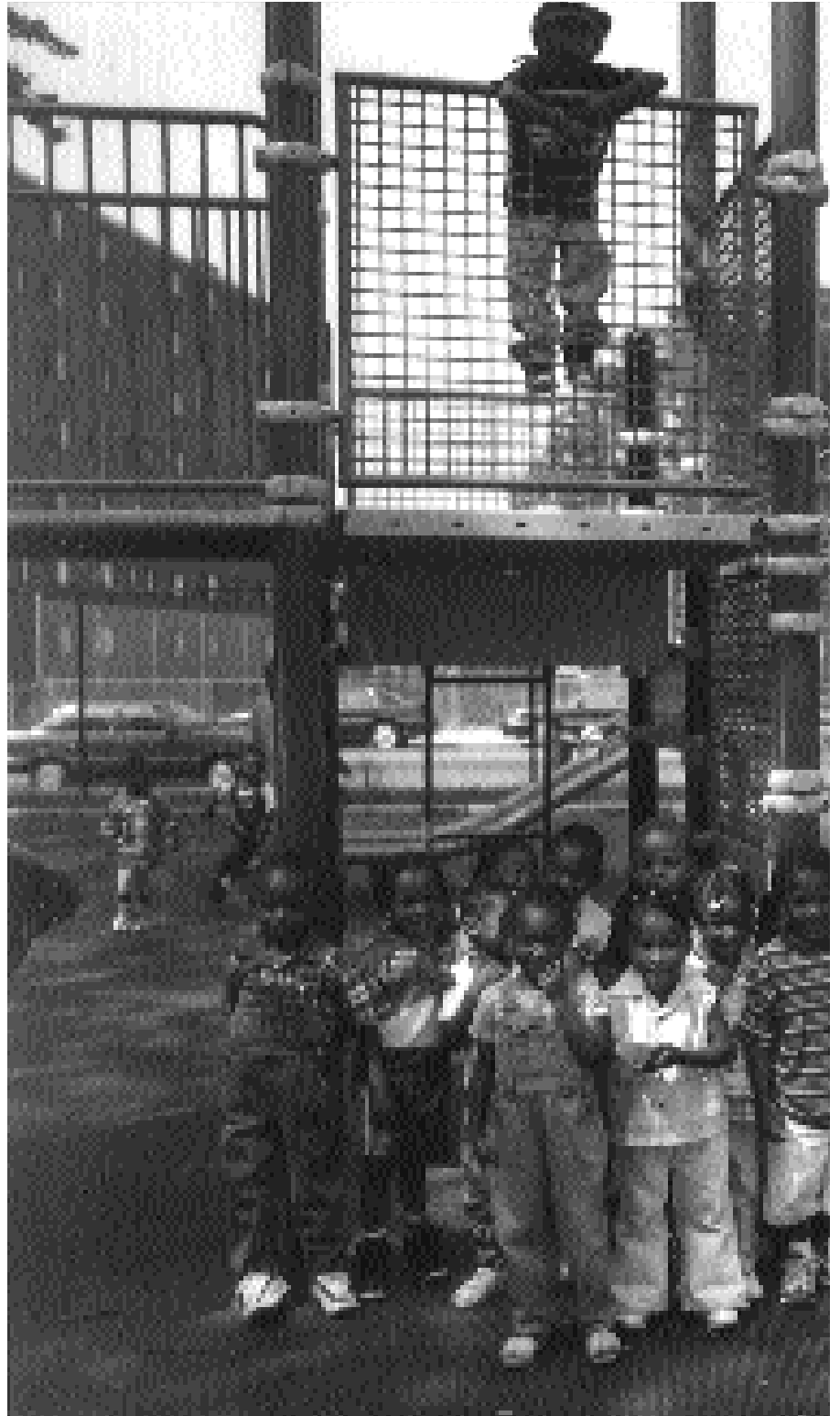


INNOVATION



*Baisley Pond Park, Queens
Sutphin Playground, 1998*



Parks' top priority is to keep New York City's parks and playgrounds clean, safe and in good condition. With innovative management and operating procedures, and the implementation of new technology, Parks' 1999 citywide cleanliness rating climbed to 96% acceptable and our overall conditions rating rose to 87% acceptable. These are our best year-end ratings to date.

INNOVATION

WORK EXPERIENCE PROGRAM

Perhaps no initiative has had as direct an impact on the improved appearance of parks and playgrounds as Mayor Giuliani's **Work Experience Program (WEP)**. Since WEP's inception in 1995, Parks' green spaces have undergone a profound change. In 1995, only 76% of New York City's parks and playgrounds passed our inspection for cleanliness and just 38% of our sites passed our inspection for overall conditions. In 1999, those figures rose to 96% for cleanliness ratings and 87% for overall conditions. The welfare recipients, who work in our parks, playgrounds, and recreation centers in exchange for public assistance benefits, were substantially responsible for this increase.

PACT workers get masonry training at Marcus Garvey Park in Manhattan

In conjunction with WEP, Parks continues to expand the **Parks Career Training (PACT)** program. Selected exclusively from Work Experience Program members, PACT participants receive intensive on-the-job training, employment skills counseling, and job placement assistance. Deployed in one of five training areas: clerical, custodial, horticultural, fix-it, and security, PACT participants also attend classroom workshops in computer literacy, graffiti removal, plant identifica-

tion, pest control, electrical and plumbing skills, floor care, and more. PACT workers receive GED preparation, regular and commercial driver training, New York State 8-hour security certification, and First Aid/ CPR certification. Since 1994, PACT has trained over 4,468 men and women; 1,462 of whom secured



year-round employment (an additional 528 people obtained seasonal jobs). PACT employment specialists and counselors work with participants both one-on-one and in groups to develop their resumes and interview skills. During FY99, the 90-day retention rate for employed participants reached almost 90%. Of all placements over 85% are in the private sector.

JOB ASSISTANCE CENTER

Since January 1999, Parks has operated four Job Assistance Centers for all interested WEP participants, as part of a new effort to help WEP participants find full-time employment. Each center offers workshops in topics like resume writing, interviewing techniques, customer service skills, time management, budgeting, introductory computer skills, and typing. Each center is staffed with a job developer, who works directly with local businesses to place participants in entry level jobs. Participants have access to the Internet, fax machines, telephones, voicemail boxes, photocopiers, and a wide array of job listings from local newspapers.

CAPITAL PROJECTS

Parks is building and rebuilding more parks than ever. Citywide, over 300 projects were underway in January 2000. In 1998 and 1999, Parks completed 381 projects at a cost of over \$235 million. Over the last five years, Parks' annual capital commitment has tripled from \$51 million in FY94 to more than \$150 million in FY99, and will approach \$200 million in FY00. Many projects complete the entire capital process, from initial design to final construction, within one year.

On August 18, 1999, Parks celebrated the \$1 million expansion of **Dag Hammarskjold Plaza**. The half-acre expansion over the

roadbed and traffic median of East 47th Street was the final piece of a series of major projects designed to improve the major northern approach to the diplomatic center of the world. The original park underwent a \$1.5 million reconstruction in 1997, which included the dedication of the Katherine Hepburn Garden. In Fall 1998, Mayor Giuliani and Commissioner Stern dedicated *Hope*, a monument by Gustav Kraitz, to Swedish diplomat-hero Raoul Wallenberg, which stands at the First Avenue plaza just east of the park.

One of the most visible capital projects over the past two years was the reconstruction of **City Hall Park**, which reopened on October 7, 1999. After extensive renovations, including the restoration of the Jacob Wrey Mould Fountain and the installation of a series of granite panels depicting



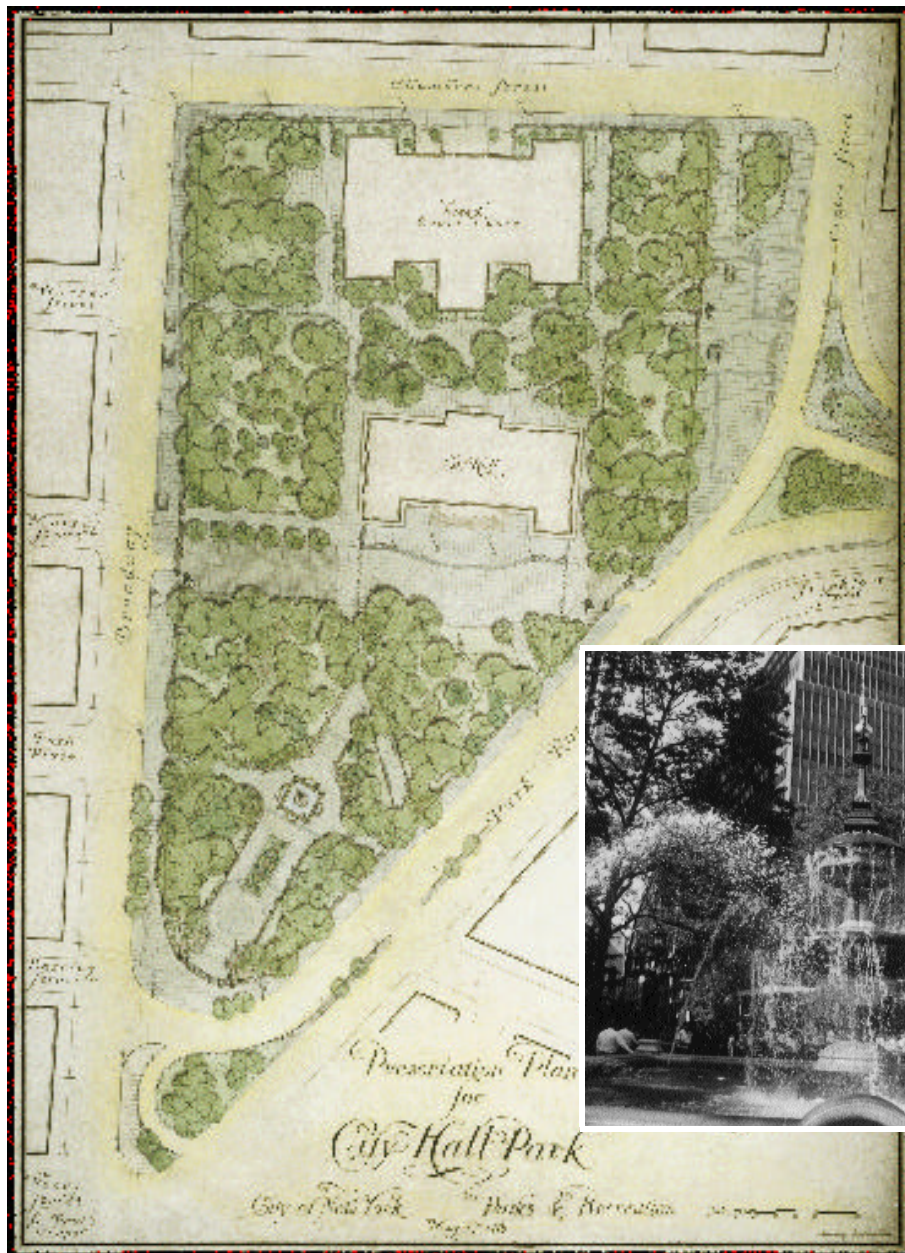
The expanded Dag Hammarskjold Plaza which now extends into what used to be the east-bound lane of 47th Street

New York City's rich history, the site now welcomes New Yorkers to a modern "museum-park."

When it was first built by Robert Moses in 1935, **Orchard Beach** was commonly known as the "Riviera of the Bronx." In an effort to return Orchard Beach to its former glory, Parks is restoring the bathhouse to its original

splendor. The \$4.5 million renovation was completed in time for the Summer beach season.

The final piece of the Central Park Conservancy's \$71 million "Wonders of New York" campaign is the \$4.6 million restoration of Central Park's **North Meadow**, which began in May, 1998. Funded by Mayor



The presentation plan designed by George Vellonakis for the reconstructed City Hall Park

Inset: The Jacob Wrey Mould Fountain October 1999

Giuliani's capital budget, the project included the reconstruction of twelve ballfields and five soccer fields. All ballfields have been outfitted with new infields and backstops, players' benches, and dugout fencing. The North Meadow also received a state-of-the-art irrigation and drainage system, newly paved pathways, new drinking fountains, newly planted trees, and 717,000 square feet of new Kentucky Bluegrass.

The \$20 million renovation of **Foley Square** provides a stunning park befitting the great federal and state courthouses it faces. The renovation includes the expansion of Thomas Paine Park, the construction of a central fountain, new artwork, landscaping and benches, among other amenities. Foley Square was completed in Spring 2000.

On December 3, 1999, Mayor Giuliani dedicated the newly built **Grillo Greenhouse** conservatory to the memory of his friend and colleague, Carl Grillo. The \$1.2 million greenhouse added 2,800 square feet to the Staten Island Botanical Garden. The new building will house and display exotic plants and flowers.

On December 22, 1999, Mayor Giuliani initiated the \$4.9 million dollar construction of the **Hunts Point Youth Center**. The Mayorally-funded youth center will be a wonderful addition to the Bronx community, providing recreational opportunities for

many children. The facility will house a gymnasium, stage, track, game room, and fitness room.

On May 1, 1999, Parks broke ground for the **Flushing Bay Promenade** at Flushing Meadows – Corona Park, which is scheduled to be completed in the fall of 2000. The promenade will run 1.7 miles south, from La Guardia Airport to Harper Street past Shea Stadium, with continuous waterfront access. It will contain 1,266 trees, benches, picnic tables, overlooks, new timber decks, a new water supply system, and improved lighting.

REQUIREMENTS CONTRACTS

Requirements contracts provide quick-fix solutions that upgrade park elements like play equipment, sidewalks, and fences without requiring a complete capital reconstruction. Since FY95, when Parks began using requirements contracts, 751 targeted improvements at 497 parks and playgrounds citywide have been completed.

HANDBALL

Handball is one of New York City's great playground sports. In 1999, Parks refurbished 100 handball courts in Brooklyn, which led to a citywide plan to restore 1,500 handball courts. Parks will remove excess paint from walls, fill cracks in the court, and renovate the courts. To cele-



*One of the City's
1500 handball courts
to be restored*

brate, Parks hosted its first amateur citywide handball tournament in June, 2000.

PARKS INSPECTION PROGRAM

The Parks Inspection Program (PIP) monitors the conditions and the quality of all parks, playgrounds and greenstreets, and provides a consistent performance measure for all Parks facilities. Trained inspectors from Operations & Management Planning (OMP) perform over 2,700 inspections each year, giving each inspected site either an “Acceptable” or “Unacceptable” rating for its overall condition, based on structural and cleanliness features including litter, glass, graffiti,

weeds, and lawns.

Over the last two years, PIP has been expanded to include Greenstreets and Flagship Parks. Inspectors now use hand-held computers and digital cameras to inspect park conditions more efficiently.

RESEARCH & DEVELOPMENT

Parks’ new Research & Development (R&D) division analyzes and develops ways to use new technology to improve existing park facilities and create new ones. R & D projects include installing pre-fabricated comfort stations in parks and playgrounds, creating better types of safety surfacing, making handicapped



drinking fountains more durable, and installing interactive kiosks in recreation centers.

MANAGED COMPETITION

After privatizing Parks fleet operations in Brooklyn and the Bronx in 1996, Parks' vehicle out-of-service rate decreased from 14% to 5.1%. The competition spurred Parks' in-house garages to improve their out-of-service rate by nearly 9%. In 1994, when the program began, 262 Parks vehicles were unusable on any given day. Today, only 95 vehicles are out of service on average. Greater vehicle availability means extra forestry crews go out each day, additional miles of beach are cleaned, and more children are transported to recreation events.

Thanks to Mayor Giuliani, Parks received 200 new vehicles in FY00

to help replace some of the older vehicles in our 1,800 vehicle fleet. These vehicles include park enforcement patrol cars, recreation passenger vans, cargo vans for playground fix-it crews, and heavy equipment for waste removal and beach maintenance. Through a partnership with Ford, Parks received seven newly designed, alternative fuel Ford Expedition utility vehicles which use clean compressed natural gas (CNG).

TECHNOLOGY

Parks is integrating new **Geographic Information Systems (GIS)** technology into its database systems to provide immediate access to digital images of the Emerald Empire. Parks' Parklands division completed the mapping of Staten Island and the Bronx, and is now working on

*Parks' OMP
Inspector checks out new
playground
equipment*

maps of Manhattan, Queens, and Brooklyn.

In 1999 alone, the Natural Resources Group's Mapping and Design Lab produced 113 maps of restoration plans, as well as the Harbor Estuary Program (HEP) projects, and restorations of New York City's natural areas.

REVENUE

With revenue reaching \$42 million, FY99 proved to be the highest income-earning year ever for Parks. This was a dramatic increase from the \$36.6 million recorded for FY98. Since 1993 revenue has skyrocketed 75%.

Concessions Revenue, at \$24.8 million, rose by \$1.5 million, 6% above FY98 income. The combined Shea and Yankee Stadium revenue rose sharply in FY99 to \$9.7 million, a 39% increase.

New contracts included an eight year food service concession at Merchants' Gate in Central Park, awarded to Ferrara's, and a fifteen year contract to the Dyckman Marine Group, Inc. for the renovation and operation of the Dyckman marina and restaurant. Parks' improved cleanliness and overall condition ratings have brought more and more users into Parks, prompting the expansion and improvement of commercial facilities to serve them. Parks also continued developing projects for several sites citywide. The eastern portion of Ferry Point Park in the Bronx will soon

become an 18-hole golf course designed by Jack Nicklaus with a clubhouse, driving range, catering facility, and boathouse grill restaurant. It will also include a new 19.5 acre waterfront park and a 7-acre park.

CUSTOMER SERVICE

Every interaction a park user has with a Parks employee should be as positive and helpful experience as it can be. In Fall 1999, Parks conducted a comprehensive customer service study. Since then, Parks has implemented a new approach to customer service, training employees to be courteous and responsive, enabling visitors to transact business with Parks on-line. We conduct regular customer service evaluations to see how well we maintain these standards.



*Ferrara's Concession
at Merchants' Gate
in Central Park, opened
in October 1998*

LEASH LAW

Dogs are a wonderful presence in parks, but unleashed dogs can cause serious problems. They collide with joggers and bicyclists, frighten children and senior citizens, soil the landscape and trample lawns and fragile areas. Occasionally, they bite humans and small mammals. To help improve leash law compliance, Parks launched an initiative in March 1999 focusing on education, enforcement, and environmental restoration. Since then, citywide compliance has increased substantially.

INTERNSHIPS

Parks' citywide internship program now includes nearly 300 high school, college, and graduate students. Last year, 150 students spent their summer working full-time on projects ranging from welfare-to-work to the historical sign initiative to information technology. In 1999, Parks created the **Parks Environmental Fellowship (PEF)**, offering talented high school students the opportunity to work on Parks' staff throughout the five boroughs.