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PROJECT STATUS REPORT

IMPLEMENTATION PLAN FOR MAYORAL ACTIONS
ANNOUNCED JULY 31, 1975

This report summarizes the progress and the current status of the implementation plan for Mayoral actions announced July 31, 1975. Progress as reported here is based on the project plan dated August 6, 1975 and covers the period August 1 to August 22, 1975.

1. PROJECT DESCRIPTION AND OBJECTIVES.

The objective of this project is to implement the plans for reorganizations, rescindments and revenue increases as ordered by the Mayor on July 31, 1975. There are 16 individual projects monitored in this report.

2. PROJECT PROGRESS AND CURRENT STATUS

Ten of the sixteen projects are on or ahead of schedule. Five projects are behind schedule and one has been completed.

**Prepared by The Office of Management and Budget
Office of Management Services
Division of Management Analysis
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Duration</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 1</td>
<td>4 months</td>
<td>Completed</td>
</tr>
<tr>
<td>Project 2</td>
<td>6 months</td>
<td>In progress</td>
</tr>
<tr>
<td>Project 3</td>
<td>3 months</td>
<td>Not started</td>
</tr>
</tbody>
</table>

**Key**
- **Completed**: Project has reached its end date.
- **In progress**: Project is ongoing.
- **Not started**: Project has not yet started.

**Status As of:** August 22, 1971

**Implementation Plan for Major Actions**

1. Develop and implement agency.
2. Implement revised budget.
3. Increase supply.
4. Establish new cash flow.

**Announced July 31, 1971.
1.1 ELIMINATE THE DEPARTMENT OF COMMERCE AND INDUSTRY

The project is scheduled for completion by October 31, 1975 and is on schedule. Plans for distributing functions, staff and facilities have been submitted. Actual achievement of the scheduled elimination requires decisions by the Mayor and EDA Administrator with regard to retention or separation of staff and executive personnel. OMB wants to eliminate all 49 positions budgeted for Commerce and Industry. Administrator Eisenpreis wants to eliminate only 17 positions and transfer the remaining 32 positions to EDA central.

1.2 ELIMINATE OFFICE OF EMERGENCY CONTROL BOARD-CIVIL DEFENSE

This project was scheduled to be completed by August 29, 1975. It will be completed by September 15, 1975. It is behind schedule because a modification to the overall plan was required to maintain the City's eligibility for $1.2 million in Federal Civil Defense matching funds. The change to the program calls for smaller savings in tax levy funds because of the need to retain MSA personnel to support necessary City and civil defense communications functions. The current tax levy savings are projected at $175,750 as compared to the initial estimate of $347,295. Initial recommendations include having the Police Department assume the responsibility of the City's Civil Defense Program until the Mayor's Task Force on Emergency Preparedness finishes its study in June, 1976.

1.3 STREAMLINE THE DEPARTMENT OF RELOCATION

This project was scheduled for completion on December 31, and will be completed on schedule. The project's milestone for eliminating the Social Services function was extended to September 26, to allow C.3 time to effect the transfer of the positions involved from MDA to NRA. After the transfer is completed, 28 positions will be dropped from the MDA budget for a savings of $570,000 including fringe benefits and OTPS. A savings of $182,400 in capital funds will accrue. The balance of the money, $387,600, is provided through federal funds. These funds, however, will not be lost since they can be transferred to other programs which are now eligible for funding under the Community Development Act.
Civil servants who are being terminated from NDA will be transferred to similar titles in NRA with equivalent numbers of provisional employees being dropped from NRA's payroll.

1.4 STREAMLINE THE DEPARTMENT OF DEVELOPMENT

This project was scheduled for completion by September 30, 1975 and will be completed by that date. Policy issues regarding the funding of the Mitchell-Lama, Municipal Loan and the Neighborhood Preservation Programs are to be taken up by the NDA Administrator with the Mayor. Until such action is taken, decisions on the transfer or separation of personnel in these programs cannot be made. Mayoral agreement is also required on the closing of the five Neighborhood Preservation field offices. Operating this function centrally should permit additional personnel savings. All other milestones are on schedule.

1.5 ELIMINATE OFFICE OF STATEN ISLAND DEVELOPMENT

The elimination of the Mayor's Office of Staten Island Development is on target and will be completed on September 30, 1975. The project savings remain at $144,000.
2.1 STUDY TO COMBINE THE DEPARTMENT OF PORTS AND TERMINALS AND THE DEPARTMENT OF MARINE AND AVIATION.

The original project was to consolidate the Department of Ports and Terminals and the Department of Marine and Aviation. Preliminary analysis indicates that the consolidation of these two departments should be limited to their dock construction and inspection functions. However, this study should be extended to include other City agencies which have dock construction projects such as sanitation, police and fire. Currently, MSA/DPW handles these projects. This study will examine the feasibility of assigning all dock construction to one agency, possibly MSA/DPW. The completion date of this project is being reviewed and a new work plan will be available before September 5, 1975.

2.2 ELIMINATE THE MAYOR'S OFFICE FOR VETERAN ACTION

The completion date for this project has been delayed two weeks to September 19, 1975. An OMS analysis of NOVA is being revised and the Executive Order required for elimination of this Office has been drafted and will be ready for the Mayor's signature on September 2, 1975. The estimated tax levy savings remain $367,000.

2.3 REORGANIZATION OF YOUTH SERVICES PROGRAMS

The project is scheduled to be completed by November 14, 1975 and is on time. All subsidiary milestones which fell due on or before August 22 were completed successfully.

2.4 ELIMINATE THE BOARD OF WATER SUPPLY

The project is scheduled to be completed by April 30, 1976. Achievement of this target depends on timely passage of legislation which will be submitted to the state legislature on January 2, 1976. Estimated savings remain at $3,590,000.
2.5 CONSOLIDATE THE OFFICES OF MIDTOWN PLANNING AND DEVELOPMENT AND LOWER MANHATTAN DEVELOPMENT

The project was scheduled for completion by October 15, 1975 and is on target. The projected cost savings remain at $582,000.
3.1 TRANSFER $30 MILLION FROM CAPITAL TO EXPENSE BUDGET.

This project was completed.

3.2 IMPLEMENTATION OF CAPITAL BUDGET RESCINDMENTS

This project is scheduled for completion on October 24, 1975 and will be completed by then. Projected Capital Budget savings are $375 million.

3.3 NEW CASH FLOW REPORTING SYSTEMS

This project is scheduled for implementation by August 20, 1976 and is on time.
4.1 MTA FARE INCREASE FROM 35¢ TO 50¢

This project is on schedule and will be completed on September 19, 1975. Delays in negotiating a policy on school fare subsidies will be overcome by September 5, 1975. The overall project schedule will be unaffected.

4.2 IMPLEMENT $32 MILLION CUT IN CITY UNIVERSITY FUNDS

This project was scheduled for completion on August 29, but will not be completed until September 27, 1975. The project is behind because the project goal has been increased to obtain a $64 million cut in funds. CUNY must submit a plan by September 15 to show how these savings will be achieved.
Development of implementation plans for all agencies will be completed by October 17, 1975. The project is on schedule.
OTHER STRATEGIES

Three committees have been established in addition to the Management Advisory Board to cope with various aspects of the City's problems. Also, a Deputy Mayor of Finance will be appointed.

The Emergency Control Board is a state created entity which will supervise and run, if necessary, the fiscal affairs of the City for the duration of the emergency period. In accordance with the directives of the Board, the City is required to submit, by October 15, 1975, a three year financial plan for each city agency, including the public benefit corporations. The Board will receive and disburse all City revenues except those pledged to pay revenue bonds. The Board is composed of seven members, including the Governor, his three designees, the Mayor, the State and City Comptrollers. The Control Board is empowered to level misdemeanor charges if the Board receives false information from an agency.

The Temporary Commission on City Finances is a 21-member citizen's commission appointed by the Mayor to study the long-range financial requirements of the City and to recommend approaches to meet these needs. The Commission, headed by Justice Owen McGivern, is charged with studying the city's operating expenses, revenue structure, intergovernmental fiscal relations, the city economy, debt and capital development, transportation finances, municipal personnel costs, and fiscal aspects of the non-mayoral agencies.

Commission membership includes: George Champion (Chairman, Economic Development Council); John A. Coleman (Adler, Coleman and Co.); Joseph W. Ford (Professor, St. Francis College); Charles A. Goldstein (Baer and McGoldrick); Marife Hernandez (Mayor's Council of Business and Economic Advisors); Lawrence Lachman (Chairman of the Board, Bloomingdale's); Bruce Llewellyn (President, Fedco Stores); Alton G. Marshall (President, Rockefeller Center); John McGillicuddy (President of Pace University); Lewis Rudin (Chairman, Association for a Better New York); John L. F. Sipp (Chairman, Staten Island Savings Bank); Robert Tishman (President, Tishman Realty); Harry Van Arsdale (President, NYC Central Labor Council); Dr. Emanuel Saxe (Dean Emeritus, City College); Dr. Donna Shalala (Professor, Columbia University); Richard Shinn (President, Metropolitan Life Insurance Co.); Robert F. Wagner, Sr.; Martha R. Wallace (Executive Director, Henry Luce Foundation); Robert Weaver (Professor, Hunter College); and Robert Towbin (Unterberg, Towbin Co.).

The Default Committee is an ad hoc advisory group of prominent financial investors and bankruptcy experts formed to consider ways to handle city affairs under the consequences of a default situation.
Committee membership includes: Martin E. Segal (Wortheim and Co.); Moses Shapiro (General Instrument Corporation); Robert Rivel (Savings Bank Official); John L. Procope (NY Amsterdam-News); and Richrd Shinn (Chairman). In addition, the law firm of Weil, Gotshal, and Manges has been retained as advisors. Ira Millstein and Harvey Miller of that office previously represented UDC, Lockheed, and Penn Central in their default suits.

The Deputy Mayor for Finance will coordinate the efforts of the Emergency Control Board, and the Temporary Commission on City Finances for the Mayor.
ORGANIZATION CONCEPTS
FOR
ELIMINATION OF SUPERAGENCIES

Bureau of the Budget
City of New York
Upon review of operations it has been decided to shed the superagency level from the administrative framework of New York City's local government. Accordingly, all superagencies will be phased out. Overriding goals of this major policy determination are:

-- the withdrawal of a hierarchy of Administrators;

-- the elimination of the need for Deputy Administrators; and,

-- the strengthening of direct communication between the Mayor and Commissioners.

The decision to abolish the superagency approach is made primarily for managerial reasons; it comes after ample planning and study by the Office of Management and Budget. The implementation of this policy is expected to result in cost savings. The full extent of these economies is presently under study.

This Administration has previously sought to dismantle the Health Services Administration, the Housing and Development Administration, and the Human Resources Administration. The creation of a separate Cultural Affairs Department has also been suggested. Commitment to these recommendations is re-affirmed. Previously introduced and now pending legislation should be acted upon.

Appropriate steps will be forthcoming to legally dismantle all other superagencies.

The superagencies were originally created to increase coordination and efficiency. These objectives have not been achieved. There has been little or no reduction of time, energy, or funding needed to render services. Management improvements have been implemented in spite of -- not because of -- superagencies.
The superagencies have become an extra and an unnecessary layer of bureaucracy. They were intended to supervise the service delivery functions of departments. Unfortunately, the superagencies have assumed operating responsibilities. This has resulted in duplication and fragmentation. Individual departments have been deprived of full control over programs for which they are officially responsible.

The failure of the superagencies has not gone unnoticed. State officials, professional governmental organizations, citizens groups, the press, and clients of city services have all criticized the superagency experiment. For example, during September, 1974, a local newspaper stated in an editorial that superagencies have failed to live up to their expectations. The editorial quipped that they "... have provided super headaches for their Administrators and for the Office of the Mayor." At about the same time, the Mayor's office indicated that there would be a continuing study of the superagencies with the probability that their functions and operations would be re-organized. Suspicions have been confirmed as specific management problems have been identified. These problems -- which can be resolved by re-organization -- include:

--- Priority determination is too much in the hands of superagency Administrators. Policy and personnel priorities are negotiated between Administrators and the Mayor. Commissioners have been forced to communicate through an Administrator rather than directly with the Mayor or a Deputy Mayor. Communications become modified and emphasis re-oriented. It is vital that the Mayor's office have direct and straight-forward lines of communication with every department.

--- Staff dispersal has resulted in weakened budgetary controls. The superagency approach has allowed -- even encouraged -- the dispersal of personnel at different administrative levels. This has weakened the City's ability to monitor and control real expenditures on individual programs.
The superagencies overhead apparatuses have grown significantly. The size of the executive management within each superagency has grown out of hand from small staffs to vast operations. Personnel has been added in too great a number at the executive management level of the superagencies. The elimination of the superagencies is thus vital for the long range goal of holding down personnel costs.

Administrators tend to favor specific functions within a superagency. Administrator favoritism of a particular department can -- and does -- weaken the performance of other departments within the same superagency. Such favoritism, frequently based upon training and/or expertise, is natural and understandable. However, individual and direct departmental presentations to the Mayor's office can negate this problem.

Superagencies insulate City Officials from programs and problems that demand their close attention. Officials feel compelled to work through or with superagency executive management staff. At other times, officials may disregard a departmental problem if they feel the superagency hierarchy is able to resolve the matter.

Superagencies hinder or slow necessary re-alignment within departments. The functions or workload of a department can change over time. If a department is buried within a large superagency these changes can be ignored. Consequently, as a workload decreases (for example within the Department of Relocation) there may not be an equivalent decrease in personnel. On the other hand, if a workload increases, an Administrator may re-assign personnel from another department at the abrupt expense of an important project.
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ECONOMIC DEVELOPMENT DEPARTMENT

ENVIRONMENTAL PROTECTION DEPARTMENT
SANITATION DEPARTMENT

FINANCE DEPARTMENT

GENERAL SERVICES DEPARTMENT

OFFICE OF THE MAYOR

PARKS & RECREATION DEPARTMENT

TRANSPORTATION DEPARTMENT
CREATION OF THE ECONOMIC DEVELOPMENT DEPARTMENT

The new Economic Development Department will consolidate, for the first time, all of New York City's economic development functions. The Department will continue the functions of the former Economic Development Administration and it will incorporate nine additional related offices. This reorganization will unify and strengthen the City's industrial development program while reducing total costs.

The following Offices will be transferred to the new Department:

New York City Energy Office
Apparel Industry Planning and Development
Lower Manhattan Development
Mid-Town Planning and Development
Upper-Manhattan Planning and Development
Downtown Brooklyn Development
Jamaica Planning and Development
Aviation Planning and Development
- Airports, Heliports, Seaplane Bases
Times Square Coordinating Council
The New York City Energy Office will develop plans and programs to insure adequate supplies of energy for the local economy. It will encourage public and private actions to maintain competitive energy costs. The environmental protection programs affecting energy will remain within the Environmental Protection Department.

As part of the reorganization, the Department of Commerce and Industry located at 415 Madison Avenue, will be eliminated, with its major functions being absorbed by the new Division of Business Development Services. In addition, the Department of Ports and Terminals will be reorganized into a Division of Ports and Terminals.

The precise fiscal impact and legal requirements of these changes will be known once detailed studies are completed.
Proposed Organization Concept
Economic Development Department
CREATION OF THE ENVIRONMENTAL PROTECTION DEPARTMENT

The Environmental Protection Administration is being eliminated and the Departments of Air and Water Resources combined to form a new Department of Environmental Protection with a separate Department of Sanitation. This new Department of Environmental Protection and the Department of Sanitation will each report directly to the Mayor's Office. These changes will simplify the bureaucracy by reducing the superagency hierarchy and reducing the number of separate departments from 4 to 2. This in turn, will increase accountability of these departments to the Office of the Mayor. The full fiscal impact of these changes will be known once detailed planning is completed.
PROPOSED ORGANIZATION CONCEPT
ENVIRONMENTAL PROTECTION DEPARTMENT

OFFICE OF THE MAYOR
CREATION OF THE FINANCE DEPARTMENT

The present superagency structure which includes four operating Departments will be eliminated with the functions consolidated into three Divisions.

The reorganization with its reduced span of control will result in more direct liaison with, and improved control by, the Office of the Mayor.

Allied functions in the new Department have been consolidated into three operating Divisions: Tax Collection and Treasury, Property Assessment and the City Register.

Fiscal effects of the reorganization will be available when detailed planning is completed.
PROPOSED ORGANIZATION CONCEPT
FINANCE DEPARTMENT
The Municipal Services Administration which includes four operating Departments is to be eliminated with the functions consolidated into three Divisions within a new General Services Department.

Elimination of the superagency structure will result in a consolidation of managerial and technical expertise and a reduced span of control to maximize effectiveness and realize fiscal economies.

Similar functions in the existing structure have been reorganized into three new operating divisions: Public Works, Commodity Services, and Auxiliary Services. It has been suggested that the Office of Construction be transferred to the Office of the Deputy Mayor.

The precise fiscal impact and legal ramifications of these changes will be shown once detailed planning is completed.
OFFICE OF THE MAYOR

The Office of the Mayor which currently consists of 22 organizational units will be reorganized and consolidated into 9 units.

The following three units will be eliminated:

- Staten Island Development
- Mayor's Office of Veterans Action
- Office of Emergency Control Board

The following six units will be combined and transferred to the new Department of Economic Development:

- Lower Manhattan Development
- Midtown Planning and Development
- Office of Jamaica Planning and Development
- Office of Apparel Industry Planning and Development
- Office of Downtown Brooklyn Development
- Upper Manhattan Planning and Development

The Mayor's Committee on the Judiciary and Mayor's Committee on City Marshals will be combined into one unit; the Education Task Force has already been combined with the Office of Neighborhood Services. The following transfers will also be made:

- The Urban Design Council will be transferred to the City Planning Commission.

- The Office for the Aging has been removed from the Mayor's Office and has been established as a separate Department.
Under this reorganization the Office of the Mayor, in addition to its routine executive management activities, will include the following:

- Office of Management and Budget
- Youth Council Bureau
- Office of Labor Relations
- New York City Commission for the United Nations Consular Corps
- Mayor's Committee on the Judiciary and City Marshals
- Office of Neighborhood Services and Education Task Force
- Bureau of Labor Services
- Office of the Handicapped
- Office for Volunteers

The fiscal effects of this simplified and improved organization will be determined in the near future when detailed organization planning has been completed.
OFFICE OF THE MAYOR

PROPOSED ORGANIZATION CONCEPT

MAYORALTY

OFFICE OF MANAGEMENT AND BUDGET

OFFICE OF LABOR RELATIONS

AGENCIES & COMMISSIONS
- Youth Council Bureau
- Commission for U.N.
- Commission on Judiciary and City Welfare
- Neighborhood Services and Education Task Force
- Bureau of Labor Services
- Office of the Kneecapped
- Office for Volunteers

PREPARED: 8/29/7
CREATION OF THE PARKS AND RECREATION DEPARTMENT

The proposed organization concept as indicated on the attached chart depicts a Parks and Recreation Department with two major divisions: Division of Parks Maintenance and Operation and Division of Recreation.

The Parks Maintenance and Operation Division will supervise and maintain the City's parks, playgrounds, beaches, and recreation facilities.

The Recreation Division will render services in playgrounds, recreation centers, etc. as well as in the community at large.

All major functions are planned to continue, with the exception of the Cultural Affairs function. As noted on the proposed organization concept, Cultural Affairs will become a separate agency when legislation is enacted by the City Council.

Span of control in the new department will be considerably reduced, so that its ability to provide improved public service will be increased.

The precise fiscal impact of these changes will be known once detailed planning is completed.
ESTABLISH A SEPARATE CULTURAL AFFAIRS AGENCY.

Legislation has been submitted to the City Council to:

- Establish a Cultural Affairs Agency
- Consist of Special Programs and Fiscal Operations
- Recreation Division
- Cultural Affairs Division
- Park Maintenance

Proposed Organization Concept

Parks and Recreation Department

Office of the Mayor
CREATION OF THE TRANSPORTATION DEPARTMENT

The Transportation Administration which includes three operating Departments and one Bureau is to be eliminated with the functions consolidated into three Divisions within a new Transportation Department.

By eliminating the layers of administration inherent in the superagency concept, the reorganization will result in shorter lines of communication and bring transportation operations closer to the Office of the Mayor.

Allied functions in the new Department have been consolidated into three operating Divisions: Parking Enforcement, Street Services, and Ferries.

The precise fiscal impact and legal requirements of these changes will be known once detailed planning is completed.
MAYOR BEAME'S MANAGEMENT ADVISORY BOARD

Mr. Richard R. Shinn
Chairman, Mgmt. Advisory Board
President & CEO
Metropolitan Life Ins. Co.

Mr. E. Virgil Conway
Chairman and President
Seamen's Bank for Savings

Mr. William M. Ellinghaus
President, N.Y. Telephone Co.
(Chairman, M.A.C.)

Mr. Shelton Fisher
Chairman of the Board
McGraw-Hill, Inc.

Mr. James L. Hayes
President & CEO
American Management Associations

Mr. Lawrence Lachman
Chairman of the Board
Bloomingdale's

Mr. Alton G. Marshall
President
Rockefeller Center, Inc.

Mr. John McGillicuddy
President
Manufacturers Hanover Trust Co.

Mr. Harry Van Arsdale, Jr.
President
N.Y.C. Central Labor Council

One Madison Avenue
New York, N.Y. 10010
578-2034

30 Wall Street
New York, N.Y. 10005
797-5000

1095 Ave. of Americas
New York, N.Y. 10036
395-2324

1221 Ave. of Americas
New York, N.Y. 10020
997-4949

135 West 50th Street
New York, N.Y. 10020
586-8100

1000 Third Avenue
New York, N.Y. 10022
223-7274

50 Rockefeller Plaza,
New York, N.Y. 10020
489-4337

350 Park Avenue
New York, N.Y. 10020
350-5381

386 Park Avenue South
New York, N.Y. 10016
685-9552

August 20, 1975
MEMORANDUM

TO: ALL AGENCY HEADS

FROM: James A. Cavanagh

SUBJECT: Improved Operations

All agency heads are directed to submit to the Mayor (with a duplicate copy to me) detailed plans for increasing agency efficiency and productivity. The memoranda are due September 2, 1975.

I want you to scrutinize your operations. Nothing is sacred. I want hard, constructive suggestions. Times have changed. We must improve the quality and quantity of service delivery and live within existing resources.

Your plan should discuss the various functions of your agency and detail the specific steps that you will take to increase productivity, eliminate duplication and be more responsive to public needs. Work standards must be rigorous, but fair. We must be tough-minded, but not punitive.

You are the ones who know how to make your agencies function best. I am depending upon you in these fiscally difficult times to develop detailed proposals and make your agencies function better and reflect the realities of the City now.

With realistic, sharp and improved management plans, I believe we can count on the cooperation of City workers to make this City function most efficiently. Nothing less will do.
CONVERSION OF N.Y.C. ACCOUNTING SYSTEM & CASH FLOW ANALYSIS

- Conversion to New York State System

The City is required to change from a cash to an accrual system. The State's Manual of Accounts, which is used for municipalities throughout the State, is being adapted for use in New York City by the Bureau of the Budget and the City Comptroller in conjunction with the State Comptroller.

- Analysis of City Cash Flow Requirements

  . Capital Budget

  To date, the City has identified cash flow requirements for each capital project and has computerized this information. Summaries have been prepared by agency and for the City as a whole.

  The next steps are:
  - To verify the accuracy of the information received from agencies, and
  - To include actual expenditures in the system

  . Expense Budget

  a. Analysis of receivables from fiscal 70-71 to fiscal 74-75.

  The Bureau of the Budget has made an estimate of which receivables the above period are sound and which are not. That estimate shows that $475 million are good and $600 + million are not. The examiners are currently verifying these numbers with the agencies.

  b. Reconstruction of 1975-76 Budget.

  Examiners are currently undertaking similar analyses of receivables for the 1975-76 Budget.

  c. Quarterly Allocation System.

  The Bureau of the Budget is developing a quarterly allocation system which will be automated and which will include:

  - A projection of spending by agency by quarter for the 1975-76 Budget.
Expenditures during July and August. The first quarterly report should be ready by the end of September and show the allocation of the fiscal year. The system should be fully mechanized by the end of the fiscal year.

A timetable and status report has been prepared which identifies specific issues related to individual City agencies.
ISSUES:

One of the ways to improve performance in City government is to adapt the technique of "performance by objectives," frequently used in private industry. By this technique each employee and official of government contributes something toward a common goal—a contribution which, together with the contribution of other members of governmental units, fits together with little or no duplication of effort, gaps or friction.

The process of identifying performance objectives of each governmental unit exposes inefficiencies, frictions and other problems so that they can be dealt with by top management. It provides greater clarity to each individual worker as to what is expected of him and allows him to sense the whole and how he relates to it.

PRESENT SITUATION:

Line agencies now have general rather than rigorously defined objectives which relate to comparable objectives of other line agencies. Within agencies, sections have individualize responsibilities which may overlap or duplicate the work of other sections. As for staff, each agency has a given number of "lines' related to the work load and financial considerations but not necessarily tied to defined goals.

AVENUES MERITING EXPLORATION:

1. How can performance goals be established at each level of government?
2. How can these goals be interrelated?
3. How can the performance goal concept be utilized within each agency?
4. How can productivity and economy goals be folded into a structure of performance goals?
5. What should the Mayor's role be in laying down performance goals?
6. What should the Budget Bureau's role be in the service of performance goals?
ISSUE:

How to improve the performance and motivation of government personnel within the confines of the civil service system which insures the political neutrality and continuity of municipal services.

PRESENT SITUATION:

Control over personnel is highly centralized in the Department of Personnel, which allocates positions to existing titles, certifies lists of eligibles, investigates candidates, prepares job analyses and draws up and conducts the written examinations which are the only way to attain permanent civil service status.

The Bureau of the Budget also has major responsibilities, and additional double-checking is done in certain instances by the Finance Administration and the Comptroller's Office. The three-man Civil Service Commission, headed by the Director of the Personnel Department, is charged with hearing appeals, as well as enacting rules and regulations.

Hiring and most promotions must be done by ranking from the lists resulting from written examinations. Minimum requirements are established by Personnel for those eligible to take every examination. Pay scales are set by union negotiations and are directly related to civil service classifications and longevity. Merit increases are rarely given and require approval from Personnel and Budget.

Between the unions and the civil service system, the control of agency administrators over their staffs is very limited; few line agencies even have personnel departments. The present system protects civil servants from arbitrary actions by political appointees and administrators, but it also makes it virtually impossible to reward talented, hard-working staff or dismiss lazy, incompetent or irresponsible personnel. The reliance on rigid classifications results in such anomalies as supervisors earning less than some of their subordinates.

AVENUES MERITING EXPLORATION:

1. Should agency administrators be given greater power and responsibility over their staffs (as proposed by the State Charter Revision Commission)? If so, what safeguards should be established against abuses?

2. Should the roles of Personnel and Budget be redefined so that they function more as watchdog agencies than as prime movers and determiners? In other words, should control over staff be decentralized?

3. Should the Civil Service Commission be reconstituted and its responsibilities redefined?
4. Should on the job performance be made a factor in promotions, demotions and dismissals? How can particularly competent people be rewarded? How can particularly incompetent people be disciplined or excluded from automatic rewards?

5. Should procedures for disciplinary actions be simplified?

6. Should the number of job titles and examinations be reduced?

7. Would it be useful to recruit more outsiders to middle management positions?

8. Should middle managers be associated with top management or with junior staff?

9. How can equal opportunity be enlarged and protected?

10. Should the 6-month probationary period be extended or its function changed?
TECHNOLOGY: USE OF COMPUTERS IN GOVERNMENT OPERATIONS

ISSUES:

How to make computers the most efficient management tool.

PRESENT SITUATION:

The City has a long history in the use of computers, tracing back to 1908 when work was done with the Tabulating Machine Company which ultimately became IBM. Today the City has more than $50 million (in original value) of equipment. It is generally in excellent condition and much of it is modern. There do not appear to be major problems in hardware. Most of the large agencies have a computer such as Finance, Budget, MSA, Planning, HSA and CUNY. Most computer operations run for two shifts 5 days a week, reserving week-ends for special jobs. A few run continuously. Total utilization rate is approximately 70 per cent. These agencies also perform like computer centers since they do work for other agencies as well. Most of the existing equipment is made by IBM supplemented by Univac hardware. There is a centralized unit. The Office of Systems Review and Computer Operations in the Bureau of the Budget which coordinates and supervises computer activities, purchases and to a much lesser extent, operations. The basic questions this division asks when an agency seeks for computer time or outside help are:

- What is the dollar value saved by performing this activity by computer
- If no savings, will you do a better job for the same funds, or
- Will it cost more but will you produce a significantly better result

In essence, requests are looked on favorably if there are savings and less so if none accrue. If the answer to the third question is affirmative, there is a built-in pre-disposition to turn down the request.

One of the basic issues appears to be that most agencies have set up their computer capacities to respond to very specific needs. A result is that too often the computer is used less as a tool to support management and policy objectives, but as a very expensive clerk or secretary. Most management people do not know how to enlist computers to assist them with the result that there is a proliferation of specific EDP tasks but little overall coordination.

AVENUES MERITING EXPLORATION:

1. Should the centralized group be given greater incentives to coordinate and assist agency heads in learning how to use computers?
2. One agency needs and analyses are conducted, should a city-wide data base be developed?
3. While city salaries appear to be competitive, there is a recruiting problem. Is that related to lack of adventuresome use of computers?
4. Is the utilization rate adequate?

5. What are the relative values of getting data faster as opposed to the costs incurred?
WELFARE

ISSUES:

Reducing the welfare burden to the City.

Improving the operations of the mammoth Human Resources Administration.

Humanizing the delivery of services to deserving and eligible welfare recipients.

PRESENT SITUATION:

Since 1965, the number of people on welfare in the City has risen from 480,000 to 1.2 million. This amounts to about one New Yorker in eight. Unlike most other major cities, New York City must pay one-fourth the costs of welfare (with the Federal government picking up half and the State a quarter). This amounted last year to $1 billion of the City's $12 billion budget.

The City's welfare superagency, the Human Resources Administration, has 26,000 employees. The payroll was reduced early this year by 1,700 workers, the equivalent of $17.4 million. Actual savings for the City, however, amount to $5.1 million because of Federal and State reimbursements.

Many attempts have been made in recent years to clean up what is usually referred to as "the welfare mess."

- The Lindsay administration installed $20 million of computers and hired computer experts, but there have apparently been as many computer-engendered foul-ups as advances.

- The same administration tried to save money and streamline operations by abolishing the casework system so that clerical tasks could be handled by clerical workers while social workers remained in welfare centers. This system, still in effect, is described by the Wall Street Journal as "a catastrophe."

- Trying to sieve out welfare cheats has resulted in an 11-page welfare application and a mandatory face-to-face interview every six months for every welfare recipient.

AVENUES MERITING EXPLORATION:

1. Can a cost-benefit analysis be made of the current detection system?

2. How can the detection of welfare frauds be improved and made more commercial?

3. What is the status and future of computers in H.R.A.? Has a cost benefit analysis of this operation been made?

4. Should the casework system be reintroduced?

5. Should welfare red tape be cut or is it essential in order to discourage welfare applications?
6. Are there feasible, economical ways to make welfare people useful and self-respecting (e.g., a Civilian Conservation Corps)?

7. How can the number of welfare recipients be reduced?

8. What should be done to solve the problem of lost and stolen checks, estimated by the State as amounting to $28 million annually? Should welfare recipients pick up their checks at banks rather than receiving them by mail?
HEALTH AND HOSPITALS

ISSUE:

How can the City maximize its health care programs for that sizable segment of the City's population that has become dependent upon government-subsidized and delivered health services.

PRESENT SITUATION:

The City of New York provides direct medical services through a number of City agencies and indirect care by subsidies to voluntary health delivery institutions. The City Health Department operates disease-preventive clinics. The City Health and Hospitals Corporation operates 18 hospitals providing diagnostic and treatment services. A number of specialty clinics, apart from the above, have been opened in recent years to provide family planning, maternal care and infant care.

The City serves the sizable number of people who do not qualify for Medicaid. Since 1967, the number of New Yorkers eligible for Medicaid has dropped from 2 1/2 million to about 1 1/2 million.

The City's health care program can be described as:

- fragmented. A multiplicity of agencies provide or contract for services, e.g., Health Department, Health and Hospitals Corp., Human Resources Administration, Addiction Services Agency, Department of Mental Health, Mental Retardation and Alcoholic Services

- duplicatory. Many of these agencies or their units provide parallel services

- discriminated against. They do not receive the same treatment from third-party payers as voluntary facilities

- lacking adequate fiscal control. Purchases are not adequately supervised

- beset by an inadequate cash flow

AVENUES MERITING EXPLORATION

1. Should the Mayor be given greater fiscal control over the Health and Hospitals Corporation?

2. Should the Department of Health continue to operate direct personal health care programs or should these be transferred to the Health and Hospitals Corporation with the Health Department retaining responsibility for setting standards, monitoring quality and purchasing services from voluntary agencies and the Health and Hospitals Corporation?

3. Should the Health and Hospitals Corporation be the sole City agency that provides all direct personal health care services (e.g., Health Department clinics, maternal and child program, family planning programs of HRA)?
4. Can greater cost-effectiveness and quality of care be achieved within the Health and Hospitals Corporation by the development of a regionalized network of medical centers, hospitals, ambulatory care facilities and local clinics operated within the framework of community centers?

5. Should the functions of the Addiction Services Agency, which are mainly to contract for services and set standards, be transferred to the Department of Health?

6. Should the functions of the Department of Mental Health, Mental Retardation and Alcohol Services, which are mainly to contract for services and set standards, be transferred to the Department of Health?

7. Is the Health and Hospitals Corporation collecting from third party payers and self-pay patients all the funds it is legally entitled to collect?

8. Are the reimbursement rates of the various third-party payers to the Health and Hospitals Corporation equitable?

9. Is the Corporation receiving full-value for its affiliation contracts with the voluntary hospitals?

10. Should the City seek State legislation requiring Blue Cross/Blue Shield to underwrite its share of the ambulatory losses in Corporation hospitals as Blue Cross/Blue Shield was required to do for voluntary hospitals by recent State legislation?

11. Should the time-lag factor between the payment by the City of Medicaid funds and the City's reimbursement by the Federal and State governments of their share of these funds be explored in order to reduce the need for outstanding notes by the City and the incurring of interest expense on these notes?

12. Should the City mount an aggressive campaign to Federalize Medicaid?
ISSUE:

Increasing productivity and operating efficiency.

PRESENT SITUATION:

Three separate studies within the last five years have reported that $600-thousand could be saved daily by turning over refuse collection to private cartmen who have submitted competitive bids.

Problem areas range from the repair and maintenance of vehicles -- 41 per cent of mechanical street sweepers and 24 per cent of all trucks are currently inoperative -- to the quality of middle management. Promotions below the borough superintendent level are made exclusively on the basis of seniority and the union-defined powers of superintendents leave these supervisors with minimal maneuverability.

AVENUES MERITING EXPLORATION:

1. How can increased management flexibility over staff be attained?

2. Should the City's containerization program be expanded?

3. Should "piggy-backing" be instituted? Refuse trucks are manned by three men -- one driver and two loaders. "Piggy-backing" would involve the driver of a full truck going off by himself to empty the truck while his two loaders were picked up by an empty truck.

4. Should the number of men per truck be reduced from three to two except in high-density areas?

5. Should the City's collection system be turned over to private cartmen?

6. Are there ways to reduce the amount of solid waste generated by the citizenry?

7. Should intercity rail transport utilizing abandoned freight lines be instituted?

8. Should clerical work and other functions be turned over to clerical workers rather than sanitation men?
PENSION SYSTEM

ISSUES:

1. Because contributions to the municipal pension systems are based on unrealistic actuarial assumptions, all of the systems are underfunded seriously.

2. Although the State Legislature reduced pension benefits for employees hired after July 1, 1973, the City is paying about $1 billion in the current fiscal year for pension costs -- a heavy burden that may need further putting back. However, most of these costs, being contractual, are irreversible.

PRESENT SITUATION:

Five major pension funds serve separate categories of civil servants: the Teachers Retirement System, the Police Pension Fund, the Fire Department Pension Fund, the Board of Education Retirement System and the Employees Retirement System (for most of those not covered by the other systems).

In theory, contributions by the City and employees should equal the cost of benefits earned by employees in a given year. In actuality, the actuarial assumptions, based on 1908-1914 data, no longer hold up:

- People are living longer and collecting pensions longer than was assumed.

- In certain systems, the turnover of employees was overestimated, yielding unexpectedly large candidates for pensions.

- Far more policemen and firemen are retiring with service-connected disabilities than was anticipated. These pensions merit three-quarters rather than half-pay.

- Assumptions for increases in salaries are substantially below actual rates.

The 1975 report of the State's Permanent Commission on Public Employee Pension and Retirement Systems (created in 1971) says the underfunding problem is so serious that "By 1976, or at the very latest by 1977, there will be no assets in (the Teachers' Retirement System and the ERS) to cover the liabilities for benefits already earned by active members." The ratio of ERS assets to liabilities for active members has dropped from 50 per cent in 1967 to 13 per cent in 1973; the comparable ratio for the teachers dropped from 40 per cent to 9 per cent.

A three-year freeze enacted by the Legislature on public employee pension arrangements expires January 1, 1976.
AVENUES MERITING EXPLORATION:

1. How can sound actuarial assumptions be made, and translated into sound funding?

2. Should the Increased-Take-Home-Pay provision (under which the City since 1959 has paid the employee contribution to some pension funds as well as the employer contribution) be revised or eliminated?

3. Should the Retirement and Social Security Law be amended to require the head of each retirement system to act upon the recommendations of the actuary, as favored by the State's Permanent Commission on Pensions?

4. What should be the responsibilities of the State Superintendent of Insurance?

5. What can the City do about pensions on its own?
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City Hall and the Neighborhoods: A Street-Level View of Urban Problems, D. Yates, P-5136 (March 1974); 9 pp.; $0.50.

POLICE

Applying the Concepts of Program Budgeting to The New York City Police Department, Arthur S. Tenenbaum, J.C. Harnick, R-623-NYC (June 1969); 65 pp.; $3.00.

Public Order Studies in New York City, S. Wildhorn, P-4250 (November 1969); 13 pp.; $1.00.

An Analysis of the Arresting Activities of The New York City Police Department, D. Greenwood, R-529-NYC (September 1970); 73 pp.; $3.00.

The Police Internal Administration of Justice in New York City, D. Cohen, R-625-NYC (November 1970); 74 pp.; $3.00.

Aids to Decisionmaking in Police Patrol: J.S. Kakalik, S. Wildhorn, R-593-NWB/RC (February 1971); 115 pp.; $4.00.


Designing for Security, M.I. Liebenstein, P-4633 (April 1971); 17 pp.; $1.00.


Measuring the Response Patterns of New York City Police Patrol Cars, R. Larson, R-673-NYC/HUD (July 1971); 86 pp.; $3.00.


Allocation of Emergency Units: Response Areas, J. Chaiken, P-4745 (December 1971); 8 pp.; $1.00.


Police Background Characteristics and Performance: Summary, B. Cohen, J. Chaiken, R-999-DOJ Abridged (May 1972); 39 pp.; $2.00.

Police Background Characteristics and Performance, B. Cohen, J. Chaiken, R-999-DOJ (August 1972); 132 pp.; $4.00.


New York City's Police: The Background and Performance of the Class of '77, B. Cohen, J. Chaiken, P-4966 (February 1973); 29 pp.; $2.00.


SANITATION/WASTE DISPOSAL


✓ A Heuristic Adjacent Extreme Point Algorithm for the Fixed Charge Problem, W. Walker, P-5042 (June 1973); 21 pp.; $1.00.

SOCIAL INDICATORS

✓ Social Reporting for a City: A Perspective and Some Problems, M. Krieger, P-4651 (May 1971); 79 pp.; $2.00.


✓ Policy Uses of Urban Indicators, R.K. Yin, P-4629 (May 1972); 12 pp.; $1.00.

✓ Racial and Ethnic Identities in American Society, R.K. Yin, P-4937 (December 1972); 15 pp.; $1.00.

TRANSPORTATION


The Efficient Use of Airport Runway Capacity in a Time of Scarcity, A. Carrin, R. Park, RM-5817-PA (August 1969); 265 pp.; $5.00.


✓ Optimal Dispatching of an Infinite Capacity Shuttle: Control at a Single Terminal, E. Ignall, P. Kolosar, P-4979 (March 1973); 37 pp.; $2.00.

URBAN SERVICES (General)

✓ The Community Information Utility and Municipal Services, E. Blum, P-4701 (February 1972); 39 pp.; $2.00.


WATER QUALITY


WELFARE

Welfare Housing in New York City, J.S. Losey, J.H. Gueron, K.M. Eisenstadt, R-1164-NYC (November 1972); 298 pp.; $5.00.


The Connection between Migration and Welfare Dependency in the Chicago Metropolitan Area, T.R. Fisher, S.W. Furnell, R-1388-ILSP (September 1973); 24 pp.; $1.00.
STUDIES SPONSORED BY THE STATE STUDY COMMISSION
FOR NEW YORK CITY:


Concept of Multiple Functional Regions in the Tri-State Metropolitan Region. October, 1972.


# MAXWELL RESEARCH PROJECT ON THE PUBLIC

## FINANCES OF NEW YORK CITY

### Working Papers

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
<th>Author</th>
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<tr>
<td>1</td>
<td>&quot;The Fiscal Setting for Reforming Government Structure in New York City&quot;</td>
<td>Alan K. Campbell</td>
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<tr>
<td>2</td>
<td>&quot;The Structure and Performance of the New York City Tax System&quot;</td>
<td>David J. Bjornstad</td>
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<tr>
<td>3</td>
<td>&quot;The Expenditure Implications of Political Decentralization&quot;</td>
<td>Astrid E. Merget</td>
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<tr>
<td>5</td>
<td>&quot;The Measurement of Public Sector Output in New York City with Reference to Sanitation&quot;</td>
<td>Donald L. Phares assisted by Elaine Morley</td>
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<tr>
<td>7</td>
<td>&quot;The New York City Property Tax Base: Definition, Composition and Measurement&quot;</td>
<td>David J. Bjornstad</td>
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<td>8</td>
<td>&quot;Fiscal Dimensions of Government Reform in Greater London&quot;</td>
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<td>12</td>
<td>&quot;The Measurement of Public Sector Activity in New York City with Reference to Health and Hospitals Services&quot;</td>
<td>Donald Phares, Elaine Morley</td>
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<td>14</td>
<td>&quot;The Measurement of Public Sector Activity in New York City with Reference to Police Services&quot;</td>
<td>Elaine Morley</td>
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<tr>
<td>15</td>
<td>&quot;Measuring the Costs of Governmental Decentralization: The New York City Police Department&quot;</td>
<td>Robert J. Wolfson</td>
</tr>
<tr>
<td>18</td>
<td>&quot;A Method for Estimating Interindustrial Variation in the New York City Property Tax System&quot;</td>
<td>David J. Bjornstad</td>
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MAB STAFFING, SPACE AND BUDGET ESTIMATES

Following is a preliminary estimate of staff, space and budget requirements for the Management Advisory Board. It is based upon the assumption that only the Executive Director and Program Directors and one or two support staff will be newly hired. Other staff will be recruited from various City agencies and from a volunteer corps. Also office space is being sought within City on State-owned buildings.

STAFF

<table>
<thead>
<tr>
<th>Position</th>
<th>#</th>
<th>Salary</th>
<th>Total</th>
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<tbody>
<tr>
<td>Executive Director</td>
<td>1 @</td>
<td>$37,000</td>
<td>$37,000</td>
</tr>
<tr>
<td>Program Directors:</td>
<td></td>
<td></td>
<td>104,000</td>
</tr>
<tr>
<td>Objectives and Reforms</td>
<td>1 @</td>
<td>26,000</td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>1 @</td>
<td>26,000</td>
<td></td>
</tr>
<tr>
<td>Government Operations</td>
<td>1 @</td>
<td>26,000</td>
<td></td>
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<tr>
<td>Pension System</td>
<td>1 @</td>
<td>26,000</td>
<td></td>
</tr>
<tr>
<td>Research Staff</td>
<td>8 @</td>
<td>16,000</td>
<td>128,000</td>
</tr>
<tr>
<td>(2 per Program Area)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Support Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secretary to Director</td>
<td>1 @</td>
<td>12,000</td>
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<tr>
<td>Office and Records</td>
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<td></td>
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<tr>
<td>Manager</td>
<td>1 @</td>
<td>12,000</td>
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</tr>
<tr>
<td>Secretarial Pool</td>
<td>2 @</td>
<td>10,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Clerk</td>
<td>1 @</td>
<td>7,000</td>
<td>7,000</td>
</tr>
<tr>
<td>Totals</td>
<td>18</td>
<td></td>
<td>$320,000</td>
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SPACE

125 square feet per person x 18: 3,000 square feet

Note: 3,700 square feet is available at 280 Broadway which is City-owned. Also, space may be available through the State of New York in the World Trade Center.
BUDGET

Staff
Salaries $320,000
Fringe $106,000

Space
City or State -0-

Furniture & Equipment
City or rental no estimate

TOTAL $426,000**

**Will vary according to number of City staff on temporary assignment to MAD. Also, amount does not reflect other services, such as computer, that City is expected to provide.
September, 1975

BIOGRAPHICAL SUMMARY
JACOB B. UKELES

Brooklyn College, B.A. 1959
University of Pennsylvania, M.C.P. 1961; PhD 1971

2 Washington Square Village
New York, New York 10012

Date of Birth: November 17, 1937
Married, 3 children

Professional Activity

Current: Professor and Chairman, Department of Urban Affairs and Policy Analysis,
New School for Social Research (from its inception in 1971)*

--developed and implemented new curriculum for training for
the urban public service as first Departmental Chairman

--has taught courses in: Applied Concept of the City, Issue
Analysis, Programming and Budgeting, Needs Analysis, Compre-
hensive Strategy Development

Chairman, New York City Rent Guidelines Board

--is responsible for rental policy in Rent Stabilized Housing
in New York City (Approximately 700,000 Apartments)

Previous Government Service

Deputy Director, Office of Comprehensive Planning/Community Renewal
Program, New York City, Department of City Planning (6/67–8/68)

--liaison to the Mayor's Policy Planning Council

--liaison to the Budget Bureau (Capital Budget and PPBS)

--directed staff work on governmental functions, expenditures,
and resources

* on sabbatical 1975–76
Biographical Summary (cont'd.)
Ukeles

Director, Division of Citywide Analysis & Programming, and Assistant Director, Community Renewal Program, New York City Department of City Planning (8/65-6/67)

--developed analytic model for assigning priorities to capital projects

--directed staff work on long-range capital facilities planning

Planner, New York City Community Renewal Program (6/62-8/64)

--directed study of New York City's housing needs

--developed methods for allocating urban renewal resources among the City's neighborhoods

Previous Government Consultation

on economic development: Philadelphia Partnership (Fall, 1974)

on housing: member, Beame Housing and Land-Use Task Force (Fall, 1973)

on neighborhood decentralization: Temporary New York State Commission on Local Government (Summer, 1972)

on urban strategies: Ministry of State for Urban Affairs, Government of Canada (Spring and Fall, 1972)


on Planning-Programming-Budgeting Systems: Computer Applications, Inc. (Spring, 1966)

Previous Academic Experience

Project Director, Evaluation of Tax Exemption Program for New Residential Construction, for N.Y.C. Housing and Development Administration (Spring, 1975)

(Research) Associate Professor, Department of City and Regional Planning; and Director, Urban Strategies Project, Center for Urban Research and Experiment, University of Pennsylvania (1969-70)

Lecturer, Columbia University (1968-69)

Academic consultant to Department of Urban Studies, Howard University (1975); Public Management Program, Boston University (1974); United Methodist Planning Seminar (1973)
Biographical Summary (Cont'd.)

Ukeles

Publications and Reports

Senior Author, An Assessment of the Section 421 Limited Tax Exemption Program, Interim Report, (April, 1975)


An Exploration of Political Decentralization, Report No. II: The Impact on Direct Participation for the Wagner Commission on Local Government (Summer, 1972)


Senior Author, Towards the Development of Alternative Urban Strategies - The Dilemma of Race, Poverty, Slum and Ghetto, Center for Urban Research and Experiment, University of Pennsylvania (four volumes, mimeographed, 1970)

Contributor, Plan for New York City - Critical Issues, New York City Planning Commission, 1969


Major Contributor, Between Promise and Performance, especially Chapters 5, 6, 8 and 9, Community Renewal Program, City of New York, December, 1968

Contributor, New York City's Renewal Strategy, Community Renewal Program, City of New York, December, 1965

An Analysis of Current Housing Needs (N.Y.C. Department of City Planning, 1965)

The Consequences of Municipal Zoning (Urban Land Institute, Washington, D.C., 1964)

Study Awards

Resources for the Future Doctoral Fellowship (1968-1969)

Fulbright Fellowship, New Delhi, India (1961-1962)
STATEMENT BY MAYOR ABRAHAM D. BEAME

My fellow New Yorkers:

Today we face the most serious economic challenge to the City's future. We are struggling to overcome a crisis of confidence in our fiscal integrity. Its roots trace back more than a decade.

The role of our cities has changed dramatically in response to national trends, heightened aspirations, and shifting policies. We have seen the demand for City services soar -- outstripping our ability to pay for them with local dollars. The very national and State programs which help defray some of the cost of providing these services also add to their cost because they require matching local contributions.

For example, welfare and medical assistance this year will cost New York City taxpayers approximately $1 billion -- a legal obligation no other municipality in the nation remotely shares. During the past decade, the number of New York City employees in social services, health, education, and related programs -- many mandated by Federal and State requirements -- increased by more than one-third. In contrast, municipal workers assigned to such local services as police, fire, sanitation, and water supply remained fairly constant.

- more -
To make up the difference between its modestly growing revenues and rapidly escalating demands, the City -- during this current period of need -- had resorted increasingly to borrowing for the cash required to stretch the budget. This kind of financing is questionable at best even when the economy is strong. But the economy did not remain solid. The City, in effect, gambled against a future which did not come.

- Instead of economic expansion, we have deep recession.
- Instead of stability, we have runaway inflation.
- Instead of an enlightened political will to share national obligations more equitably, we have been told to go it alone.

That is why we must act today and act decisively. We have exhausted the possibilities for negotiation and discussion. Now, our options and time are running out. There must be financial restraint and service cutbacks. There must be fiscal reform and management resolve. Our program of austerity must be accelerated. There must be immediate steps to restore our credit.

These steps are necessary, painful, and not easily taken. But there is no choice. We must restore the City's fiscal integrity. We must demonstrate that, despite unrelenting economic pressures and punitive isolation, the City can and will meet its gravest challenge. I know that this will impose an added burden on us. I know it means greater sacrifices.

- more -
But I also know that we have the inherent strength and unflagging
determination to do what must be done.

The City will hold the line on expenditures. We will concentrate
our limited resources on the best possible delivery of essential services.
We will also hold that line because I am determined not to make any un-
necessary inroads into the already strained tax base of our City.

Therefore, I am today implementing a program for recovery.
I am taking the following actions:

First. There will be a wage freeze -- if not voluntary, then imposed.
I am submitting to the City Council legislation and a message of necessity
to provide me with the emergency power to declare a freeze on all wages
subject to collective bargaining contracts at the level paid on June 30,
1975. I am requesting the Governor to be prepared to back up this
action with State legislation, if necessary, to ensure that the freeze
remains in effect with the full force of the law behind it.

I am also freezing wages of all management and executive
personnel to levels fixed on July 1, 1973, the last effective date of
increases for such personnel. The wages of other City personnel not
falling within these categories are also frozen. There can be no wage
increases now. These are the hard, unyielding, and unvarnished facts
of the present economic reality. Demands cannot be met by funds that
do not exist.

Second. In all future collective bargaining, we will concentrate on what
comes out of a contract as well as on what goes in. We can no longer
tolerate contractual give-aways or frills. These, too, must be brought
into line with reality. Excesses should be eliminated from future
contracts.
The obligation to work a full day is not seasonal; there should be no "summer hours" for any workers. No one needs two days to recover from the simple and decent act of donating blood. Overtime must be ordered only when needed to serve the public interest, not to inflate individual pensions.

Third. Acting on information gathered by the Office of Management and Budget, I am eliminating agencies or activities which can be consolidated, combined, or absorbed by other agencies within or outside of City government. I am also eliminating those functions which can no longer be justified under the present economic climate. Our priorities, of course, will be to preserve those programs which are essential to the City's health, safety, and economic future.

Based on initial analyses, I am issuing an executive order and submitting legislation to the City Council taking the following actions:

- The Department of Commerce is eliminated and its functions absorbed by the office of the Economic Development Administrator.
- The Emergency Control Board/Office of Civil Defense is eliminated and replaced by a designated Mayoral liaison officer.
- The Departments of Relocation and Development are consolidated to eliminate duplication and redundancies.
- The Mayor's Office of Staten Island Planning and Development is eliminated and its functions shifted to the City Planning Department.

- more -
In addition, studies are now underway to facilitate such further actions as:

- Combining the Department of Ports and Terminals with the Department of Marine and Aviation.
- Eliminating the Office for Veterans' Action and replacing it with a Mayoral aide who will work with Federal and State offices of veterans' affairs.
- Reorganizing youth services programs which are currently spread through various units.
- Combining the Board of Water Supply and the Department of Water Resources, which will require State legislation.
- Merging the Mayor's Offices of Midtown and Lower Manhattan Planning and Development into a single business district office.

We will continue this approach. It will mean staff cuts and reductions in other-than-personnel costs. Initial savings will be relatively modest, but they will increase as we streamline government operations and make them more efficient.

Fourth. I am taking immediate steps to reduce and reform the Capital Budget:

- I am ordering the transfer of $30 million in operating and personnel items from the Capital to the Expense Budget. This, added to the $25 million reduction in the 1975-76 Capital Budget for this purpose, represents a $55 million first phase cleaning out of non-capital costs from the Capital Budget.
Changes in the State equalization rate compel us and economic necessity dictates that we reduce the Capital Budget by $375 million. This will mean rescindment of all but the highest priority, most advanced projects. Our action will reduce the need to sell bonds, decrease our projected debt service, and maintain our capital reserve.

Fifth. I have consulted with the Chairman of the Metropolitan Transportation Authority and he is prepared to recommend to his board that subway and bus fares be increased by 15 cents on September 1, 1975. To alleviate the impact of this increase on those who normally pay a double fare, I have also recommended a 25-cent transfer from bus to bus and bus to subway. The double fare would be 75 cents, not $1. I also propose that the double fare currently paid by riders of the Rockaway line be eliminated.

Even so steep a rise cannot eliminate a growing transit deficit. Escalating operating costs and ridership losses associated with growing unemployment underscore the plain fact that mass transit cannot -- and should not -- depend solely on funds generated by the fare box. I will be meeting with Governor Carey to prepare a more realistic formula for State and national mass transit funding.

I have also called upon the Metropolitan Transportation Authority to cut its costs, as the City has, to achieve the economics required of all in this time of crisis. Unnecessary
overtime must be sharply curtailed. Similarly, everyone who uses mass transit facilities should pay a fare. Now, all uniformed personnel and Transit Authority employees are granted privileged status. No one is entitled to a free ride for personal transportation under today's conditions.

**Sixth.** I am instituting a $32 million cut in City University funds. The Board of Higher Education has voted to maintain free tuition. Yet we must achieve drastic economies.

**Seventh.** I am instituting a series of management and accounting reforms. I am determined to make our government operate most efficiently and within its means.

- I am directing agency heads to submit to me no later than 30 days from today plans to increase agency efficiency and productivity.

- I am establishing a Mayor's Management Council. I will ask top corporations to assign executive talent to work for the City for 6 months while paid by their respective firms, to help review and implement these and other management and productivity reforms, and to advise me on other fruitful areas for management study and action.

- I am also issuing executive orders holding managers strictly accountable for enforcement of work rules. Workers under their jurisdiction must come to work on time, put in a full day's work, and leave only at the end of their work day. A recording system is being developed to monitor excessive lateness and absence so that effective and appropriate disciplinary action can be taken expeditiously.
-And, as part of our commitment to fiscal reform,
we are changing our accounting system to conform
to the State Comptroller's Manual of Accounts.

Eighth. And, finally, I am calling on the State to assume
financial responsibility for State functions. In fairness,
the State should absorb the costs of the court, correction,
and probation systems in New York City, as it does for other
local jurisdictions. It goes beyond simple equity. The
economies I have made in the City budget will also save the
State approximately $125 million. These savings could be
used by the State to pay for these State services. Legislation
is pending to achieve this transfer.

This program for recovery follows hard upon the steps
I have already undertaken. I have already instituted heavy
cutbacks, a rigorous job freeze, and massive layoffs. These
actions and the program I present today will result in a near
zero-growth budget as compared with the past fiscal year.

By comparison, consider the experience of other cities
like Pittsburgh and New Orleans, which show a three to four
per cent increase; Detroit and Chicago, with a four to five
per cent increase; San Francisco, with a seven per cent increase;
and Boston, with a 13 per cent increase. The New York State
budget is up more than nine per cent and the Federal budget more
than 11 per cent.

- more -
My program for recovery is addressed to the people of the City who must bear the further burden it imposes. There is nothing I have done in public life that has been more bitter than recommending these slashing economies that affect each and every one of us.

I recognize the problems and difficulties a wage freeze brings to the families of our workers. Yet, it must be done and I will take all the required steps -- in the light of conflicting legal views -- to carry it out.

I have fought for a reasonable mass transit fare in the halls of Congress and in the White House and Albany. I counted holding down the fare as an important achievement in my administration. I know the hardship a fare rise can cause.

I am a product of the City University system. I not only received my training, but a deep and abiding appreciation of the value of free education at City College. And now I must demand slashing economies from the university which gave me -- and so many others -- the opportunity for a full and more rewarding life.

My program for recovery may not make good politics, but there can be no politics as usual when the survival of the City as we know it is at stake.

My fellow New Yorkers, we are a diverse people who speak many languages and respect different traditions. But we are capable of pulling together. In times of crisis this City has shown its great strength and great heart. The demands upon us are real. We must respond with boldness, understanding, and
determination. I know we will not be found wanting.

I believe that my program for recovery can succeed with your cooperation. The combination of fiscal probity and sound management I propose will place this City in far better financial shape than it has been in decades.

To those who have demanded sharp evidence of reform I say, we have cut to the bone -- but we cannot and will not cut into the bone. We will sacrifice and change our life-style -- but we will not cripple or hobble our great City.

To the financial community, to the State, and to the Federal government I say, your readiness to invest now in the future of the City will determine how well and how fast New York recovers its momentum.

The commitment is ours.

The decision now is yours.

#######
Mayor Abraham D. Beame announced today the formation of a Management Advisory Board which will be chaired by Richard R. Shinn, President of the Metropolitan Life Insurance Company.

At the same time, the Mayor announced he is imposing stringent ceilings on those city expenditures within his control during this three year period.

The Management Board, which will draw upon outstanding executive talents of the City's private sector, will work with the Mayor to achieve improved management programs and systems within city government -- and, will also assist in installing a new system of expenditure control in the various City agencies.

In announcing the appointment, Mayor Beame hailed Mr. Shinn as "an outstanding public servant who is taking on this responsibility as my key advisor in strengthening and modernizing the management functions of the City, in addition to his existing corporate duties.

"I am pleased that he has accepted this important assignment which will help us take another giant step forward in our goal to make this City a model of efficiency and fiscal strength.

(more)
"It is imperative," the Mayor continued, "that this City demonstrate its ability to deliver the best possible services to the public within the budget limitations we have set.

"Consistent with the principles set forth last Thursday in my Program for Recovery, I am intent on 'holding the line' on expenditures over which I have control. Accordingly, I am directing all departments and agencies to be prepared to live within the budget allocations assigned to them -- not only for 1975-76, but for the following two fiscal years as well.

"Recognizing the possibilities of unforeseen contingencies, even in budget areas within my control, I shall permit limited increases in the annual budget -- not to exceed 2% -- only if they are necessary, and if revenues are available. I plan to consult with the Board of Estimate, the City Council leadership and my Management Board if such action is required.

"I will, of course, work in close harmony and cooperation with the Municipal Assistance Corporation."

The Mayor said that the Governor and the executive board of the Municipal Assistance Corporation reacted very favorably to his management and expenditure plan which is deemed important to restoring investor confidence in the City.

The Mayor said the structure of the Management Advisory Board will permit intensive scrutiny of new systems and controls within the framework of the City operations.

(more)
The Management Board, comprised of non-paid advisors (who will be named after further consultation with Mr. Shinn), will have a task force reporting to it made up of a cadre of working professionals recruited from within government and from the private sector.

The Mayor has asked both John Zuccotti, chairman of the City Planning Commission, and Herbert Blish, executive director of MAC, to serve as co-directors of the task force. This task force will coordinate its efforts with the Bureau of Management and Budget, under the direction of Melvin Lechner.

First Deputy Mayor James Cavanagh, working with the Mayor, has the responsibility for supervising the operations of the City agencies and helping to implement these programs.

"I am confident," the Mayor said, "that the steps we have announced during the past few weeks and the programs we have already instituted represent the most sweeping set of fiscal and management reforms in our City's history. I can predict without hesitation, that given the access to credit in the commercial market, we will find this City -- at the end of this coming fiscal year -- as one of the soundest tax-exempt investments in the nation."
Richard R. Shinn, president and chief executive officer of Metropolitan Life Insurance Company, has been associated with the company since 1939 and has been an officer since 1953.

Mr. Shinn assumed his present position on Oct. 1, 1973. He was elected president on May 27, 1969, and at the same time became a member of the board of directors.

Previously, as of May 1, 1968, he had been senior executive vice-president with responsibility for the Executive Office for Personal Insurance, which was created at that time to supervise the company's activities in the areas of personal life insurance and health insurance administration and sales.

From 1965 to 1968, Mr. Shinn was responsible for the company's activities in corporate and market planning, and in the research and development fields. From 1963 to 1965 he was vice-president in charge of Metropolitan Life's group insurance operations. During his years in group insurance, he participated widely in inter-company activities in the field.

Mr. Shinn received his Chartered Life Underwriter designation in 1949 from the American College of Life Underwriters, of which he is a trustee.
He serves on the board of directors of the American Life Insurance Association, Chase Manhattan Bank, Allied Chemical Corporation, and May Department Stores Company.

Mr. Shinn was a member of Governor Carey's Blue Ribbon Panel which considered how government and private financing sources might help New York City in its financial difficulties. He has just been appointed a member of the Mayor's Temporary Commission on City Finances, and is a member of the Mayor's Council of Economic and Business Advisors.

He is a member of the steering committee of the New York Urban Coalition, a member of the Cardinal's Committee for Education, a member of the Conference Board, a member of the National Advisory Council of the Opportunities Industrialization Center. He is also a trustee of the Committee for Economic Development, Rider College and the Greenwich Hospital Association. He is a member of the board of directors of the Economic Development Council, the New York Chamber of Commerce and Industry and the United Fund of Greater New York. He was New York City chairman for the 1973 U.S. Industrial Payroll Savings Bond Campaign. In the years 1971 and 1972 he served as the committee's insurance industry chairman.

Mr. Shinn was born in Lakewood, N. J., on Jan. 7, 1918. He was educated in the Lakewood public schools and graduated from Rider College in 1938 with a B.S. degree in business administration.
Mr. Shinn is married to the former Mary Helen Shea of Bridgeport, Conn. They have two daughters, Kathleen and Patricia, and a son, John. The Shinn family home is in Greenwich, Conn.

His recreational activities are centered largely around outdoor sports, and he holds memberships in the Blind Brook Club, Stanwich Golf Club, Riverside Yacht Club and the Union League Club.
For Immediate Release: Thursday, August 14, 1975

Mayor Abraham D. Beame today named leaders in the financial, business and labor world to the Mayor's Management Advisory Board. The eight top executives will serve with the previously named Chairman, Richard R. Shinn, President of the Metropolitan Life Insurance Company, to strengthen City management, performance and productivity standards and practices.

Named today are: E. Virgil Conway, Chairman and President of the Seamen's Bank for Savings; William M. Ellinghaus, President of the New York Telephone Company; Shelton Fisher, Chairman of the Board of McGraw-Hill, Inc; James L. Hayes, President and Chief Executive Officer of American Management Associations; Lawrence Lachman, Chairman and Chief Executive Officer of Bloomingdale's; Alton G. Marshall, President, Rockefeller Center, Inc.; John F. McGillicuddy, President, Manufacturers Hanover Trust Company; and Harry Van Arsdale, Jr., President of New York City Central Labor Council.

"I am extremely pleased that these outstanding and tough-minded individuals are joining us in making certain that New York runs most efficiently and within its resources. With the help of these proven leaders in their fields, we will develop practical plans and action proposals to implement them. They all have unparalleled records of achievement, persuasive and incisive management skills and an understanding of the problems and a commitment to the future of New York. The board will work closely and cooperatively with my administration so that their ideas can become operational rather than enshrined in reports," the Mayor said. (more)
"We are not reformers, but doers," Mr. Shinn said. "We are realists who know that constructive change is needed and that time is short. We are pragmatists convinced that the City has the inherent strengths to adjust and thrive, and that the City can and will run better. We are not here to make policy, but to help the City carry out its policies most efficiently and at lowest cost."

The Mayor reaffirmed his priorities for improved management and operational economies and efficiencies, particularly in the areas of welfare, health and hospitals and sanitation. In addition, the Mayor and Mr. Shinn agreed that the Board would focus on ways to adapt management techniques used in private industry to City government. As a part of this effort, the Board would concentrate initially on:

-- Management by objectives. The Board will seek to institute procedures whereby agency heads would be given performance goals and the resources to do the job. It would be their responsibility to perform effectively within established expenditure limitations, under strict mayoral controls.

-- Managerial and worker incentives. The Board will explore additional programs to give Managers increased responsibility as well as flexibility so that they in turn can develop and retain the brightest and most skilled workers needed to run so large and complex an organization as a great city.

-- Better use of new technology. The Board will determine which operations that are now done manually can be done better, faster and more economically through improved technological techniques. Second, it will explore the City's computer capacity to make it as efficient as possible. And third, it will develop proposals for a management information system so that the data needed can be retrieved efficiently and swiftly.

(more)
"We are starting with no preconceptions—except to implement needed changes as expeditiously as possible," Shinn said.

The Mayor's Management Advisory Board will have a staff of economists, planners and management and budget experts under the joint direction of Municipal Assistance Corporation Executive Director Herbert Elish and City Planning Commission Chairman John E. Zuccotti. The staff will consist of key personnel on loan from top corporations that have already agreed to donate the services of needed specialists. In addition, staff will be drawn from the City's Office of Management and Budget (mainly from the Division of Management Analysis), the Department of City Planning and other agencies.

Elish and Zuccotti said that the specific projects would be detailed and staff assignments made by the end of September. They said that the staff would be directed to devise both short- and long-range strategies, changes which could be implemented within four to six months and those that would take 12 to 18 months to institute.

"The objective is to make a visible and real difference, not to publish academic critiques. Our goal is to enhance the life and vitality of the City by giving its residents the highest level of service at the lowest possible cost," Elish and Zuccotti said.

(Biographies attached.)

#  #  #
BIOGRAPHIES

E. VIRGIL CONWAY
Chairman, President and Trustee of the Seamen's Bank for Savings


WILLIAM M. ELLINGHAUS
President, New York Telephone


SHELTON FISHER
Chairman of the Board of McGraw-Hill, Inc.


JAMES L. HAYES
President and Chief Executive Officer, American Management Associations

President and Chief Executive Officer, American Management Associations since January, 1971. Joined AMA in July 1970 as Executive Vice President for Development after working with AMA informally for 20 years as a speaker, lecturer and featured personality in the Association's training films. From 1959 to 1970, Dean of the School of Business Administration at Duquesne University, Pittsburgh, Pa. Faculty Member of the Stonier Graduate School of Banking, Rutgers University, New Brunswick, N. J.

(more)
LAWRENCE LACHMAN  
Chairman of the Board, Bloomindale's  

Named Chairman in 1969 after serving as President since 1963. Joined Bloomindale's in 1947 as Treasurer. Before that was Treasurer and Director of the Citizens Utilities Co., Stamford, Conn., and Controller of the former James McCreery & Co.

ALTON G. MARSHALL  
President, Rockefeller Center, Inc.

President of Rockefeller Center since 1971. Also Board Chairman and President of the Radio City Music Hall. In 1966, appointed Secretary to Governor Nelson A. Rockefeller after serving as the Governor's Executive Officer. From 1961 to 1965, Deputy Director of the Division of the Budget. From 1953 to 1961, Secretary of the Public Service Commission. Began New York State service in 1947 as a Public Administration Intern.

JOHN F. McGILLICUDDY  
President, Manufacturers Hanover Trust Co.


HARRY VAN ARSDALE, JR.  
President, NYC Central Labor Council AFL-CIO

IMPLEMENTATION PLAN
FOR
MAYORAL ACTIONS

ANNOUNCED JULY 31, 1975
ELIMINATION OF THE DEPARTMENT OF COMMERCE AND INDUSTRY (ECONOMIC DEVELOPMENT ADMINISTRATION)

OBJECTIVE: Abolish the Department of Commerce and Industry (C.& I.) transferring selected programs (Financial Services, One-Stop Services, Industry Desks, project Management) to the Economic Development Administration or Ports and Terminals

MAJOR MILESTONES:

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>EST. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Issue Executive Order eliminating Dept of Commerce and Industry</td>
<td>Mayor</td>
<td>N.A.</td>
</tr>
<tr>
<td>2.</td>
<td>Terminate C.&amp; I. Commissioner</td>
<td>Mayor</td>
<td>N.A.</td>
</tr>
<tr>
<td>3.</td>
<td>Submit plan to OMB for eliminating or redistributing functions, staff and facilities</td>
<td>EDA</td>
<td>8/15/75</td>
</tr>
<tr>
<td>4.</td>
<td>Prepare for elimination of functions</td>
<td>EDA</td>
<td>8/29/75</td>
</tr>
<tr>
<td>5.</td>
<td>Obtain Plan O.K. from OMB and Mayor</td>
<td>OMB/Mayor</td>
<td>8/29/75</td>
</tr>
<tr>
<td>6.</td>
<td>Modify Budget</td>
<td>OMB</td>
<td>9/5/75</td>
</tr>
<tr>
<td>7.</td>
<td>Transfer essential C. &amp; I. functions, staff, OTPS</td>
<td>EDA</td>
<td>9/12/75</td>
</tr>
<tr>
<td>8.</td>
<td>Terminate non-essential C. &amp; I. functions, staff, OTPS</td>
<td>EDA</td>
<td>9/26/75</td>
</tr>
<tr>
<td>9.</td>
<td>C. &amp; I. Eliminated</td>
<td>EDA</td>
<td>9/26/75</td>
</tr>
<tr>
<td>10.</td>
<td>Terminate Lease Contract</td>
<td>DRE</td>
<td>10/31/75</td>
</tr>
</tbody>
</table>

CONSTRAINTS:

EDA plan calls for reduction in staff of 17 regular and 20 CETA personnel while OMB proposal calls for reduction in staff of 49 regulars and 20 CETA personnel. EDA plans to retain the 32 regular staff because they function now or are intended to function in EDA or P & T although they have been budgeted to C. & I. A Management Audit will be conducted by OMB to determine the needs or benefits of the functions performed by these personnel.
## SAVINGS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Reduction</td>
<td>$329,000</td>
</tr>
<tr>
<td>Tax Levy</td>
<td>$57,500</td>
</tr>
<tr>
<td>Capital Budget</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$386,500</strong></td>
</tr>
</tbody>
</table>

## Distribution of Budget Reduction

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service</td>
<td>$200,000</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>65,248</td>
</tr>
<tr>
<td>OTPS</td>
<td>120,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$386,500</strong></td>
</tr>
</tbody>
</table>

**Number of Employees Separated** 17

**CETA**
OBJECTIVE: Eliminate the current OECEB-CD and re-organize as the Office of Emergency Services - Civil Preparedness appointing the Police Commissioner as the interim coordinator, pending completion of the one year review and analysis of City emergency response mechanism by the Task Force on Emergency Preparedness.

MAJOR MILESTONES:

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Issue Executive Order recinding Executive Order No. 51</td>
<td>Mayor</td>
<td>8/13/75</td>
</tr>
<tr>
<td>2.</td>
<td>Reduce OTPS Budget in OECEB</td>
<td>OECEB</td>
<td>8/15/75</td>
</tr>
<tr>
<td>3.</td>
<td>Eliminate Civil Defense Budget in MSA</td>
<td>OMB</td>
<td>8/15/75</td>
</tr>
<tr>
<td>4.</td>
<td>Submit Permanent Personnel Retention Lists</td>
<td>OMB</td>
<td>8/19/75</td>
</tr>
<tr>
<td>5.</td>
<td>Consolidate Office Facilities at 305 Broadway</td>
<td>OECEB</td>
<td>8/23/75</td>
</tr>
<tr>
<td>6.</td>
<td>Eliminate Personnel</td>
<td>OMB/OECEB</td>
<td>8/29/75</td>
</tr>
<tr>
<td>7.</td>
<td>Terminate Lease on Warehouse Facility</td>
<td>Real Estate</td>
<td>8/29/75</td>
</tr>
</tbody>
</table>

CONSTRAINS:

Lease at 305 Broadway expires 12/22/76.

SAVINGS:

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax Levy</td>
<td>$347,295</td>
</tr>
<tr>
<td>Federal</td>
<td>297,296</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$644,591</td>
</tr>
</tbody>
</table>

STREAMLINE THE DEPARTMENT OF RELOCATION

OBJECTIVE: To eliminate, combine or consolidate those functions which now have excess overhead or overlap functions of other city agencies.

MAJOR MILESTONES:

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Restructure overhead functions</td>
<td>HDA</td>
<td>8/29/75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DR</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Consolidate and eliminate Urban Renewal Site Offices</td>
<td>HDA</td>
<td>10/15/75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DR</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Consolidate Urban Renewal Site Tenancies</td>
<td>HDA</td>
<td>12/31/75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DR</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Transfer management and relocation offices operating on public improvement sites</td>
<td>HDA</td>
<td>10/31/75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DR</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Secure HRA reimbursement for staff personnel operating the Emergency Housing function</td>
<td>HDA</td>
<td>10/31/75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Prepare new organization charts</td>
<td>HDA</td>
<td>10/31/75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OMB</td>
<td></td>
</tr>
</tbody>
</table>

CONSTRAINTS:

May face a legal challenge from tenants on consolidation of Urban Renewal site tenancies

SAVINGS:

$560,000 for the elimination of 30 positions, plus OTPS savings from the termination of leases and reductions in building maintenance and management costs still to be determined.
STREAMLINE THE DEPARTMENT OF DEVELOPMENT

OBJECTIVE: To revise the departmental structure to meet current workloads which are based on the availability of funds.

MAJOR MILESTONES:

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Reorganize the office of Community Development</td>
<td>HDA</td>
<td>DD</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9/30</td>
</tr>
<tr>
<td>2.</td>
<td>Evaluate staffing requirements in the Office of Housing Production</td>
<td>HDA</td>
<td>DD</td>
</tr>
<tr>
<td></td>
<td>(Mitchell-Lama)</td>
<td></td>
<td>9/30</td>
</tr>
<tr>
<td>3.</td>
<td>Centralize Neighborhood Preservation Site Offices Central Office</td>
<td>HDA</td>
<td>DD</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9/30</td>
</tr>
<tr>
<td>4.</td>
<td>Evaluate staffing requirements in Office of Rehabilitation and</td>
<td>HDA</td>
<td>DD</td>
</tr>
<tr>
<td></td>
<td>Neighborhood Preservation</td>
<td></td>
<td>9/30</td>
</tr>
<tr>
<td>5.</td>
<td>Transfer the Mortgagee In Possession function to the Department of Real Estate</td>
<td>HDA</td>
<td>OMB</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9/30</td>
</tr>
<tr>
<td>6.</td>
<td>Prepare new organization charts</td>
<td>HDA</td>
<td>OMB</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9/30</td>
</tr>
</tbody>
</table>

Constraints:

Mayoral policy decisions will have to be made on the following questions:

- Will the Municipal Loan and Neighborhood Preservation programs be funded at any level for FY 1975-1976
- Will the current city fiscal condition permit any new Mitchell-Lama housing construction

Mayoral agreement will be required to close Neighborhood Preservation field offices.

Savings:

$300,000 will result from the elimination of 15 positions. Additional savings will depend on Mayoral policy decisions.
**OBJECTIVE:** Eliminate the Mayor's Office of Staten Island Development, which duplicates functions performed by other city agencies.

**MAJOR MILESTONES:**

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Issue executive order rescinding Executive Order No. 27, creating Office of Staten Island Development</td>
<td>Mayor</td>
<td>9/2/75 Immed.</td>
</tr>
<tr>
<td>2</td>
<td>Eliminate personnel at Staten Island Development Office</td>
<td>CPC</td>
<td>9/12/75</td>
</tr>
<tr>
<td>3</td>
<td>Cancel or stop all OTPS disbursements</td>
<td>DRE/ CPC</td>
<td>9/15/75</td>
</tr>
<tr>
<td>4</td>
<td>Vacate space located at 60 Bay Street, MSA</td>
<td>CPC</td>
<td>9/30/75</td>
</tr>
</tbody>
</table>

**CONSTRAINTS:**

None

**SAVINGS:**

$143,918 for the elimination of 7 positions.
STUDY TO COMBINE THE DEPARTMENT OF PORTS AND TERMINALS
AND THE DEPARTMENT OF MARINE AND AVIATION

OBJECTIVES: Determine the proper administrative structure for the functions of the Department of Ports and Terminals and the Department of Marine and Aviation.

Develop an implementation plan to accomplish any recommended changes in administrative structure.

MAJOR MILESTONES:

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Initiate OMB Study</td>
<td>OMB</td>
<td>8/8/75</td>
</tr>
<tr>
<td>2.</td>
<td>Determine purposes and functions of the agencies</td>
<td>OMB</td>
<td>8/22/75</td>
</tr>
<tr>
<td>3.</td>
<td>Compare and contrast the Department of Ports and Terminals and the Department of Marine and Aviation - Determine amount of contract work to be done</td>
<td>OMB</td>
<td>8/29/75</td>
</tr>
<tr>
<td>4.</td>
<td>Develop organizational alternatives and make recommendations</td>
<td>OMB</td>
<td>9/12/75</td>
</tr>
<tr>
<td>5.</td>
<td>Prepare implementation guidelines</td>
<td>OMB</td>
<td>9/12/75</td>
</tr>
<tr>
<td>6.</td>
<td>Write the report</td>
<td>OMB</td>
<td>9/26/75</td>
</tr>
<tr>
<td>7.</td>
<td>Obtain O.K. from Mayor to implement recommendations</td>
<td>OMB</td>
<td>10/3/75</td>
</tr>
<tr>
<td>8.</td>
<td>Issue an executive order (if needed)</td>
<td>Mayor after 10/3/75</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Implement changes (if needed)</td>
<td>OMB after 10/3/75</td>
<td></td>
</tr>
</tbody>
</table>

CONSTRAINTS:

The functions and purpose of the two agencies may not overlap enough to justify full consolidation.

SAVINGS:

Yet to be determined


**MAYOR'S OFFICE OF VETERANS ACTION**

**OBJECTIVE:** Eliminate the Mayor's Office of Veterans Action and assign Mayoral aide as liaison with State and Federal Agencies.

**MAJOR MILESTONES:**

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Complete OMS Report</td>
<td>G. Antipas</td>
<td>8/15/75</td>
</tr>
<tr>
<td>2</td>
<td>Issue Executive Order</td>
<td>MO/R. Stringer</td>
<td>8/22/75</td>
</tr>
<tr>
<td>3</td>
<td>Inform State of elimination of MOVA</td>
<td>Comptroller's Office</td>
<td>8/22/75</td>
</tr>
<tr>
<td>4</td>
<td>Create lists of permanent and provisional employees</td>
<td>BOB</td>
<td>8/25/75</td>
</tr>
<tr>
<td>5</td>
<td>Eliminate CETA personnel</td>
<td>MOVA</td>
<td>9/2/75</td>
</tr>
<tr>
<td>6</td>
<td>Eliminate Central Staff</td>
<td>MOVA/BoB</td>
<td>9/3/75</td>
</tr>
<tr>
<td>7</td>
<td>Return &quot;on-loan&quot; personnel</td>
<td>MOVA</td>
<td>9/3/75</td>
</tr>
<tr>
<td>8</td>
<td>Stop OTPS disbursements</td>
<td>MOVA</td>
<td>9/3/75</td>
</tr>
</tbody>
</table>

**CONSTRAINTS:**

Midtown Manhattan lease does not expire until June 30, 1976.

**SAVINGS:**

Total Budget savings of $944,023

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax Levy</td>
<td>$244,343</td>
</tr>
<tr>
<td>State</td>
<td>160,000</td>
</tr>
<tr>
<td>Federal (Ceta)</td>
<td>539,680</td>
</tr>
</tbody>
</table>
REORGANIZATION OF YOUTH SERVICES PROGRAMS

OBJECTIVES: Evaluate the feasibility of consolidating the functions of the Youth Services Agency with those of other agencies serving youth.

MAJOR MILESTONES

<table>
<thead>
<tr>
<th>Nos.</th>
<th>Task</th>
<th>Resp</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Conduct management audit of YSA to evaluate its policies, management systems, organization structure</td>
<td>OMB</td>
<td>9/12/75</td>
</tr>
<tr>
<td>2.</td>
<td>Identify functions of other agencies in providing youth services</td>
<td>OMB</td>
<td>9/19/75</td>
</tr>
<tr>
<td>3.</td>
<td>Evaluate the feasibility of combining, redefining or eliminating youth programs</td>
<td>OMB</td>
<td>9/26/75</td>
</tr>
<tr>
<td>4.</td>
<td>Develop plan for new administrative structure for youth services</td>
<td>OMB</td>
<td>10/31/75</td>
</tr>
<tr>
<td>5.</td>
<td>Obtain Mayoral approval to reorganize</td>
<td>Mayor</td>
<td>11/14/75</td>
</tr>
</tbody>
</table>

CONSTRAINTS:

Proposed reorganization must take into account impact on future receipt of Federal/State funding and accountability to N.Y.S.

SAVINGS:

To be determined
ELIMINATE BOARD OF WATER SUPPLY

OBJECTIVE: Eliminate the Board of Water Supply as a separate non-Mayoral entity, merging its functions into an appropriate City Agency

MAJOR MILESTONES:

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est.Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Inform BWS of Impending Management Audit</td>
<td>Bott/JAC</td>
<td>8/08/75</td>
</tr>
<tr>
<td>2.</td>
<td>Perform Management Audit</td>
<td>OMB/OMS</td>
<td>11/14/75</td>
</tr>
<tr>
<td>3.</td>
<td>Develop Plans for Utilizing and/or Attriting BWS Staff</td>
<td>OMB/agency</td>
<td>11/28/75</td>
</tr>
<tr>
<td>3a.</td>
<td>Implement, if possible, some De-hiring and/or Reutilizing Prior to Legal Changes</td>
<td>OMB/Agency</td>
<td>12/19/75</td>
</tr>
<tr>
<td>4.</td>
<td>Draft Legislation to Amend Admin. Code &amp; City Charter</td>
<td>OMB-Legal &amp; Law Dept.</td>
<td>9/05/75</td>
</tr>
<tr>
<td>5.</td>
<td>Introduce Legislation</td>
<td>MO-Friedman</td>
<td>1/02/76</td>
</tr>
<tr>
<td>6.</td>
<td>Enact Legislation</td>
<td>NYS Legisl.</td>
<td>Governor</td>
</tr>
<tr>
<td>7.</td>
<td>Implement Full Legal Abolition and Disposition</td>
<td>Agency</td>
<td>(4)</td>
</tr>
</tbody>
</table>

CONSTRAINTS:

(1) "Agency" will probably be EPA/Water Resources. However, the State Charter Revision Commission proposes including the BWS functions in a new Construction Department.

(2) BWS is a creature of the State. Legislation should be prepared by September 5 in case a special session is called to deal with "NYC Problems". Next regular session starts January 2, 1976.

(3) Legislative timetable not controllable.

(4) Implementation estimated to take one month, following enactment.
**Eliminate Board of Water Supply**

**Page 2**

**SAVINGS:**

**Capital Budget Reduction:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$850,000</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>275,000</td>
</tr>
<tr>
<td>Rent &amp; Other OTPS</td>
<td>800,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,925,000</strong></td>
</tr>
</tbody>
</table>

**Reallocation of Sources of Funding:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction (above)</td>
<td>1,925,000</td>
</tr>
<tr>
<td>Transfer of Staff into 70% Fed./State Funded Projects</td>
<td>1,665,000</td>
</tr>
<tr>
<td><strong>Total Reduction in City Funding</strong></td>
<td><strong>3,590,000</strong></td>
</tr>
</tbody>
</table>
**OBJECTIVE:** Consolidate the Mayor's Offices of Midtown Planning and Development and Lower Manhattan Development into a single office.

**MAJOR MILESTONES:**

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Submit a report to City Planning Commission</td>
<td>MP&amp;D</td>
<td>8/15/75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LMD</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>PG</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>JZ</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Review report, submit decision to Mayor, OMB</td>
<td>CPC</td>
<td>9/5/75</td>
</tr>
<tr>
<td>3</td>
<td>Review report, submit statement to Mayor</td>
<td>OMB</td>
<td>9/10/75</td>
</tr>
<tr>
<td>4</td>
<td>Review report, approve or disapprove</td>
<td>Mayor</td>
<td>9/15/75</td>
</tr>
<tr>
<td>5</td>
<td>Issue executive order rescinding Exec. Orders Nos. 39 and 97A, creating consolidated agency</td>
<td>Mayor</td>
<td>9/15/75</td>
</tr>
<tr>
<td>6</td>
<td>Create lists of permanent, provisional employees</td>
<td>CPC</td>
<td>9/2/75</td>
</tr>
<tr>
<td>7</td>
<td>Consolidate central staff</td>
<td>CPC/</td>
<td>9/22/75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Terminate lease or sub-lease Midtown office</td>
<td>Real Est.</td>
<td>10/15/75</td>
</tr>
<tr>
<td>9</td>
<td>Move staff, equipment, to central office</td>
<td>CPC</td>
<td>10/15/75</td>
</tr>
</tbody>
</table>

**CONSTRAINTS:**

Midtown lease does not expire until 12/1980  
Contract for expert services

**SAVINGS:**

$581,837 for the elimination of 21 positions.
BUDGET TRANSFER OF $30 MILLION FROM CAPITAL TO EXPENSE BUDGET

OBJECTIVE: Transfer an estimated $30 million, previously considered to be financed by the 1975/76 Capital Budget to the Expense Budget.

MAJOR MILESTONES:

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Transfer $18,227,430 from Bd. of Education Capital Budget to Expense Budget</td>
<td>OMB</td>
<td>Completed</td>
</tr>
<tr>
<td>2.</td>
<td>Transfer $11,630,592 from HRA/Manpower Training Capital Budget to Expense Budget</td>
<td>OMB</td>
<td>Completed</td>
</tr>
</tbody>
</table>

CONSTRAINTS:

None

SAVINGS:

Reduction of $30 million in the City's long term debt financing requirements.
IMPLEMENTATION OF CAPITAL BUDGET RESCINDMENTS

OBJECTIVE: Assemble and implement a package of rescindments from the Capital Budget totalling $375 Million.

MAJOR MILESTONES

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Establish a list of all realistic potential rescindments</td>
<td>OMB</td>
<td>8/8/75</td>
</tr>
<tr>
<td>2.</td>
<td>Present a package of rescindments totalling $375 million to the Board of Estimate, City Council and Mayor</td>
<td>Budget Director</td>
<td>8/29/75</td>
</tr>
<tr>
<td>3.</td>
<td>Set September 24 as the date for a Public Hearing on the Omnibus Budget Amendment before the City Planning Commission</td>
<td>CPC</td>
<td>9/5/75</td>
</tr>
<tr>
<td>4.</td>
<td>Conduct a Public Hearing and adopt a favorable report</td>
<td>CPC</td>
<td>11/26/75</td>
</tr>
<tr>
<td>5.</td>
<td>Calendar Omnibus Budget Amendment for Board of Estimate action</td>
<td>BOE</td>
<td>10/3/75</td>
</tr>
<tr>
<td>6.</td>
<td>City Council approval of Omnibus Budget Amendment</td>
<td>City Council</td>
<td>10/10/75</td>
</tr>
<tr>
<td>7.</td>
<td>Board of Estimate and City Council adopt Omnibus Budget Amendment</td>
<td>City Council/ BOE</td>
<td>10/24/75</td>
</tr>
</tbody>
</table>

CONSTRAINTS:

Schedule assumes that everyone involved gives this matter top priority.

SAVINGS:

$375 million in Capital Funds
NEW CASH FLOW REPORTING SYSTEMS

OBJECTIVE: Develop and install reporting systems that will provide the Office of the Mayor with current information on agency Expense Budget expenditures, collections and receivables, and projected cash needs for Capital Budget projects that are under way.

MAJOR MILESTONES

<table>
<thead>
<tr>
<th>Nos.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est.Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXPENSE BUDGET</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Phase I - Preliminary System</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Design and implement preliminary Expense Budget Reporting System</td>
<td>OMB</td>
<td>Completed</td>
</tr>
<tr>
<td>2.</td>
<td>Produce first quarterly report (manual)</td>
<td>OMB</td>
<td>10/31/75</td>
</tr>
<tr>
<td></td>
<td>Phase II - Automated System</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Design automated Expense Budget Reporting System</td>
<td>OMB</td>
<td>6/30/76</td>
</tr>
<tr>
<td>4.</td>
<td>Implement Automated Expense Budget</td>
<td>OMB</td>
<td>7/15/76</td>
</tr>
<tr>
<td>5.</td>
<td>Produce first monthly automated reports</td>
<td>OMB</td>
<td>8/20/76</td>
</tr>
<tr>
<td>CAPITAL BUDGET</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Design and implement Capital Budget Reporting System</td>
<td>OMB</td>
<td>Completed</td>
</tr>
<tr>
<td>2.</td>
<td>Produce first Capital Budget Report</td>
<td>OMB</td>
<td>9/15/75</td>
</tr>
<tr>
<td>3.</td>
<td>Prepare first Capital Budget cash flow projection</td>
<td>OMB</td>
<td>10/8/75</td>
</tr>
<tr>
<td>4.</td>
<td>Prepare second Capital Budget cash flow projection</td>
<td>OMB</td>
<td>10/31/75</td>
</tr>
</tbody>
</table>

CONSTRAINTS:

None

SAVINGS:

None
METROPOLITAN TRANSPORTATION AUTHORITY (MTA) FARE INCREASE FROM 35¢ TO 50¢

OBJECTIVE: To achieve a smooth transition in operations necessitated by the fare increase.

MAJOR MILESTONES:

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Determine legality of shifting funds from senior citizen subsidy to school fare subsidy</td>
<td>K. Lev.</td>
<td>8/7/75</td>
</tr>
<tr>
<td>2.</td>
<td>Present recommendation to Director of OMB</td>
<td>K. Lev.</td>
<td>8/8/75</td>
</tr>
<tr>
<td>3.</td>
<td>Make decision on city proposal for reimbursements for school fare subsidy to MTA.</td>
<td>M. L.</td>
<td>8/14/75</td>
</tr>
<tr>
<td>4.</td>
<td>Determine extent of commuter transfer system</td>
<td>KL/ City Plan/MTA</td>
<td>8/18/75</td>
</tr>
<tr>
<td>5.</td>
<td>Negotiate policy with MTA</td>
<td>Mayor/MTA</td>
<td>8/19/75</td>
</tr>
<tr>
<td>6.</td>
<td>Implement proposal</td>
<td>KL/ Corp Counsel</td>
<td>9/1/75</td>
</tr>
<tr>
<td>7.</td>
<td>Change turnstiles and tokens</td>
<td>MTA</td>
<td>9/1/75</td>
</tr>
<tr>
<td>8.</td>
<td>Monitor litigation to prevent fare increase</td>
<td>EPA</td>
<td>9/19/75</td>
</tr>
</tbody>
</table>

CONSTRAINTS:

None

SAVINGS:

$14.8 million of additional city Tax Levy dollars will have to be encumbered in the first year of operation (FY 1975-76). The funds for future years will be matched by funds reimbursed by the State.
IMPLEMENT $32 MILLION CUT IN CITY UNIVERSITY FUNDS

OBJECTIVE: Reduce the City University budget by $32 million and request the Board of Higher Education to either impose tuition or revise University policies to accommodate the reduced budget level.

MAJOR MILESTONES:

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Remove $32 million from the budget on a preliminary basis</td>
<td>OMB</td>
<td>8/8/75</td>
</tr>
<tr>
<td>2.</td>
<td>Call a meeting with the Board of Higher Education, the Chancellor and the Deputy Chancellor, to discuss available policy alternatives to reduce the budget or to increase revenues by a total of $32 million. Request the Board adopt the selected policy changes prior to the commencement of the academic year in September</td>
<td>Mayor</td>
<td>8/15/75</td>
</tr>
<tr>
<td>3.</td>
<td>Make budget adjustments to accommodate policy changes implemented by the Board of Higher Education.</td>
<td>OMB</td>
<td>9/1/75</td>
</tr>
</tbody>
</table>

CONSTRAINTS:

None

SAVINGS:

$32 million in budget cuts or increased revenues
AGENCY PLANS TO IMPROVE PRODUCTIVITY

OBJECTIVE: Secure and Implement Agency-Developed Plans to Increase City Efficiency and Productivity

MAJOR MILESTONES:

<table>
<thead>
<tr>
<th>Nos.</th>
<th>Task</th>
<th>Resp.</th>
<th>Est. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Direct Agencies to prepare and Submit Plans</td>
<td>JAC</td>
<td>Done</td>
</tr>
<tr>
<td>2.</td>
<td>Prepare and Submit Plans</td>
<td>Agencies</td>
<td>9/2/75</td>
</tr>
<tr>
<td>3.</td>
<td>Analyze and Review Plans, Submit</td>
<td>OMB/OMS</td>
<td>9/12/75</td>
</tr>
<tr>
<td></td>
<td>3.1 Direct Agencies to Improve and Resubmit Plans, as Necessary</td>
<td>JAC</td>
<td>9/19/75</td>
</tr>
<tr>
<td>4.</td>
<td>Approve Plans and Order Implementation</td>
<td>JAC</td>
<td>10/3/75</td>
</tr>
<tr>
<td>5.</td>
<td>Organize and Plan Implementation</td>
<td>Agencies</td>
<td>10/17/75</td>
</tr>
<tr>
<td>6.</td>
<td>Implement</td>
<td>Agencies</td>
<td>as planned</td>
</tr>
<tr>
<td>7.</td>
<td>Monitor and Report Progress</td>
<td>OMB/OMS</td>
<td>continuing</td>
</tr>
</tbody>
</table>

CONSTRAINTS:

None

SAVINGS:

To be estimated and monitored/reported as plans and projects progress.
## PROJECT MILESTONE CHART

**PROJECT TITLE:** Eliminate Dept. of Commerce and Industry (E.D.A.)

**PROJECT COORDINATOR:**

**OFFICE OF PRIME RESPONSIBILITY:**

**DATE PREPARED:**

**STATUS AS OF:**

**TARGET DATE:**

**COMPLETION DATE:**

### MILESTONES

<table>
<thead>
<tr>
<th>NO.</th>
<th>MILESTONES</th>
<th>RESP.</th>
<th>AUGUST</th>
<th>SEPTEMBER</th>
<th>OCTOBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Issue Executive Order and providing for absorption of functions into E.D.A.</td>
<td>Mayor</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>2.</td>
<td>Terminate C. &amp; I. Commissioner and Deputy Commissioner</td>
<td>Mayor</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>3.</td>
<td>Prepare plan for eliminating or redistributing functions, staff and facilities of C. &amp; I.</td>
<td>E.D.A.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>Identify programs for retention</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Establish staff retention lists</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Prepare tentative list of staff to be retained and staff to be released</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>Estimate savings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.5</td>
<td>Develop new organization chart</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.6</td>
<td>Identify detailed tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NO.</td>
<td>MILESTONES</td>
<td>RESP.</td>
<td>AUGUST</td>
<td>SEPTEMBER</td>
<td>OCTOBER</td>
</tr>
<tr>
<td>-----</td>
<td>------------------------------------------------------------</td>
<td>-------</td>
<td>--------</td>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td>1.1</td>
<td>Submit to OMB for approval</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>Prepare for elimination and transfer of functions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Identify specific budget codes and lines of staff to be released</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>Determine specific savings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4</td>
<td>Notify ORE of need to terminate lease</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td>Make inventory of equipment and identify equipment to be retained</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.6</td>
<td>Identify space for Executive Volunteer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.7</td>
<td>Identify space in ODA Central for Personnel and equipment to be transferred</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.8</td>
<td>Perform telephone survey and order telephone changes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.9</td>
<td>Plan disposition of surplus furniture and equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NO.</td>
<td>MILESTONES</td>
<td>RESP.</td>
<td>AUGUST</td>
<td>SEPTEMBER</td>
<td>OCTOBER</td>
</tr>
<tr>
<td>-----</td>
<td>------------------------------------------------</td>
<td>-------</td>
<td>--------</td>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td>3.07</td>
<td>Submit to OMB for approval</td>
<td></td>
<td>0</td>
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<td></td>
</tr>
<tr>
<td>4.0</td>
<td>Prepare for elimination and transfer</td>
<td>EDA</td>
<td>11</td>
<td>22, 25</td>
<td>19, 26</td>
</tr>
<tr>
<td></td>
<td>of functions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>Identify specific budget codes and lines</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>of staff to be released</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Determine specific savings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Notify EDA of need to terminate lease</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Take inventory of equipment and identify</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>equipment to be retained</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>Identify space for Executive Volunteer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Corps</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.6</td>
<td>Identify space in EDA Central for</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>personnel and equipment to be transferred</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.7</td>
<td>Perform telephone survey and order</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>telephone changes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.6</td>
<td>Plan disposition of surplus furniture and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>equipment</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
# Project Milestone Chart

**Project Title:**

**Project Coordinator:**

**Office of Prime Responsibility:**

**Date Prepared:**

**Status As Of:**

**Target Date:**

**Completion Date:**

<table>
<thead>
<tr>
<th>NO.</th>
<th>Milestones</th>
<th>RESP.</th>
<th>August</th>
<th>September</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Obtain naver</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Obtain approval from OMB and Mayor</td>
<td>OMB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Modify budget to transfer functions to EDA and Ports and Terminals</td>
<td>OMB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1</td>
<td>Terminate essential C &amp; I functions to EDA and P &amp; T</td>
<td>EDA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1</td>
<td>Move personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2</td>
<td>Move furniture and equipment</td>
<td></td>
<td></td>
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<tr>
<td>8.1</td>
<td>Terminate non-essential C &amp; I functions</td>
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<td>8.2</td>
<td>Terminate remaining C &amp; I staff</td>
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<tr>
<td>8.3</td>
<td>Release CETA employees</td>
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<td>8.4</td>
<td>Disperse surplus furniture and equipment</td>
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<td>8.4</td>
<td>Cancel OMB obligations</td>
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<tr>
<td>8.5</td>
<td>C &amp; I eliminated</td>
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<td>8.6</td>
<td>Terminate lease</td>
<td>DBE</td>
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**Key:**

- **Completions:**
  - Complete
  - Ongoing

**Notes:**

- Other relevant notes about the project milestones.
## PROJECT MILESTONE CHART

**PROJECT TITLE:** Streamline the Department of Relocation  
**DATE PREPARED:** August 6, 1975  
**STATUS AS OF:** August 6, 1975  
**KEY:**  
**TARGET DATE:**  
**COMPLETION DATE:**

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<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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<tbody>
<tr>
<td>1.0</td>
<td>RESTRUCTURE OVERHEAD FUNCTIONS</td>
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<td>Eliminate Social Services functional</td>
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<td>Notify Department of Personnel</td>
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<td>Combine Business and Industrial Services</td>
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<td>with Residential Relocation</td>
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<td>Transfer Research and Program Analysis to</td>
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<td>RESTRUCTURE SITE MANAGEMENT AND RELOCATION</td>
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<td>Consolidate and Eliminate Urban Renewal</td>
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<td>Site Offices</td>
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<td>2.2</td>
<td>Terminate leases on rented space</td>
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<td>2.3</td>
<td>Move staff and equipment to other city-owned space, and/or</td>
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<td>2.4</td>
<td>Consolidate with Central office</td>
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## PROJECT MILESTONE CHART

**PROJECT TITLE:** Streamline the Department of Relocation  
**DATE PREPARED:** August 6, 1975  
**STATUS AS OF:** August 6, 1975  

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<tr>
<td>3.1</td>
<td>Reduce number of under-occupied, but fully maintained buildings</td>
<td>DR</td>
<td>31</td>
<td>15</td>
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<td>Nova Tenants</td>
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<td>Close buildings</td>
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<td>Determine agency to be responsible for function</td>
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<td>Transfer staff and/or workload to reasonable agency</td>
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<td>Secure HUD reimbursement for staff</td>
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<td>5.1</td>
<td>Submit rationale to BOB for review and action</td>
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<td>6.1</td>
<td>Prepare organization charts</td>
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<tr>
<td>6.2</td>
<td>Ensure personnel</td>
<td>OMB</td>
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**KEY:**  
- **HDA:** Housing and Development Administration  
- **DR:** Departmental Representative  
- **OMB:** Office of Management and Budget
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<th>MILESTONE CHART</th>
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<td>6.3</td>
<td>Prepare functional descriptions</td>
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<td>6.4</td>
<td>Prepare personnel charts</td>
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**Project Milestone Chart**

**Project Title:** Specifying the Department of Reorganization

**Project Coordinator:**

**Office of Prime Responsibility:**

**Status as of:**

**Key:**

**Completion Date:**

**Prepared:**

**August 6, 1975**
# Project Milestone Chart

**Project Title:** Streamlining the Department of Development  
**Project Coordinator:**  
**Office of Prime Responsibility:** OMB  
**Date Prepared:** August 6, 1975  
**Status As Of:** August 6, 1975  

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<th>Sept</th>
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<td>1.2</td>
<td>Reorganize new office of Community Development</td>
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<td>1.1</td>
<td>Close Urban Renewal Borough Office</td>
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<tr>
<td>1.2</td>
<td>Move staff and equipment to Central Office</td>
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<td>1.3</td>
<td>Terminate leases</td>
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<tr>
<td>1.1</td>
<td>Establish new organization structure, consisting of two offices, Planning and Execution</td>
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<td>1.2</td>
<td>Determine if Demolition function could be improved through transfer to Department of Buildings or another city agency</td>
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<td>4.6</td>
<td>Evaluate staffing requirements in Office of Housing Production</td>
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<td>Making decisions - Team and Staff</td>
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**Key:**

- NDA: Not Done Yet
- DD: Done

**Target Date:**  
**Completion Date:**
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<td>CENTRALIZE NEIGHBORHOOD, PRESERVATION</td>
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<td>SELL OFFICES</td>
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<td>Obtain approval of Mayor</td>
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<td>3.2</td>
<td>Close offices</td>
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<td>3.3</td>
<td>Terminate leases</td>
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<tr>
<td>3.4</td>
<td>Move staff and equipment to Central Office</td>
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<td>4.1</td>
<td>EVALUATE STAFF REQUIREMENTS IN THE OFFICE OF NEIGHBORHOOD</td>
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<td>PRESERVATION</td>
<td>DD</td>
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<td>4.2</td>
<td>Forming Decisions - Baume and Starr</td>
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<tr>
<td>5.1</td>
<td>TRANSFER THE MORTGAGEE IN POSSESSION TO THE DEPARTMENT</td>
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<td>OF REAL ESTATE</td>
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<tr>
<td>5.2</td>
<td>Determine DRE staffing requirements</td>
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<tr>
<td>5.3</td>
<td>Prepare Executive Order transferring personnel to DRE</td>
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<tr>
<td>5.4</td>
<td>Notify Department of Personnel of excess personnel</td>
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<td>5.4</td>
<td>Eliminate those not required</td>
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<td>Modify budget</td>
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<td>PREPARE DOCUMENTATION</td>
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<td>Prepare organization charts</td>
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<td>6.2</td>
<td>Prepare functional descriptions</td>
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<td>Prepare personnel charts</td>
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<tr>
<td>1.01</td>
<td>Notify Eliminated Director</td>
<td>Mayor</td>
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<td>1.02</td>
<td>Issue Press Release</td>
<td>Mayor</td>
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<td>2.01</td>
<td>Eliminate Personnel AT S.I. Dev. Office</td>
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<td>2.02</td>
<td>Develop &quot;Balance Unassigned Unavail&quot;</td>
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<td>2.03</td>
<td>Submit Budget Modifications</td>
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<td>2.04</td>
<td>Establish Retention List</td>
<td>DOP</td>
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<td>3.01</td>
<td>Cancel On Stop All OTPS Disbursements</td>
<td>CPC</td>
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<td>3.02</td>
<td>Notify BD. of Estimate (canceling dry-1-1975 meeting) on lease</td>
<td>CPC</td>
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<td>3.03</td>
<td>Cancel Lease</td>
<td>Real Estate</td>
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<td>Cancel Contract for 3-M copier</td>
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<td>Cancel remaining OTPS Disbursement</td>
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<td>Vacate Space located at 60 Bay St., S.I.</td>
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<td>Move all residual equipment &amp; files</td>
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## Project Milestone Chart

**Project Title:** Corbin Port & Terminals & Marine & Aviation  
**Project Coordinator:** Richard P. Rue  
**Office of Prime Responsibility:** MMT Services  
**Date Prepared:** August 5, 1975  
**Staff:** 2 Half time  
**Key:**  
**Target Date:**  
**Completion Date:**  

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<th>August</th>
<th>September</th>
<th>October</th>
</tr>
</thead>
</table>
| 1.0 | Initiate OMB Study  
- Assign staff, notify agency | OMB |  |  |  |
| 2.0 | Determine the purposes and functions of each agency | OMB |  |  |  |
| 2.1 | Identify agency mandates | OMB |  |  |  |
| 2.2 | Identify staff composition and org. | OMB |  |  |  |
| 2.3 | Analyze agency budget | OMB |  |  |  |
| 2.4 | Determine agency relationship to super-agency (TAD,EDA) | OMB |  |  |  |
| 2.5 | Review manpower utilization | OMB |  |  |  |
| 2.6 | Review program effectiveness | OMB |  |  |  |
| 3.0 | Compare and contrast agencies:  
- Functions  
- Effectiveness/productivity  
- Determining amount of contract work | OMB |  |  |  |
<table>
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<th>September</th>
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<td>Develop organizational Alternatives and make recommendations</td>
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<tr>
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<td>- Eliminated</td>
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<td>- Transferred or otherwise administered</td>
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<td>Determine possible administrative options</td>
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<td>Determine preferred options</td>
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<td>Develop new organization and staffing charts</td>
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<td>Prepare implementation guidelines</td>
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<td>Write report</td>
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<td>Obtain O.K. from Mayor</td>
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<td>Issue executive order (if needed)</td>
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<td>Implement changes (if needed)</td>
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<td>CREATE LIST OF EMPLOYERS</td>
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<td>Civil Servants</td>
<td>NOVA/BOB</td>
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<tr>
<td>7.01</td>
<td>RETURN &quot;ON-LOAN&quot; PERSONNEL</td>
<td>NOVA</td>
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<td>8.01</td>
<td>CANCEL STC DISPOSALISTENTS</td>
<td>NOVA/BOB</td>
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<tr>
<td>8.02</td>
<td>Cancel leases</td>
<td>BOB</td>
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<td>8.03</td>
<td>Cancel outstanding requisitions</td>
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<tr>
<td>8.04</td>
<td>Transfer office equipment</td>
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<td>NO.</td>
<td>MILESTONES</td>
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<td>AUGUST</td>
<td>SEPTEMBER</td>
<td>OCTOBER</td>
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<tr>
<td>1.0</td>
<td>Conduct Management Audit of YSA to Evaluate its Policies, Management Systems and Organization Structure</td>
<td>OMB</td>
<td>8</td>
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<tr>
<td>1.1</td>
<td>Gather background data</td>
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<tr>
<td>1.2</td>
<td>Interview YSA Central Office personnel to determine policies, responsibilities and organization structure</td>
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<tr>
<td>1.3</td>
<td>Perform field observations and interviews to identify systems, controls and programmatic implementation of policies</td>
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<tr>
<td>1.4</td>
<td>Conduct interviews of personnel in other city and private agencies providing youth services to identify administrative relationship to and possible duplication of YSA's programs</td>
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<td>AUGUST</td>
<td>SEPTEMBER</td>
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<tr>
<td>1.5</td>
<td>Analyze data and prepare preliminary recommendations for improving YSA's</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Expenditures and reducing costs</td>
<td></td>
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<tr>
<td>2.0</td>
<td>Identify functions of other agencies</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Providing youth services</td>
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<tr>
<td>2.1</td>
<td>Conduct interviews to determine agency policies and responsibilities</td>
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<tr>
<td>2.2</td>
<td>Conduct observations and interviews to</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Identify systems, programmatic implementations</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>and specific client group</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2.3</td>
<td>Identify goals and functions of programs</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>2.4</td>
<td>Review budget data</td>
<td></td>
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<tr>
<td>2.5</td>
<td>Identify local constraints on service</td>
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<tr>
<td></td>
<td>Delivery and funding arrangements</td>
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## Project Milestone Chart

<table>
<thead>
<tr>
<th>No.</th>
<th>Milestones</th>
<th>Resp.</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
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<tbody>
<tr>
<td>3.0</td>
<td>Evaluate the feasibility of combining, redefining or eliminating Youth Programs</td>
<td></td>
<td>15.22.10.15.18.19.20.23.10.17.18.20.26.29.31.7.4.21</td>
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<tr>
<td>3.1</td>
<td>Evaluate possible roles for existing agencies</td>
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<tr>
<td>3.2</td>
<td>Evaluate possibilities for establishing new coordinating agency</td>
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</tr>
<tr>
<td>3.3</td>
<td>Determine possible funding arrangements</td>
<td>(W.I.P)</td>
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<tr>
<td>4.0</td>
<td>Develop Plan for new administrative Structure for Youth Programs</td>
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<tr>
<td>4.1</td>
<td>Develop policy</td>
<td>(W.I.P)</td>
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<tr>
<td>4.2</td>
<td>Develop structure</td>
<td>(W.I.P)</td>
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<tr>
<td>4.3</td>
<td>Identify steps needed to reorganize</td>
<td>(W.I.P)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.4</td>
<td>Prepare plan</td>
<td>(W.I.P)</td>
<td></td>
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<tr>
<td>4.5</td>
<td>Submit Final Approval of Reorganization Plan</td>
<td>(W.I.P)</td>
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</table>
# Project Milestone Chart

**Project Title:** Elimination Board of Water Supply  
**Project Coordinator:**  
**Office of Prime Responsibility:**

<table>
<thead>
<tr>
<th>No.</th>
<th>Milestones</th>
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<tbody>
<tr>
<td>1.0</td>
<td>Inform BWS of Management Audit</td>
<td>Bott/JAC</td>
</tr>
<tr>
<td>2.0</td>
<td>Perform Management Audit</td>
<td>OMB/OHS</td>
</tr>
<tr>
<td>3.0</td>
<td>Develop Plans for BWS Staff</td>
<td>OMB/Ag'y*</td>
</tr>
<tr>
<td>3.1</td>
<td>IF Possible, Implement Limited Staff Equilibration</td>
<td>OMB/Ag'y/ BSS</td>
</tr>
<tr>
<td>4.0</td>
<td>Draft Legislation</td>
<td>OMB/Legal</td>
</tr>
<tr>
<td>4.1</td>
<td>Prepare &quot;Memorandum-in-Support&quot;</td>
<td>OMB/CMS</td>
</tr>
<tr>
<td>4.2</td>
<td>Review and Forward to Office of Mayor</td>
<td>Law</td>
</tr>
<tr>
<td>5.0</td>
<td>Introduce Legislation **</td>
<td>Friedmam Yosevin</td>
</tr>
<tr>
<td>5.1</td>
<td>Hearings</td>
<td>OMB/CMB</td>
</tr>
<tr>
<td>6.0</td>
<td>Enact Legislation</td>
<td>Leg.$Gov.</td>
</tr>
<tr>
<td>7.0</td>
<td>Implement Abolition and Disposition ***</td>
<td>Agency</td>
</tr>
</tbody>
</table>

**Notes:**
- **Probable ENA/DSA**
- **Unless special session is held, legislature will not meet until Jan., 1976. Scheduling hearings and adjournments is not controllable by city.**
- **Requires about one month following enactment**
## PROJECT MILESTONE CHART

**PROJECT TITLE:** Consolidate Midtown, Lower Hahn, Dev. Offices  
**PROJECT COORDINATOR:**  
**OFFICE OF HIGHEST RESPONSIBILITY:**  

<table>
<thead>
<tr>
<th>NO.</th>
<th>MILESTONES</th>
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<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Submit report to City Planning Comm.</td>
<td>NP&amp;D</td>
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<tr>
<td></td>
<td></td>
<td>LND</td>
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<td></td>
<td></td>
<td>F-O</td>
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<tr>
<td>2.0</td>
<td>Review report, submit decision to Mayor, O.</td>
<td>CPC</td>
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<tr>
<td>3.0</td>
<td>Review report, submit statement to Mayor, O.</td>
<td>OMB</td>
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<tr>
<td>3.1</td>
<td>Consult with City Planning Comm.</td>
<td>OMB</td>
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<tr>
<td>4.0</td>
<td>Review report, approve or disapprove</td>
<td>OMB</td>
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<tr>
<td>5.0</td>
<td>Postind Lic. Orders 39,97A; issue new executive order creating consolidated</td>
<td>OMB</td>
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<td></td>
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<tr>
<td></td>
<td>agency</td>
<td>OCM</td>
<td></td>
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<tr>
<td>5.1</td>
<td>Notify OMB, Dept. of Personnel</td>
<td>OMB</td>
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<tr>
<td>5.2</td>
<td>Notify directors of NP&amp;D, LND</td>
<td>OMB</td>
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<tr>
<td>5.3</td>
<td>Issue press release</td>
<td>OMB</td>
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<tr>
<td>6.0</td>
<td>Create lists of permanent, provisional employees</td>
<td>CPC</td>
<td></td>
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<tr>
<td>6.1</td>
<td></td>
<td>OMB</td>
<td></td>
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<tr>
<td>6.2</td>
<td>Consolidate central staff</td>
<td>CPC</td>
<td></td>
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<tr>
<td>7.0</td>
<td>Terminate provisionals; transfer permanent staff; prepare moda, retention</td>
<td>CPC</td>
<td></td>
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<td></td>
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<tr>
<td>7.1</td>
<td></td>
<td>OMB</td>
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**DATE PREPARED:** 8/9/75  
**STATUS AS OF:** 8/9/75  
**KEY:**  
**TARGET DATE:**  
**COMPLETION DATE:**
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<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
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</thead>
<tbody>
<tr>
<td>8.3</td>
<td>Terminate lease, or sub-lease Midtown Office or transfer Lower Manhattan to Midtown</td>
<td></td>
<td>5</td>
<td>21</td>
<td>30</td>
<td>1st</td>
</tr>
<tr>
<td>8.4</td>
<td>Investigate availability of space in Lower Manhattan for consolidated office</td>
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<tr>
<td>8.5</td>
<td>Investigate feasibility of terminating lease (expiring 12/80) or sub-leasing</td>
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<tr>
<td>8.6</td>
<td>Investigate feasibility of moving Lower Manhattan Office personnel and equipment to the Midtown Office</td>
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<tr>
<td>9.1</td>
<td>Move staff, equipment, to central office</td>
<td>CPC</td>
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<td>9.2</td>
<td>Schedule move of personnel, equipment with Post, Public Works</td>
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<tr>
<td>NO.</td>
<td>MILESTONES</td>
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<tr>
<td>1.0</td>
<td>Establish list of possible rescindments</td>
<td>OMB</td>
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<tr>
<td>2.0</td>
<td>Present package of rescindments to the Board of Estimate, City Council, and</td>
<td>Budget Director</td>
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<tr>
<td></td>
<td>Mayor</td>
<td></td>
<td></td>
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<tr>
<td>3.0</td>
<td>Set date of Public Hearing before</td>
<td>CPC</td>
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<tr>
<td>4.0</td>
<td>Conduct Public Hearing and adopt a favorable report</td>
<td>CPC</td>
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<td>5.1</td>
<td>Calendar Omnibus Budget Amendment for Board of Estimate action</td>
<td>BOE</td>
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<tr>
<td>6.0</td>
<td>City Council approval of Omnibus Budget Amendment</td>
<td>City Council</td>
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<td>7.0</td>
<td>Board of Estimate and City Council adopt Omnibus Budget Amendment</td>
<td>City Council</td>
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<tr>
<td></td>
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<td>BOE</td>
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**KEY:**
- **TARGET DATE:** 0
- **COMPLETION DATE:** ø
# Project Milestone Chart

**Project Title:** New Cash Flow Reporting System  
**Date Prepared:** 8/6/75  
**Status As Of:** 1975

<table>
<thead>
<tr>
<th>NO.</th>
<th>Milestones</th>
<th>Resp.</th>
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</thead>
</table>
| 1.0 | Expense Budget:  
|     | Phase I - Design and Operate Preliminary  
|     | Expense Budget Reporting System  
|     | 1.1 Design preliminary system  
|     | 2.0 Meet with OMB staff to explain system  
|     | 2.1 Send letter to agency heads explaining importance of system  
|     | 4.0 Conduct orientation sessions with agency personnel to specify reporting requirements  
| 2.0 | Product first quarterly report  
|     | Agencies  
| 3.0 | Phase II - Develop and Install Automated  
|     | Expense Budget Reporting System  
| 4.0 | Create Task Force  
|     | OMB  
| 5.0 | Design System  
|     | OMB  
| 6.0 | Implement System  
|     | OMB  
| 7.0 | Preline first monthly reports  
|     | OMB  

**Key:**  
- Target Date: 0  
- Completion Date: 2
# Project Milestone Chart

**Project Title:** New Cash Flow Reporting Systems  
**Project Coordinator:**  
**Office of Prime Responsibility:** OMB  
**Date Prepared:** 8/6/75  
**Status As Of:**  
**Target Date:**  
**Completion Date:**

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<tr>
<th>NO.</th>
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<th>August</th>
<th>September</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Prepare preliminary design and conduct agency orientation</td>
<td>OMB</td>
<td>8</td>
<td>15</td>
<td>21</td>
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<tr>
<td>2.0</td>
<td>Prepare first report</td>
<td>Agencies</td>
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<td>8</td>
<td>15</td>
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<tr>
<td>3.0</td>
<td>Analyze first report for projection of cash flow</td>
<td>OMB</td>
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<tr>
<td>4.0</td>
<td>Prepare quarterly update</td>
<td>Agencies</td>
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<td>5.0</td>
<td>Prepare second projection of cash flow</td>
<td>OMB</td>
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## PROJECT MILESTONE CHART

**Project Title:** MTA Fare Increase  
**Project Coordinator:**  
**Office of Prime Responsibility:** CE/OMS  

**Date Prepared:** 8/5/75  
**Status As Of:** 8/5/75  
**Key:**  
**Target Date:**  
**Completion Date:**  

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<tr>
<td>1.0</td>
<td>Determine legality of shifting funds from certain subsidy to school fare subsidy</td>
<td>Ken Leventhal</td>
<td>1 2 3 4 5 6 7 8</td>
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</tr>
<tr>
<td>1.1</td>
<td>Determine if other gov. agencies should be notified</td>
<td>KL</td>
<td></td>
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<tr>
<td>2.0</td>
<td>Present recommendation to Director of OMB</td>
<td>KL</td>
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<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Present decision to city proposal for reinitiation of fare subsidy to MTA</td>
<td>DIR. OMB</td>
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</tr>
<tr>
<td>2.2</td>
<td>Effect other governmental agencies</td>
<td>KL</td>
<td></td>
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<tr>
<td>4.1</td>
<td>Determine extent of commuter transfer</td>
<td>KL/C. PLAN</td>
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<tr>
<td>4.2</td>
<td>Reviewed as to fiscal impact</td>
<td>MTA</td>
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<tr>
<td>5.0</td>
<td>Negotiate policy with MTA</td>
<td>MAYOR/MTA</td>
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<tr>
<td>6.0</td>
<td>Expedition proposal</td>
<td>KL/C. PLAN</td>
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<tr>
<td>6.1</td>
<td>Expedition proposal</td>
<td>MTA</td>
<td></td>
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</tr>
<tr>
<td>7.0</td>
<td>Change turnstiles and tokens</td>
<td>MTA</td>
<td></td>
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</tr>
<tr>
<td>7.1</td>
<td>Publicity as to total program</td>
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</tr>
<tr>
<td>8.2</td>
<td>Monitor litigation to prevent fare increase</td>
<td>EPA</td>
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<tr>
<td>NO.</td>
<td>MILESTONES</td>
<td>RESP.</td>
<td>AUGUST</td>
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<tr>
<td>1.0</td>
<td>Reduce City University Budget</td>
<td>Mayor/</td>
<td>2, 15, 27, 30</td>
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<td></td>
<td></td>
<td>BIR-OMS</td>
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<tr>
<td>1.1</td>
<td>Remove $32 million on preliminary basis</td>
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<td>1.2</td>
<td>Call a meeting of the Board with the</td>
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<td></td>
<td>Mayor on policy alternatives</td>
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<td>1.3</td>
<td>Make budget adjustment</td>
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<td>NO.</td>
<td>MILESTONES</td>
<td>RESP.</td>
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<tr>
<td>1</td>
<td>Direct Agencies to Prepare &amp; Submit Plans</td>
<td>JAC</td>
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<tr>
<td>2</td>
<td>Prepare and Submit Plans</td>
<td>Agencies</td>
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<tr>
<td>3</td>
<td>Analyze and Review Plans</td>
<td>OMB/OMS</td>
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<tr>
<td>4</td>
<td>Direct Agencies to Improve &amp; Resubmit Plans as Necessary</td>
<td>JAC</td>
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<td>5</td>
<td>Approve Plans and Order Implementation</td>
<td>JAC</td>
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<tr>
<td>6</td>
<td>Organize and Plan Implementation</td>
<td>Agencies</td>
<td></td>
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<tr>
<td>7</td>
<td>Implement</td>
<td>Agencies</td>
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<tr>
<td>8</td>
<td>Monitor and Report Progress</td>
<td>OMB/OMS</td>
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</tbody>
</table>

* JAC-directed target is Sept. 2
** As planned by agencies
*** Continuing
THE GOVERNMENT OF THE CITY OF NEW YORK

THE VOTERS OF THE CITY OF NEW YORK
BOROUGHS OF MANHATTAN, THE BRONX, BROOKLYN, QUEENS AND RICHMOND

BOARD OF ESTIMATE
MAYOR
COMPTROLLER
CITY ADMINISTRATOR
DEPUTY MAYOR
DEPUTY EXECUTIVE OFFICE
CITY CLERK
CORPORATION COUNSEL
LAW DEPARTMENT
AGENCIES, AUTHORITIES, BOARDS & COMMISSIONS
ART COMMISSION
BOARD OF CORRECTION
DEPARTMENT OF EDUCATION
OFFICE OF HUMAN RESOURCES
OFFICE OF MUNICIPAL SERVICES

BOROUGH PRESIDENTS
MANHATTAN
THE BRONX
BROOKLYN
QUEENS
RICHMOND

DISTRICT ATTORNEYS

FIRST (NEW YORK, BROX)
SECOND (INCL. KINGS, QUEENS, RICHMOND)
JUDICIAL DEPARTMENTS

JUDICIAL CONFERENCE OF THE STATE OF NEW YORK
SECRETARY OF THE BOARD

BUREAU OF FRANCHISES

DEPARTMENT OF PERSONNEL
CITY CIVIL SERVICE COMMISSION
OFFICE OF LABOR RELATIONS
CITY PLANNING COMMISSION
DEPARTMENT OF CITY PLANNING
CORPORATION COUNSEL
LAW DEPARTMENT
DEPARTMENT OF INVESTIGATION

DEPARTMENT OF CONSUMER AFFAIRS
DEPARTMENT OF CORRECTION
ECONOMIC DEVELOPMENT ADMINISTRATION
ENVIRONMENTAL PROTECTION ADMINISTRATION
FINANCE ADMINISTRATION
FIRE DEPARTMENT
HEALTH SERVICES ADMINISTRATION

HUMAN RESOURCES ADMINISTRATION
MODEL CITIES ADMINISTRATION
MUNICIPAL SERVICE ADMINISTRATION
PARKS, RECREATION AND CULTURAL AFFAIRS ADMINISTRATION
POLICE DEPARTMENT
TRANSPORTATION ADMINISTRATION

HOUSING AND DEVELOPMENT ADMINISTRATION
PUBLIC WORKS MUNICIPAL SERVICES
COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT
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