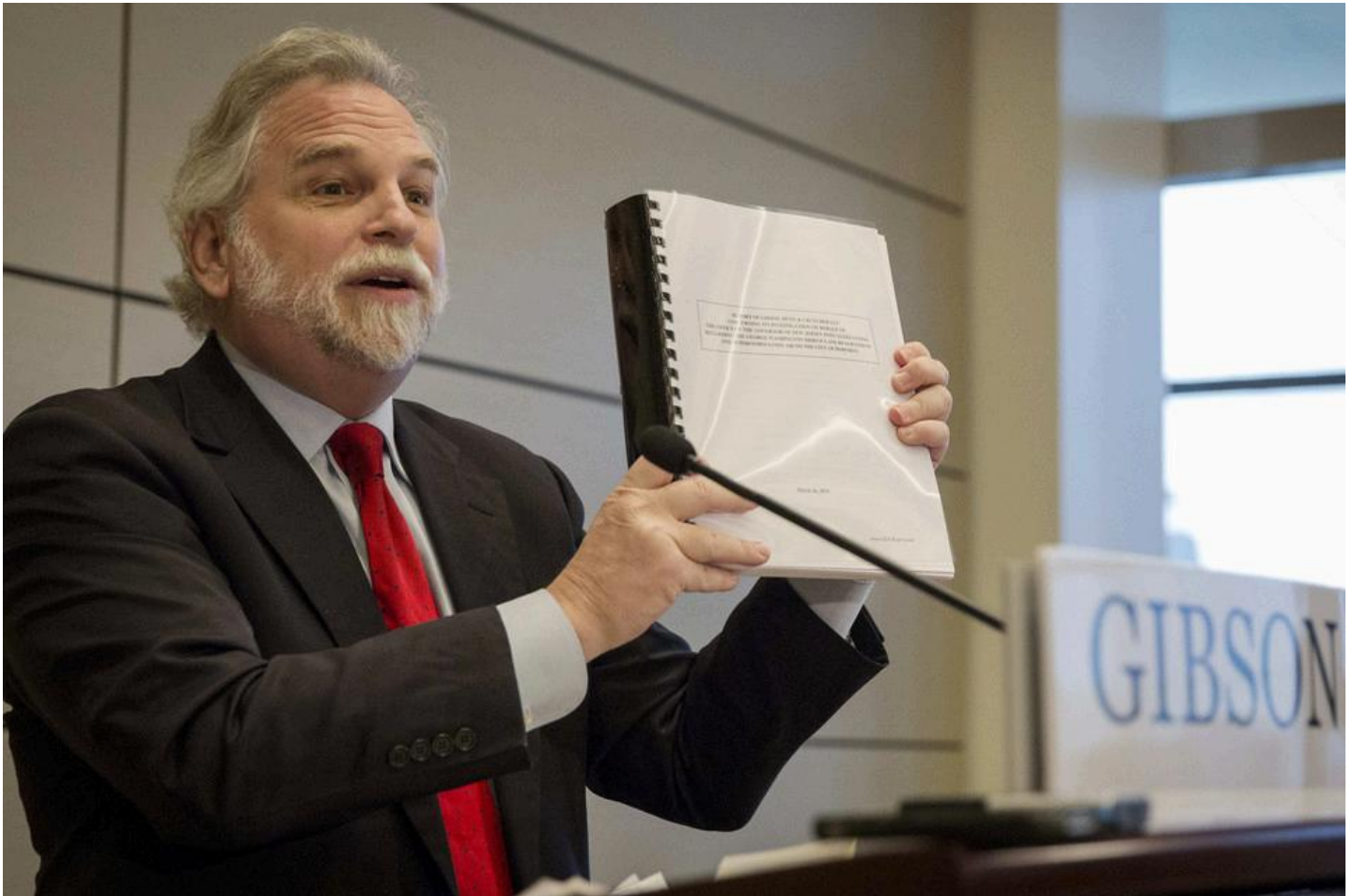


NEW YORK

Amid opposition, Eric Adams taps Giuliani-connected lawyer for city job

'We love these challenges,' the mayor said after nominating Randy Mastro as corporation counsel Tuesday.



Attorney Randy Mastro holds up a copy of his report during a news conference on March 27, 2014, in New York. | Pool photo by Brendan McDermid

By **JEFF COLTIN**
07/30/2024 06:20 PM EDT



NEW YORK — Mayor Eric Adams nominated former Rudy Giuliani aide Randy Mastro as the city’s top lawyer Tuesday — setting up tense confirmation hearings in the New York City Council ahead of a vote he is in danger of losing.

It is the latest in an escalating fight between the mayor and council as Adams aims to diminish the power of the lawmaking body.

“Who better than a former deputy mayor to know when the city doesn’t get it right?” Mastro said in an interview with POLITICO. “And the success that I have had in private practice is what I will now be doing for the city, including the City Council, on their priorities when they are in court.”

Council members mounted [an opposition campaign](#) to Mastro after The New York Times [reported in April](#) that Adams intended to nominate him to lead the 1,600-person city Law Department.

Most members of the council’s influential Black, Latino and Asian Caucus approved a statement slamming Mastro for his portfolio of legal cases, including opposing a homeless shelter, defending oil giant Chevron and backing Republican former New Jersey Gov. Chris Christie amid his “Bridgegate” scandal.

And, most importantly, Speaker Adrienne Adams herself [expressed displeasure](#) with the Mastro nomination directly to Mayor Adams in April, POLITICO reported. Speakers wield significant influence over council votes and her team has been continually gauging the temperature of the members as Mastro and Adams’ top adviser, Ingrid Lewis-Martin, embark on their own charm offensive.

The administration has tried to build support for Mastro over the last three months. Mastro said he has now met with a majority of the 51 council members, and that they’ve been “fair and open-minded.”

“I think the more members of the city council get to know me, the more they’re going to like what they learn, and they’re going to want to work with me,” Mastro said. “And I hope at the end of this process I will be confirmed by the City Council. Because I want to do this job for all the right reasons.”

Some lawmakers left meetings impressed, including Council Member Rafael Salamanca, [POLITICO reported in May](#). Salamanca sits on the Rules Committee, which has tentatively scheduled [a confirmation hearing](#) for Mastro on Aug. 27.

Mastro is a partner at the firm King & Spalding. City Hall has also continued to highlight the lawyer’s high-profile support in the legal world, with endorsements from former FBI Director James Comey and former U.S. Attorney General Loretta Lynch. The Obama appointee called Mastro “one of the most sought-after and talented legal minds in the country” in a statement shared by the Adams administration.

City Hall also shared support for Mastro from labor leaders, including those representing firefighters and sanitation workers.

But the influence campaign has yet to win over the council, said one member who was granted anonymity to discuss private conversations.

“It seems that his meetings have been helpful for people to get a better understanding of him, but I think he is still a long ways away from getting the support he needs,” the member said.

The person said lawmakers are not motivated to help the mayor amid [multiple ongoing political battles](#). In one case, the council is in litigation against the Law Department, after joining a suit challenging Adams’ refusal to implement laws changing the housing voucher system.

Another council member, granted anonymity to discuss private conversations, put it more bluntly. “I think everybody knows Randy is dead on arrival but the administration is making him walk the plank,” the member said. “The council is not going to approve Giuliani’s enforcer to then turn around and come after us.”

Mastro is a longtime fixture in and around New York politics. He served under former Republican Mayor Rudy Giuliani, whose shaky standing among Democrats plummeted as he defended Donald Trump. City Hall has defended Mastro as a Democrat, and pointed to reporting calling him the “conscience” of that administration.

Mastro, in turn, emphasized that he sued the Trump administration for aggressive policing of Black Lives Matter protesters outside the White House.

“We are facing an existential crisis for our democracy. God forbid the prospect that Donald Trump will be reelected. And we as a city may need to stand up to Donald Trump,” Mastro said. “Well I’ve sued him. I’ve litigated against him. And I have won.”

Adams' previous corporation counsel, Sylvia Hinds-Radix, was pushed out from the role amid disagreements over [defending sexual harassment lawsuits and asylum-seeker litigation](#), POLITICO reported. Her last day was May 31, and City Hall had until Wednesday to submit a new name for approval by the City Council.

Corporation Counsel is one of the few city positions over which the council has the power of advice and consent.

The council passed a bill last month [to give itself veto power](#) over more than a dozen other top positions, but Adams opposed that move. He then established a Charter Revision Commission that is delaying that change from going before voters, the next step in it becoming law.

A statement from council spokesperson Julia Agos emphasized the body's power to disapprove of the nomination, noting it "emerged from decades of concerns regarding incidents where the city's top attorney appeared to prioritize the interests of the mayor over those of the city overall."


Asked if he had a backup nominee, if Mastro's appointment failed, Adams implied he was ready. "Mommy used to say if you don't have a plan A, B, C... then you just are in trouble," Adams said at a wide-ranging press conference Tuesday, listing every letter of the alphabet.

"We pivot and shift. We're not stagnant. And we're not afraid of these challenges," Adams added. "In fact, we love these challenges. We're adrenaline

FILED UNDER: RUDY GIULIANI, NEW YORK, NEW YORK CITY, ERIC ADAMS

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June 18, 1997

Section: NEWS

ANIMAL RIGHTS PROTESTERS JEER GIULIANI

BOB LIFF

Heckling animal rights activists dubbed Mayor Giuliani "Rudy Crueliani" yesterday as he waded through a demonstration outside City Hall.

The protest was prompted by the city's decision to dump two members of the board that oversees the city's animal shelters.

The fired board members, Louise Murray and Rosemary Joyce, had complained to a City Council committee that Deputy Mayor **Randy Mastro** had a stranglehold over the Center for Animal Care and Control.

Police blocking the activists from reaching City Hall forced Giuliani to get out of his arriving car.

"Why don't you listen?" shouted Jane Colton, who was among a group of volunteers barred last winter from the CACC for complaining about its high rate of killing stray pets and low rate of adoptions.

Murray, the board's only veterinarian, charged **Mastro** blocked the hiring of a new executive director who had unanimous board approval.

Councilwoman Kathryn Freed (D-Manhattan) said the firings have had a "chilling effect" on legislators' ability to monitor city agencies.

She said she will ask state Attorney General Dennis Vacco to probe whether CACC bylaws which allowed **Mastro** to fire members without cause violate laws governing nonprofit corporations.

The CACC board has three city commissioners and four outsiders named by the mayor.

Giuliani grew testy earlier in the day when reporters peppered him with questions about the city-financed agency, which was set up in 1994 after the ASPCA gave up its city contract.

"To spend a great deal of time on this distorts what's important to the people of the city," Giuliani said.

He said "stalling" by the ousted members blocked the naming of a new director.

Mastro called Murray and Joyce obstructionists. He said they refused his offer to assign a city manager to run the CACC until a permanent director is named.

Mastro called the pair's testimony "the straw that broke the camel's back," but denied it prompted the firings.

A CACC source said the search for a new director has narrowed to two experienced managers, and a temporary director would not be needed.

Arlene Pedone of Queens and Daniel Ricciardi of Brooklyn were named to replace Murray and Joyce by **Mastro**. But the deputy mayor said he knew little about them.

Pedone is a Democratic district leader from Richmond Hill, Queens.

A resume provided by mayoral aides identified Ricciardi as a doctor specializing in arthritis and rheumatology, and president of the Congress of Italian-American Organizations.

---- **Index References** ----

Company: COMPTOIR AGRICOLE COMMERCIAL DE COGNAC SAS

Industry: (Animal Research & Animal Rights (1AN65); Healthcare Policy (1HE46); Bioethics (1BI56); Healthcare (1HE06))

Region: (USA (1US73); Americas (1AM92); North America (1NO39); New York (1NE72))

Language: EN

Other Indexing: (ANIMAL; ASPCA; CACC; CONGRESS; COUNCILWOMAN KATHRYN FREED; DEMOCRATIC) (Daniel Ricciardi; Dennis Vacco; Giuliani; Giuliani "Rudy Crueliani; Hall.; Heckling; Jane Colton; Joyce; Louise Murray; Mastro; Murray; PROTESTERS JEER; Randy Mastro; Ricciardi; Rosemary Joyce)

Keywords: Animal; Rights; Demonstration; Rudolph Giuliani; Center for Animal Care and Control; Dismissal

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NewsRoom

Famed litigator Randy Mastro is joining King & Spalding after more than 20 years of representing big clients for Gibson Dunn, from Chris Christie to James Dolan

[Jack Newsham](#) Aug 16, 2022, 5:14 PM EDT

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Randy Mastro Kris Connor/Getty Images

Randy Mastro, a fixture at Gibson Dunn since 1998, is leaving the firm, four people told Insider.

His clients have included financial firms, big oil, and the owner of Madison Square Garden.

When a lawyer like Mastro moves, tens of millions in annual billings can move, too.

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Star attorney Randy Mastro is leaving Gibson Dunn & Crutcher after more than 20 years, four people told Insider.

Mastro, an aggressive lawyer who has represented businesses like DraftKings and Chevron and individuals like Lynn Tilton and former New Jersey Governor Chris Christie in high-profile lawsuits and investigations, is expected to leave Gibson at the end of this week, three people with knowledge of the matter told Insider.

On Wednesday, after Insider first reported that Mastro was in talks to join King & Spalding, the rival law firm confirmed the move. When lawyers like Mastro switch firms, their clients will often follow, resulting in millions in annual billing following suit.

Mastro has spent more than two decades at Gibson Dunn, which he first joined in 1989. Shortly after he became a partner in 1993, he left to work for New York City Mayor Rudy Giuliani, returning to the firm in 1998. He has been there ever since and developed a reputation as a business generator and a pitbull litigator. He also served on the firm's executive and management committees until recently.

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In recent cases, Mastro has represented Medallion Financial Corp. and Akazoo SA in cases brought by the Securities and Exchange Commission. He also represented James Dolan and his companies, including the Madison Square Garden Co., in a dispute with former Knicks player Charles Oakley.

One of his biggest cases has been the representation of Chevron Corp. in its long fight with Steven Donziger, a now-disbarred lawyer who had won a multibillion-dollar judgment against the company over oil spills in Ecuador. By 2014, Chevron had run up a \$32 million tab with Gibson Dunn, a bill it tried to make Donziger pay, according to Reuters.

Two people with knowledge of Mastro's departure said he had thrown in his hat to be Gibson's managing partner. That role was held by Kenneth

Doran until last year, when mergers-and-acquisitions partner Barbara Becker took the reins.

Gibson Dunn has 400 lawyers in New York City. The average equity partner made \$4.4 million last year, according to the American Lawyer. Becker and the firm's executive committee recently rejiggered its compensation to pay top partners even more money, Insider reported in March.

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King & Spalding, a firm with roots in Atlanta, has been growing in New York and beyond. It had over \$1.8 billion in revenue last year when its average partner profit surged past \$4.3 million, according to the American Lawyer. Its partners include Rod Rosenstein and Sally Yates, two former top Justice Department officials. Craig Carpentino, the former US Attorney for New Jersey, joined the firm last year.

Gibson's New York office still has its share of heavy hitters. Mylan Denerstein, one of its leaders, is a former federal prosecutor who was an adviser to Andrew Cuomo when he was governor. Another New York partner, Orin Snyder, is sought after by clients in the music and tech industries; he represents Bob Dylan in a sex-abuse lawsuit that the accuser recently dropped.

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Mastro, who turns 66 this month, was known for squaring off against organized crime as a New York federal prosecutor and public official. The *New Yorker* reported in 2012 that he was known to sometimes wield a baseball bat during meetings in the city's grittier days.

He's been the chair of Citizens Union, an influential good-government group, since at least 2017.

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In late 2020, his representation of a group of Upper West Siders who opposed the city's use of an area hotel to house homeless people reportedly led to his Manhattan home being targeted by vandals.

The *Real Deal* reported in 2021 that Mastro put the house up for sale, saying he had moved outside the city. He has a place on Long Island and a condo in Miami, property records show.

*Do you know Randy Mastro or more about why he left Gibson Dunn?
Call reporter Jack Newsham at 314-971-1627 or message him on the
encrypted communications app Signal at the same number.*

Randy Mastro Federal Campaign Donations 1992 - 2024				
As reported by the Federal Election Commission				
committee_name	Year	contributor_name	Date	Amount
TSONGAS COMMITTEE INC	1992	MASTRO, RANDY	3/4/1992 0:00	500
BILBRAY FOR CONGRESS	1992	MASTRO, RANDY	8/20/1992 0:00	250
ABRAMS '92	1992	MASTRO, RANDY	10/2/1992 0:00	500
FRIENDS OF GIULIANI	1998	MASTRO, RANDY M	12/4/1998 0:00	1000
SOLUTIONS AMERICA PAC	1998	MASTRO, RANDY M	12/4/1998 0:00	500
GIBSON DUNN & CRUTCHER LLP PAC	1999	MASTRO, RANDY M MR.	4/30/1999 0:00	300
FRIENDS OF GIULIANI EXPLORATORY COMMITTEE	1999	MASTRO, RANDY	11/30/1999 0:00	1000
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FRIENDS OF GIULIANI EXPLORATORY COMMITTEE	1999	MASTRO, RANDY	12/13/1999 0:00	1000
NEW YORK REPUBLICAN COUNTY COMMITTEE	2000	MASTRO, RANDY M	2/7/2000 0:00	1000
FRIENDS OF SCHUMER	2000	MASTRO, RANDY M	6/13/2000 0:00	1000
GIBSON DUNN & CRUTCHER LLP PAC	2000	MASTRO, RANDY M ESQ	10/1/2000 0:00	650
GALLAGHER FOR CONGRESS	2004	MASTRO, RANDY M	4/16/2004 0:00	1000
GALLAGHER FOR CONGRESS	2004	MASTRO, RANDY M	10/12/2004 0:00	1000
SOLUTIONS AMERICA PAC	2005	MASTRO, RANDY	1/31/2005 0:00	1000
FRIENDS OF MAX BAUCUS	2005	MASTRO, RANDY MICHAEL	3/10/2005 0:00	1000
GIBSON DUNN & CRUTCHER LLP PAC	2006	MASTRO, RANDY M ESQ.	3/31/2006 0:00	1000
DAVID YASSKY FOR CONGRESS	2006	MASTRO, RANDY	5/8/2006 0:00	1000
WHITEHOUSE 06	2006	MASTRO, RANDY	6/7/2006 0:00	500
SOLUTIONS AMERICA PAC	2006	MASTRO, RANDY	6/14/2006 0:00	1000
RUDY GIULIANI PRESIDENTIAL EXPLORATORY COMMITTEE INC	2006	MASTRO, RANDY M MR.	12/27/2006 0:00	2100
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RUDY GIULIANI PRESIDENTIAL COMMITTEE INC	2007	MASTRO, RANDY M. MR.	3/26/2007 0:00	-2300
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ZIMMER FOR SENATE INC	2008	MASTRO, RANDY MR	9/19/2008 0:00	1000
SOLUTIONS AMERICA PAC	2008	MASTRO, RANDY	9/26/2008 0:00	2500
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BENNET FOR COLORADO	2010	MASTRO, RANDY	1/29/2010 0:00	1000

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NEBRASKANS FOR KERREY	2012	MASTRO, RANDY	8/28/2012 0:00	750
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CANTOR FOR CONGRESS	2013	MASTRO, RANDY M. MR.	5/22/2013 0:00	1000
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OFF THE SIDELINES PAC	2015	MASTRO, RANDY	11/24/2015 0:00	1000
CHRIS CHRISTIE FOR PRESIDENT INC	2015	MASTRO, RANDY	12/9/2015 0:00	2700
GIBSON DUNN & CRUTCHER LLP PAC	2019	MASTRO, RANDY M	2/28/2019 0:00	1000
BIDEN FOR PRESIDENT	2020	MASTRO, RANDY	3/3/2020 0:00	2800
BIDEN FOR PRESIDENT	2020	MASTRO, RANDY	7/31/2020 0:00	2800
BIDEN VICTORY FUND	2020	MASTRO, RANDY	7/31/2020 0:00	2800
JAIME HARRISON FOR US SENATE	2020	MASTRO, RANDY	9/21/2020 0:00	1000
WARNOCK FOR GEORGIA	2022	MASTRO, RANDY	11/22/2022 0:00	2900
CHRIS CHRISTIE FOR PRESIDENT, INC.	2023	MASTRO, RANDY	6/30/2023 0:00	3300
HARRIS FOR PRESIDENT	2023	MASTRO, RANDY	8/21/2023 0:00	3300
TELL IT LIKE IT IS PAC	2023	MASTRO, RANDY	11/22/2023 0:00	5000
SUOZZI FOR CONGRESS	2024	MASTRO, RANDY	1/3/2024 0:00	1000
KING & SPALDING NONPARTISAN COMMITTEE FOR GOOD GOVERNMENT	2024	MASTRO, RANDY M.	1/31/2024 0:00	4000
HARRIS FOR PRESIDENT	2024	MASTRO, RANDY	2/21/2024 0:00	3300
JOHN AVLON FOR CONGRESS	2024	MASTRO, RANDY	3/20/2024 0:00	3300
SUOZZI FOR CONGRESS	2024	MASTRO, RANDY	5/6/2024 0:00	1000

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Gibson Dunn chair and managing partner Barbara Becker

Image courtesy of Gibson Dunn

By



Victoria Basham

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Gibson Dunn has pushed past the \$3bn revenue milestone after growing turnover 12.3% in 2023 to \$3.07bn against a 13.4% rise in profits per equity partner (PEP) to \$5.58m.

A strong performance across transactions, litigation and regulatory and investigations propelled the New York-headquartered firm to its 28th consecutive year of revenue growth.

The rise in PEP was helped by a 7.9% decrease in equity partners, even as overall lawyer headcount grew by nearly 9% to 1,835 and the nonequity tier grew by 44% to 160 partners.

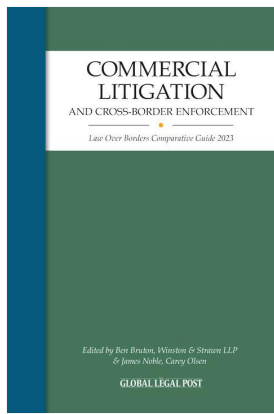
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Gibson Dunn's chair and managing partner Barbara Becker described 2023 as a year of "monumental deals" in the firm's annual report, pointing to investment in key practice areas including appellate, AI, capital markets, funds, finance, M&A, privacy and cybersecurity, and private equity, as well as the fintech and digital assets practice the firm launched in 2022.

Over the course of the year Gibson Dunn added 115 lateral associates and of counsel – down on the 220 it hired the year before. It also added 29 lateral partners, including projects duo Ben Shorten and Trinh Chubbock in London from Shearman & Sterling and [Darko Adamovic in Paris](#), who joined at the helm of a nine-lawyer energy and infrastructure team from Linklaters.

The firm continued its expansion in the Middle East with the hire of a seven-partner team led by Megren Al-Shaalan in November [to open an office in Riyadh](#), Saudi Arabia, having hired a trio of partners from Shearman to open in Abu Dhabi at the start of the year. Gibson Dunn now has 45 lawyers across the Middle East, where it also has an office in Dubai.



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At the start of the year the firm promoted 32 lawyers to partner in the US and another five across its offices in Europe and the Middle East. The cohort included 16 women – 43% of the total, in line with 2022's 44%.

Standout work for the firm's litigation team in 2023 included securing two victories for clients in the US Supreme Court: one for Slack in a first-of-its-kind case addressing the right to sue under Section 11 of the Securities Act of 1933, and another for Meta in a pair of watershed cases concerning the scope of free speech online.

On the transactions side, the firm closed one of the largest tech deals in history with VMware's sale to Broadcom and announced one of the largest deals of the year, representing Pioneer in its sale to ExxonMobil.

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Davis Polk, Gibson Dunn lead on ExxonMobil \$60bn mega merger

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Gibson Dunn hires nine-lawyer projects and infrastructure team from Linklaters in Paris

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1/14/1999	\$200.00	Randy Mastro	Friends Of Seminerio - ID# 1604
5/24/1999	\$500.00	Randy Mastro	Spitzer 2002 - ID# 18193
11/8/1999	\$250.00	Randy Mastro	The Towns Committee - ID# 17486
11/30/1999	\$250.00	Randy Mastro	Spitzer 2002 - ID# 18193
6/5/2000	\$2,000.00	Randy Mich Mastro	Friends Of Pataki - ID# 18148
6/13/2000	\$100.00	Randy Mastro	Friends Of Vito Lopez - ID# 21527
5/29/2001	\$1,000.00	Randy M Mastro	Friends Of David Cornstein, Inc. - ID# 10987
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11/27/2001	\$500.00	Randy Mastro	Spitzer 2002 - ID# 18193
1/28/2002	\$500.00	Randy M Mastro	People For Ravitz - ID# 8228
5/29/2002	\$5,000.00	Randy Mastro	Friends Of Pataki - ID# 18148
6/27/2002	\$1,000.00	Randy M Mastro	Adam Clayton Powell For State Assembly - ID# 9901
10/10/2002	\$500.00	Randy Mastro	Gail Hilson For Assembly - ID# 833
3/10/2003	\$250.00	Randy M Mastro	Hevesi For New York - ID# 8838
8/20/2003	\$500.00	Randy M Mastro	Friends Of Marty Golden - ID# 11709
9/11/2003	\$250.00	Randy M Mastro	Friends Of Carl - ID# 3636
6/8/2004	\$100.00	Randy M Mastro	Friends Of Al Curtis - ID# 14252
12/7/2005	\$1,000.00	Randy Mastro	Spitzer Paterson 2006 - ID# 20221
6/2/2006	\$100.00	Randy Mastro	Gioia For New York - ID# 8118
6/3/2006	\$1,000.00	Randy M Mastro	New Yorkers For Thompson - ID# 8514
7/11/2007	\$500.00	Randy Mastro	Gioia For New York - ID# 8118
6/15/2009	\$1,000.00	Randy M Mastro	New Yorkers For Thompson - ID# 8514
7/10/2009	\$1,000.00	Randy Mastro	Cyrus Vance For Manhattan District Attorney - ID# 6058
8/10/2009	\$175.00	Randy Mastro	Friends Of Bill Deblasio-2009 - ID# 9476
9/21/2009	\$500.00	Randy Mastro	Friends Of Bill Deblasio-2009 - ID# 9476
9/21/2009	\$500.00	Randy Mastro	David Yassky For Comptroller - ID# 17044
9/21/2009	\$175.00	Randy M Mastro	New Yorkers For Thompson - ID# 8514
6/10/2010	\$100.00	Randy M Mastro	Elizabeth Crowley 2013 - ID# 18819
7/14/2010	\$500.00	Randy M Mastro	Friends Of Judge Duffy 2010 - ID# 7158
6/7/2011	\$1,000.00	Randy M Mastro	Bill Thompson For Mayor - ID# 8246

Randy Mastro NY Political Donations			
As Reported by the NYS Board of Elections			
Contribution Date	Amount	Contributor Name	Recipient
6/29/2011	\$1,000.00	Randy Mastro	New Yorkers For De Blasio - ID# 7473
10/14/2011	\$250.00	Randy M Mastro	Friends Of Jim Alesi - ID# 1159
10/14/2011	\$250.00	Randy M Mastro	Committee To Elect Mcdonald To The Senate - ID# 13096
12/6/2011	\$250.00	Randy M Mastro	Grisanti For Senate - ID# 7737
12/7/2011	\$250.00	Randy M Mastro	Saland For Senate - ID# 2296
5/17/2012	\$500.00	Randy Mastro	Friends Of Lee Kindlon - ID# 21029
7/3/2012	\$1,000.00	Randy Mastro	Cyrus Vance For Manhattan District Attorney - ID# 6058
7/3/2012	\$1,000.00	Randy Mastro	Letitia James 2013 - ID# 21396
7/11/2012	\$1,000.00	Randy M Mastro	Bill Thompson For Mayor - ID# 8246
11/14/2012	\$1,000.00	Randy M Mastro	Bill Thompson For Mayor - ID# 8246
1/3/2013	\$1,000.00	Randy Mastro	New Yorkers For De Blasio - ID# 7473
2/4/2013	\$1,000.00	Randy Mastro	Committee To Re-Elect Judge Sweeny - ID# 18929
2/21/2013	\$1,000.00	Randy Mastro	Garodnick 2013 - ID# 20861
2/26/2013	\$1,000.00	Randy Mastro	Joe Lhota For Mayor, Inc - ID# 10009
5/9/2013	\$3,950.00	Randy Mastro	Joe Lhota For Mayor, Inc - ID# 10009
5/10/2013	\$1,950.00	Randy M Mastro	Bill Thompson For Mayor - ID# 8246
9/16/2013	\$100.00	Randy Mastro	Friends Of Didi Barrett For Assembly - ID# 21051
5/5/2014	\$1,000.00	Randy M Mastro	Friends of Andrew Cuomo - ID# 9438
12/28/2022	\$1,000.00	Randy Mastro	Grasso for Queens - ID# 238012
4/23/2024	\$1,000.00	Randy Mastro	Katz Nys (New York State) - ID# 14106
5/8/2024	\$1,000.00	Randy M. Mastro	DiNapoli for New York - ID# 308716
5/21/2024	\$1,000.00	Randy Mastro	Weprin for Assembly - ID# 308848

Giuliani Promotes His Chief of Staff to No. 2 Spot

By David Firestone

Aug. 29, 1996

See the article in its original context from August 29, 1996, Section B, Page 1 [Buy Reprints](#)

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Tightening his inner circle of top aides, Mayor Rudolph W. Giuliani yesterday promoted his chief of staff, Randy M. Mastro, to the position of Deputy Mayor for Operations, effectively making him the second-in-command at City Hall.

Mr. Mastro replaces Peter J. Powers, the Mayor's lifelong friend who recently announced his resignation and plans to return to private business at the end of this month. Though Mr. Mastro will get Mr. Powers's commanding office at the head of City Hall's central corridor, he will not receive Mr. Powers's former title, First Deputy Mayor.

Administration officials said the Mayor thinks that title must be earned in office, noting that Mr. Powers was not named First Deputy until after his first year as a deputy mayor. They also said there was still a possibility that Randy L. Levine, the city's former labor commissioner who is now the chief labor negotiator for Major League Baseball, would eventually return to the administration in a co-equal position with Mr. Mastro.

At least for now, however, Mr. Mastro will be first among equals among the city's four deputy mayors when he takes over on Sept. 3, supervising the day-to-day operations of city government and acting on the Mayor's behalf on those rare occasions when Mr. Giuliani leaves town. Most of the city commissioners will report directly to him, and he will also act as the liaison with Federal and state agencies and other elected officials.

The appointment is considered unlikely to bring any significant change in direction in the administration; Mr. Mastro is already an important member of the four-man circle of advisers, who along with the Mayor, determine the administration's agenda and policy. (The others are Mr. Powers, Mr. Levine and Dennison Young Jr., counsel to the Mayor.) Mr. Giuliani acknowledged as much yesterday at a news conference.

"This doesn't signify a change in direction, because Randy is very much a part of this team," Mr. Giuliani said. "It means the administration will be moving in very much the same direction." He added that he thought the administration was "very successful, and what we need to do is to keep doing the same things we've been doing."

Although Mr. Mastro has worked with Mr. Giuliani for much of the last decade, since joining the United States Attorney's office in 1985, he does not have as intimate a relationship with the Mayor that Mr. Powers has had, and administration insiders predicted that he would not carry as much authority. Nor will he make Mr. Powers's salary of \$139,500, instead continuing to make \$138,000.

In particular, Mr. Powers, who is to become the Mayor's campaign manager in next year's re-election effort, will continue to have the Mayor's ear on political matters, an area where Mr. Mastro will likely play less of a role.

"I have enormous respect for Randy, but he doesn't have a lot of political experience," said Guy V. Molinari, the Republican borough president of Staten Island. "We'll have to see how that factors in." Unlike Mr. Powers or Mr. Giuliani, who are both Republicans, Mr. Mastro is a Democrat.

Also yesterday, the Mayor named Bruce Teitelbaum, the deputy chief of staff and the administration's liaison to the Jewish community, as acting chief of staff after Mr. Mastro changes jobs.

The announcement ceremony, held in the Blue Room of City Hall, was packed with city commissioners and aides in a display of the loyalty that both Mr. Giuliani and Mr. Mastro value so highly.

Standing beside his 6-month-old daughter, Arianna, and his wife, Dr. Jonine Bernstein, an assistant professor of epidemiology at the Mount Sinai School of Medicine, Mr. Mastro received sustained applause as he twice embraced the Mayor, whom he called both "a role model and an inspiration" in his life.

"I'm very much looking forward to this challenge and very much looking forward to supporting the important mission and agenda that he has set for all of us," Mr. Mastro said in his quiet rasp of a voice. "So let's go forward and keep doing the good things we're doing."

Somehow, during the ceremony, Mr. Molinari wound up holding Mr. Mastro's baby, just as he held his own granddaughter during his daughter Susan's keynote speech at the Republican National Convention earlier this month.

"Nowadays, it's required if you give a speech that you hold a baby," the Mayor joked. "And Guy Molinari will show us how to hold the baby."

Mr. Mastro, who turned 40 last week, has been a Giuliani loyalist since 1985, when he served as an assistant United States Attorney under Mr. Giuliani in the Southern District of New York.

More than any of the other former prosecutors who joined the administration, he carried Mr. Giuliani's prosecutorial zeal against organized crime into City Hall, achieving a high profile in his legal battles against mob influence in the Fulton Fish Market and other wholesale food markets, the San Gennaro festival, and the carting industry.

Law enforcement authorities have credited him with achieving most of his goals in those areas, evicting more than 20 companies linked to organized crime at the fish market and bringing in new companies to haul commercial waste in the city, thereby bringing down prices. For his efforts, he has received numerous death threats, and he and his family are protected by police bodyguards.

Inside the administration, however, Mr. Mastro is better known as the gatekeeper to high-level appointments in city agencies and the dispenser of patronage positions. Several commissioners, speaking privately, said they had been told by Mr. Mastro to hire staff members with political connections, and said he passed judgment on their choices of top aides.

Last spring, Mr. Mastro was interviewed, along with Mr. Powers and other city officials, by the United States Attorney's office, which is investigating improprieties in the awarding of city contracts to a Queens social service agency, the Hellenic American Neighborhood Action Committee, known as Hanac. Investigators have said they are trying to determine the role played by one of Mr. Mastro's top aides, Anthony Carbonetti, the director of appointments, in the awarding of the \$43 million contracts.

Mr. Mastro is said by administration officials to be more impetuous and peremptory than the more deliberative Mr. Powers, more likely to display his temper with commissioners who resist instantly implementing City Hall's orders.

One official said that the administration runs on a mixture of loyalty, fear and affection, and suggested that the first two elements would now be more prominent than the third. Another said that Mr. Mastro was thought to be more socially liberal than Mr. Powers.

But virtually everyone interviewed yesterday said that as long as the strong-willed Mr. Giuliani remained the city's chief executive, the configuration of his aides was of lesser importance than it had sometimes been in other administrations.

"The players may come and go," said one commissioner, "but the director remains the same."

PROFILE

Randy M. Mastro

BORN: Aug. 21, 1956, Bernardsville, N.J.

FAMILY: Married to Dr. Jonine Bernstein, assistant professor of epidemiology at Mount Sinai School of Medicine. Father of 6-month-old girl, Arianna.

RESIDENCE: Manhattan.

EDUCATION: Bachelor's degree, Yale University, 1978. Law degree, University of Pennsylvania, 1981.

CAREER: 1981: law clerk to Justice Alan B. Handler, New Jersey Supreme Court. 1982-85: associate, Cravath, Swaine & Moore. 1985-89: assistant U.S. Attorney and deputy chief of the Civil Division, Southern District of New York. 1989-93: partner, Gibson, Dunn & Crutcher. 1993: outside counsel to Rudolph W. Giuliani's mayoral campaign. 1994-present: Mayor's chief of staff.

DOG: Bogart, a collie.



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Randy Mastro argues his case

By JEFF COLTIN, EMILY NGO and NICK REISMAN | 07/31/2024 07:00 AM EDT

Presented by



With help from Rich Mendez

NEW YORK MINUTE: The Metropolitan Transportation Authority's board will convene this morning — one month after formally putting the congestion pricing toll plan on hold.

The meeting comes as Gov. Kathy Hochul is still weighing alternative ways of raising cash to pay for \$16.5 billion in projects meant to bolster the mass transit system's woeful infrastructure. More below on how some upstate lawmakers are starting to worry about the impact of the pause.

‘WHO BETTER?’ Randy Mastro has been uncharacteristically quiet for the past three months.

But now that Mayor Eric Adams has finally nominated him to be the city’s top lawyer, POLITICO reports, the famous bulldog litigator, who once served as a deputy mayor under Rudy Giuliani, is finally speaking publicly.

Mastro has a rough path to confirmation by the City Council, but in a Tuesday phone call with Playbook, he made the case that members shouldn’t get caught up in his controversial client list — former Republican Gov. Chris Christie during his Bridgewater scandal, oil giant Chevron and Amazon, among others — and should instead consider his personal beliefs and pro bono work.

This interview has been edited for length and clarity.

On having Giuliani on his resume:

“I was the ranking Democrat in that administration. We were pro-choice, pro-gay rights, pro-immigration and pro-gun control, and I’m very proud of that record. I took on organized crime at the Fulton Fish Market and in the private carting industry for which I received La Cosa Nostra death threats. We stood our ground and we won. I’m very proud of that.”

On his client list:

“I had high profile, sometimes controversial cases in private practice. It’s what people in private practice do with our law firms’ clients. They give zealous and ethical advocacy and get the best results possible for the firms’ clients.

I’ve had cases against the city. I’ve had cases with the city. Who better than a former deputy mayor to know when the city doesn’t get it right? Now, I’ll be there to help make sure the city gets it right, and the success that I have had in private practice is what I will now be doing for the city, including the City Council, on their priorities when they are in court.”

On his plans for the office:

“I look forward to putting more of the 800-lawyer department’s resources into affirmative litigation. So we bring more cases, and join more cases about civil rights, constitutional rights, social justice, workers’ rights, tenants’ rights, consumer protection, environmental protection and public safety. Going after guns, gang violence, illegal smoke shops. We can do it.

I think when the full City Council realizes who I am, what I've stood for and what I've done in my career, it embodies my personal beliefs. It embodies my views and how I've used the law in my pro bono service. I think that they will hopefully be more understanding."

On whether the city should give legal representation in Adams aide Tim Pearson's four sexual harassment lawsuits:

"I'm not in a position to comment on any pending case with the Law Department. I know that I will have to review many, many matters if I'm fortunate enough to become corporation counsel.

I'm going to approach the position with honesty, integrity and an emphasis on the city as a whole. Representing the entire city, including the City Council." — *Jeff Coltin*

HAPPY WEDNESDAY: Got news? Send it our way: Jeff Coltin, Emily Ngo and Nick Reisman.

A message from Walmart:

Walmart provides career opportunities for veterans transitioning to civilian life after serving in the military. Since 2013, Walmart has hired over 430,000 veterans. That's more people than those serving in the U.S. Navy today. Every day, thousands of veterans are building careers at Walmart. [Explore Walmart's commitment to helping veterans grow their careers and live better.](#)

WHERE'S KATHY? Appearing as a guest on CNN News Central, then making a cannabis announcement with Adams.

WHERE'S ERIC? Making a cannabis- and public safety-related announcement with Hochul, then appearing live on "The Beat 139" podcast. Later he'll host an older adult town hall and deliver remarks at PCON's annual event where he's set to receive an award.

QUOTE OF THE DAY: "I thought his announcement was to go to assist the first woman of color to be the president of the United States, not take the second man of color from being the mayor of the city of New York. I think we need to be focused on one mission." — **Adams**, previewing a line of attack against Comptroller Brad Lander after his formal announcement that he would be running for mayor against Adams.

ABOVE THE FOLD

LEFTIES PRESSURE HARRIS: Pro-Palestinian Democrats who denounced President Joe Biden for his support of Israel amid the war in Gaza hope for leverage on the issue on Vice President Kamala Harris.

The presumptive Democratic nominee for president has sought to strike a compromising tone. And while Republicans have accused her of embracing antisemitic protesters, progressives urge her to challenge Israel, POLITICO reports.

Left-leaning leaders in New York indicate they'll keep up the pressure, citing an opportunity for Harris to chart a course different from Biden.

“We must not forget that it was not just a bad debate that made so many of us terrified about President Biden’s ability to win reelection,” State Assemblymember Zohran Mamdani, a Democratic socialist, told Playbook. “It was the fact that his decision to facilitate and fund the genocide had been alienating core parts of the Democratic Party’s base for months.”

Harris did not preside over Israel Prime Minister Benjamin Netanyahu’s address to Congress last week, but progressives said they want substance in addition to symbolism.

“There was no mention of or criticism of Netanyahu that came from her. Instead, there was a bloated focus on the defacing of statues,” Council member Shahana Hanif told Playbook of chaos near Union Station in Washington.

The Working Families Party endorsed Harris with its New York co-directors, Ana María Archila and Jasmine Gripper, hoping she would turn “the page on the United States’ disastrous support for the human rights abuses in Gaza.”

The vice president thus far is aiming for the middle ground.

“Let’s get the deal done so we can get a cease-fire to end the war,” Harris told reporters last week. “Let’s bring the hostages home. And let’s provide much-needed relief to the Palestinian people.” — *Emily Ngo*

Millions of retiring Americans rely on Social Security benefits, but the program is running at a deficit and Congress has struggled to find a solution for years. Join POLITICO on **August 7** to explore what can be done to save the program. What other steps can Congress take to

ensure its future? And how could Social Security impact the affordability and housing crisis facing aging New Yorkers?

REGISTER HERE.

CITY HALL: THE LATEST

‘CITY OF YES’ POLITICS: Adams needs the City Council for his sweeping proposal to spur housing construction across the city.

The only problem: His usual allies in the body are some of the plan’s biggest critics, POLITICO reports.

The zoning amendment — which would complete Adams’ three-part ‘City of Yes’ agenda — has sparked the fiercest pushback in the very parts of the city where voters generally align with his centrist brand of politics.

And the council members who represent these low-slung outer borough neighborhoods are already wary of the proposal.

“It is so outrageous that they’re doing this, as you can see I’m livid,” said conservative Democrat Bob Holden, who represents more suburban parts of Queens.

Holden and other members of the council’s bipartisan Common Sense Caucus have stood with Adams when he’s faced opposition from progressives on public safety. But in this case, Adams will have to lean on progressive members who are alienated from his administration. — *Janaki Chadha*

More from the city:

— **Adams again defends** top adviser Tim Pearson after a fourth lawsuit accused the retired NYPD inspector of sexual misconduct and retaliation. (POLITICO)

— **City Council Member Susan Zhuang** bit a cop — and her supporters love her for it. (Hell Gate)

— **Con Sofrito, a controversial Bronx club** popular with politicians, is facing immediate eviction after a judge ruled this week that a party it threw violated a court order. (Daily News)

A message from Walmart:



Samantha, U.S. Marine Corps Veteran

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NEW FROM PLANET ALBANY

LOCKED UP: New York could move to close more state prisons in the coming months after announcing plans to shut down two facilities in Sullivan and Washington counties.

The closures are part of a decade-long policy that has the endorsement of Hochul, who on Tuesday called the effort a “right-sizing” of the prison system as the number of people incarcerated has been cut in half over the last 10 years.

Hochul did not appear convinced that the closures, as claimed by the Department of Corrections and Community Supervision, were driven by a shortfall in staff.

“The prison population has gone down 50 percent,” she said during an unrelated news conference. “From a government policy perspective, it makes sense.”

Hochul also once again touted her long-standing effort to expand the ranks of the State Police — a policy she has said runs counter to Republican claims Democrats want to defund law enforcement.

But GOP state lawmakers remain wary of prison closures. A state budget provision allows three more prisons to be closed this year.

“I’m concerned this is like building a sand castle at low tide,” Republican Sen. George Borrello said of the prison closures. “Eventually we’re going to start having to put more people in prison again. How much more violence can we take? Closing these prisons now is irresponsible.” — **Nick Reisman**

THE UPSTATE TOLL: Thousands of upstate jobs are at stake with congestion pricing up in the air and a Rochester lawmaker wants a solution fast.

“The level of uncertainty is quite alarming,” Democratic state Sen. Jeremy Cooney told Playbook.

Cooney, the chair of the Senate Transportation Committee, is worried about the hundreds of jobs at manufacturers in communities like Hornell and Plattsburgh where train cars for the New York City Subway, Metro-North and Long Island Rail Road are manufactured.

Hochul in June withdrew her support for the congestion pricing toll program that would have instituted a \$15 toll for drivers entering Manhattan below 60th Street.

Money from the tolls would have been used to leverage \$15 billion in municipal bonds to help the Metropolitan Transportation Authority pay for infrastructure upgrades for the region’s transit system.

And that’s created a problem for the upstate towns that rely on MTA contracts.

In tiny Hornell alone, manufacturing firm Alstom employs 600 people.

“The MTA recognizes that those jobs should stay in New York state,” Cooney told Playbook in an interview. “Now because of this congestion pricing pause, all of those contracts aren’t being issued.”

The governor announced the pause over concerns the surcharge would be too steep for working people.

And she wants the proposed projects for the MTA to still go forward with alternative revenue sources, which have not been identified. Hochul's decision is expected to draw legal challenges, including from New York City Comptroller Brad Lander.

Cooney said he is "agnostic" when it comes to an alternative revenue plan (proposals for bonds and a payroll mobility tax increase fell flat with state lawmakers in the final hours of the session).

But he wants a plan before the year ends.

"I don't think we can wait until the budget is passed in April 2025. We need to get contracts moving by this winter," he said. "I don't want to wait for the State of the State."

Senate Majority Leader Andrea Stewart-Cousins, who was in Albany on Tuesday with Hochul and Assembly Speaker Carl Heastie, told Playbook there was "no update" on the money hunt for the MTA

Hochul has been adept at finding cash in the state budget's couch cushions. Her office announced Tuesday it would draw \$54 million from an \$85 million pot of money to help pay for an extension of the Second Avenue subway line. — **Nick Reisman**

More from Albany:

— **The Republican-led challenge** to New York's absentee voting expansion is hitting the state's highest court. (State of Politics)

— **Senate Majority Leader Andrea Stewart-Cousins** is launching her own PAC to help Democratic candidates. (City & State)

— **Newly resigned Assemblymember** Kenny Burgos is expected to lead the newly combined CHIP and RSA landlord supergroup. (The Real Deal)

KEEPING UP WITH THE DELEGATION

THE MONEY CHASE: Rep. Mike Lawler's campaign recently accepted thousands of dollars from the chairman of a top U.S. military private housing provider that has been sued multiple times by military families for mold and other safety issues and faced fraud allegations from the U.S. government.

Hunt Companies' senior chairman Woody Hunt gave Lawler \$3,300 last month in addition to a March contribution of the same amount, according to FEC records.

Hunt also gave \$3,300 to House Minority Leader Hakeem Jeffries last August.

This cycle, he has donated to dozens of Republicans and a number of Democrats around the country, but his five- to six-figure donations have all gone to Republican or conservative groups.

Hunt Companies was sued by nine Texas military families in recent years who alleged that Hunt hadn't addressed recurring issues in their houses like mold, water leaks, ant infestations and other problems. In 2021, the company was sued by military families living in Hawaii for not warning residents that jet fuel had contaminated their Navy-provided water supply.

In 2018, 11 military families in Mississippi also sued the company for not addressing mold problems and for "fraud, conspiring to conceal dangerous conditions, breach of contract and gross negligence," but that case was dismissed.

The next year, Hunt Companies settled a fraud lawsuit with the Department of Justice for half a million dollars after allegedly submitting false information to the U.S. Air Force for more than five years to receive higher performance payments from the U.S. government. (It did not admit fault in the settlement.)

A spokesperson for Lawler didn't respond to a request for comment. A spokesperson for Jeffries declined to comment.

"Hunt Military Communities is committed to providing affordable and well-maintained housing to active military members and their families," Hunt Companies spokesperson Carolyn Baker said in a statement. "Our senior chairman Woody Hunt has a history of bipartisan donations and engagement." — *Daniel Lippman*

More from the delegation:

— **MoveOn is formally backing** Laura Gillen, Josh Riley and John Mannion in three competitive House races. (NY1)

— **Senate Majority Leader Chuck Schumer** is teeing up a child tax credit vote as a parting summer gift to vulnerable Democrats. (Axios)

— **Rep. Tom Suozzi** looks to build bipartisan support to secure the border, fix the broken asylum system and modernize immigration law. (Newsday)

A message from Walmart:

Walmart is providing veterans with the resources and benefits they need to apply their skills and build fulfilling careers across employment, education, entrepreneurship and well-being. Since 2013, Walmart has hired over 500,000 veterans and military spouses, promoting more than 63,400 into roles of greater responsibility and higher pay. The company is also committed to veterans beyond frontline associates by investing over \$1 billion in veteran-owned suppliers. At Walmart, the opportunities for veterans are endless.

[Learn more about Walmart's commitment to those who serve.](#)

NEW YORK STATE OF MIND

- **NYC school suspensions** are up after falling under then-Mayor Bill de Blasio. (Chalkbeat)
- **Rep. Ritchie Torres wants** to make it easier for bodega owners to install security equipment. (NY1)
- **New York is moving to protect** 505 acres of land along the Appalachian Trail. (Times Union)

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SOCIAL DATA

Edited by Daniel Lippman

SPOTTED on Tuesday night at a party hosted by **Cristina Alesci** at former Waverly Inn chef **John DeLucie's** The Paris Cafe to celebrate **Andrea Williams'** new job as chief communications officer of Robin Hood: **Abby Phillip, Rosanna Scott, Joe**

Evangelisti, Julie Hyman, Stu Loeser, Wesley McDade, Jen Lowney, Suzanne Fleming, Richard NeJame, Lananh Nguyen, Maddie Mills, Peter McDermott, Reto Gregori, Margaret Josephs, Lewis Canfield, Andrew Glassford, Edmundo Gonzalez, Lydia Moynihan, Abby Collins, Barby Segal, Jonathan Doorley, Dawn Davis, Dee Poku and Robert Brace.

MEDIAWATCH: Former Rep. **Kathleen Rice** (D-N.Y.) will be a political analyst for Scripps News.

HAPPY BIRTHDAY: **Sean Eldridge** of Stand Up America ... Deputy Manhattan BP **Aya Keefe** ... Lander Chief of Staff **Rachel Goodman** ... **Sascha Owen** ... **Matthew Ballard** of Burson ... **Sam Frizell** ... **Elena Becatoros** ... **Chelsie Gosk Doherty** ... **Danielle Meister** ... **(WAS TUESDAY):** **Rebecca M. Kutler** ... **Lev Leviev** ... **Howard Endelman** ... **Rich Cohen** ... **Avishay Artsy** ... **Samuel Eshaghoff**

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Rudolph W. Giuliani
107th Mayor of New York City
Finding Aid
1994 – 2001

**The Rudolph W. Giuliani Center for Urban Affairs and
*The Winthrop Group, Inc.***
February 2006

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Biographical Note Rudolph W. Giuliani

The 107th Mayor of the City of New York

Rudolph W. Giuliani

Rudolph W. Giuliani was born in 1944 to a working class family in Brooklyn, New York, the grandson of Italian immigrants. Rudy Giuliani attended Bishop Loughlin Memorial High School in Brooklyn, Manhattan College (Class of '65) in the Bronx, and New York University Law School in Manhattan, graduating magna cum laude in 1968.

Upon graduation, Giuliani clerked for Judge Lloyd MacMahon, United States District Judge for the Southern District of New York. In 1970, Giuliani joined the office of the U.S. Attorney. He was named Chief of the Narcotics Unit and rose to serve as executive U.S. Attorney. In 1975, Giuliani was recruited to Washington, D.C., where he was named Associate Deputy Attorney General and chief of staff to the Deputy Attorney General. Later, from 1977 to 1981, Giuliani returned to New York to practice law at Patterson, Belknap, Webb and Tyler.

In 1981, Giuliani was named Associate Attorney General in the Department of Justice. In this position, Giuliani supervised all of the U.S. Attorney Offices' Federal law enforcement agencies, the Bureau of Corrections, the Drug Enforcement Agency, and the U.S. Marshals.

In 1983, Giuliani was appointed U.S. Attorney for the Southern District of New York, where he led an effort to jail drug dealers, fight organized crime and government corruption, and prosecute white-collar criminals.

In 1989, Giuliani entered the race for mayor of New York City as a candidate of the Republican and Liberal parties; he lost by the closest margin in city history. He ran again in 1993, focusing his campaign on quality of life, crime, business

and education. He was successful in this second try and became the 107th Mayor of the City. In 1997, he was re-elected by a wide margin, carrying four out of New York City's five boroughs.

* * *

Office of the Mayor

The position of Mayor is that of Chief Executive Officer (CEO) of the city. In this capacity, the Mayor is also a member *ex officio* of the Art Commission, Banking Commission and Health Insurance Board.

The Mayor is also a member, *ex officio*, of the Board of the Trustees of the New York City Employees' Retirement System (NYCERS), the American Museum of Natural History, Brooklyn Institute of Arts and Science, Brooklyn Public Library, Metropolitan Museum of Art, New York Public Library (NYPL), Queens Borough Public Library, New York Zoological Society, Museum of the City of New York, Staten Island Institute of Arts and Sciences, Staten Island Zoological Society and a member, *ex officio*, of the Board of Managers of the New York Botanical Garden. (*The Official Directory of the City of New York, the Green Book, 2002 – 2003*).

As Mayor, Rudy Giuliani returned accountability to city government and improved the quality of life for all New Yorkers. Under his leadership, overall crime dropped by 57%, murder was reduced by 65%, and New York City - once infamous around the world for its dangerous streets - received recognition from the Federal Bureau of Investigation (FBI) as the safest large city in America.

Under Rudy Giuliani's leadership, New York City became the best-known example of the resurgence of urban America. From his success at cleaning up Times Square and other public spaces around the city to closing the Fresh Kills Landfill on Staten Island, Mayor Giuliani worked tirelessly to improve the quality of life for current New Yorkers and future generations.

**Note:* Much of the biographical information is taken from the “official” biography found throughout the collection and on the nyc.gov website.

Scope and Content

The records from the Office of the 107th Mayor of New York City covers the years 1994 – 2001 with some documentation from 1993.

The Office of the Mayor of New York City relies on the work of many to manage the daily affairs of the City and respond to the needs of constituents. This collection illustrates the work of these people. From the First Deputy Mayor to the Director of Scheduling to the Correspondence Services Unit, the collection covers all aspects of the wide-ranging activities of the Mayor of New York. Deputy Mayor files detail the issues and projects worked on and implemented; Daily Schedules provide an overview of the Mayor's daily activities from 7:00 a.m. meetings to evening receptions; Press Digests archive news items from each day of Giuliani's two terms as Mayor, covering all aspects of the work and sometimes personal life of the Mayor, and include positive and negative press.

The daily activity in the Mayor's office is well-documented. From these papers, researchers catch a glimpse into the hard work, collaboration and politicking involved in effectively running a city the size of New York. In 1990, the population of New York City, including all five boroughs, was 7,322,654, according to the Official Directory of the City of New York, The Green Book. In 2000, the population had grown to 8,008,278 (<http://www.nyc.gov/html/dcp/html/census/pop2000.html>). The five boroughs include the Bronx, Brooklyn, Manhattan, Queens and Staten Island.

The legacy of Mayor Giuliani includes a marked decrease in crime, a cleaner and safer city, streamlining of government by consolidating agencies and responsibilities, and the use of privatization initiatives such as those implemented to cut costs and increase efficiency in management of City hospitals, meter reading, and keeping highways clean, i.e. the Adopt-A-Highway program. (See also Research Department -- State of The City Address for 2000-2001 box

03/1/005 folder 0173; and Accomplishments Mid-Term box 03/1/001 folder 0001 for more information).

Mayor Giuliani's goal was to streamline and consolidate functions and departments within City government. He combined agency functions, eliminating personnel with early retirement options. For example, the Sheriff's office was consolidated into the Department of Finance (DOF) to make more efficient use of personnel and avoid duplication of functions. The Parking Violations Bureau was transferred to DOF from Department of Transportation for the same reason. The 1995 merger of the NYC Transit Authority police and NYPD is also notable (See Research sub-series).

The Mayor also aimed to decrease spending by privatizing some functions and selling property or assets. (See Deputy Mayors records for more information on privatization). The sale of the city's television station, WNYC, to ITT-Down Jones television was described as part of this asset-disposition program (see Deputy Mayor Dyson box 02/10/009, folder 342). Giuliani also enacted a record of over \$2.5 billion in tax reductions - including the commercial rent tax, personal income tax, the hotel occupancy tax, and the sales tax on clothing for purchases below \$110.00.

Of course not all of these changes were met unopposed, and not all were successfully implemented. The collection contains letters from constituents decrying the privatization of the Coney Island, Queens and Elmhurst Hospitals. The Mayor eventually lost this fight on a ruling from the New York State Supreme Court. Local law would need to be changed or rewritten to allow the selling or leasing of public hospitals and the Mayor did not have the necessary backing of the City Council to make this a reality.

Overview of Selected Issues

The following represents a sample of important projects and issues during the Mayor's tenure.

Administration for Children's Services

Mayor Giuliani also was committed to nurturing and empowering New York City's children. By creating the Administration for Children's Services (ACS), New York City became an accountable, proactive and effective protector for the City's most vulnerable children. The department became recognized as a national model. ACS personnel worked to find loving families for children requiring adoption. During the Giuliani administration, the City completed a record number of adoptions, more than 20,000, a dramatic increase of 65 percent over the previous six-year period. Moreover, Mayor Giuliani was a leader in getting health insurance to children through the innovative HealthStat initiative, which used computer technology to coordinate a citywide effort to enroll children in existing health insurance programs. By the end of his administration, 96,000 eligible children and families had been given access to health insurance through the HealthStat initiative.

Cleaning up New York City

An initiative which benefited New Yorkers and tourists alike was the campaign to rid the city of "squeegee men." Squeegee men were usually homeless men who would approach cars stopped at red lights and with differing degrees of aggressiveness, clean windshields and windows regardless of need or the consent of the driver. Squeegee men had been notorious for years in New York City, known for disrupting the daily commutes of many. In a report commissioned by the Mayor which can be found in Senior Advisor Richard Schwartz's files (box 02/07/007, folder .0290) a plan was implemented to survey the types of squeegee men and their behaviors, and to study the effect they had

on drivers. This project reflected the philosophy of the “broken windows” theory the Mayor believed valid, which asserted that minor criminal activity invited more. If minor infractions were punished, major ones were less likely to take place. The initiative was successful.

The Mayor also managed to clean up Times Square and rid the area of the proliferation of sex clubs and sex shops. However, many of these businesses simply relocated to the boroughs where they now proliferate in areas of Queens and Brooklyn. (See Press Digest October 1995 for articles; 1995 General Correspondence for letters)

Further, hundreds of millions of dollars were returned to the private sector as a result of the Mayor's aggressive campaign to root out organized crime's influence over the Fulton Fish Market, the private garbage hauling industry, and wholesale food markets throughout the City. These reforms, combined with the fiscal discipline which enabled the Mayor to turn an inherited \$2.3 billion dollar budget deficit into a multi-billion dollar surplus, led the City to an era of broad-based growth with a record 450,000 new private sector jobs. As news of the City's resurgence spread, tourism grew to record levels.

Ultimately, the people in the boroughs also began to feel more empowered and able to affect change. Graffiti cleanup, trash pickup and even the adopt-a-highway program all served to emphasize to citizens that they could improve their neighborhoods. Giuliani did not allow people to remain complacent. Some may have not agreed with his ideology or means of obtaining his goals, but many were energized to act.

Community Gardens

Another issue that evoked strong reaction involved the Community Gardens or “Green Thumb” initiatives. During previous administrations, citizens were encouraged to “adopt” or lease vacant lots or spaces that became dilapidated, for

beautification. Community residents diligently planted trees, flowers and gardens. When the leases on these lots expired, Mayor Giuliani wanted to sell the lots to generate revenue for New York City, as was within his rights. However, people were baffled by this decision because the City had a budget surplus at the time. To wit, there was an auction in May 1999. Many people wrote the Mayor to express disappointment and dismay. The gardens had become an integral part of neighborhoods; community residents felt responsible for the gardens and for the communities at large (See 1999 General Correspondence box 01/1999/007, folders 0010-0011, Comos letter. The Deputy Commissioner of the Department of Housing Preservation and Development (HPD) at the time articulates the problem succinctly). Plans for the auction proceeded, and some gardens were left to the communities while others were transferred to the HPD, that wanted to use the lots to develop low-income, home-ownership opportunities.

Issue Mail and Deputy Mayors (DM) Subgroups contain many letters from people opposing the Mayor's decision to auction off the parcels. Perhaps the most recognized person to write in is Bette Midler. Her letter to the mayor requesting a meeting on this issue can be found in DM Levine's files (box 02/03/003, folder 0154).

A lawsuit regarding the Community Gardens was filed (see Deputy Counsel Levy box 09/02/003, folder 0166). The protesters were able to prevent some of the gardens from being auctioned. For more information, search the DM series using the terms "Green Thumb," "Community Gardens," "Department of Housing and Preservation" or "Green Guerillas;" also search Press Digests May 1999, specifically May 6; also see for example DM Lhota box 02/05/005, folder 125 for a May 15, 1999 letter from the Trust for Public Land agreeing to purchase 63 gardens from the City; and biweekly reports from the HPD relaying latest developments on the issue (Joshua Filler box 02/05/2/003 folder 0074).

Crime

New York City's law enforcement strategies became models for other cities around the world. In 1996, New York City's CompStat program won the 1996 "Innovations in Government Award" from the Kennedy School of Government at Harvard University. CompStat allowed police to statistically monitor criminal activity on specific street corners as well as citywide. The program held precinct commanders accountable for criminal activity taking place in their neighborhoods. Because this data was regularly updated, it enabled the police to stop crime trends before they became crime waves. This program was highly successful but also put pressure on the police to maintain quotas in face of fewer crimes taking place. Overall, the quality of life for neighborhood residents improved. Crime decreased significantly in New York City. The Mayor received a substantial amount of correspondence each year noting how safe the City was and how pleased visitors and tourists were in light of these changes.

During this time period, there were a few notorious police shootings, including those of Gideon Busch, Amadou Diallo, and Patrick Dorismond. The infamous brutal sodomy of a person in police custody, Abner Louima, also took place in the late 1990s. Lawsuits regarding some of these cases remained unresolved after Giuliani left office (See Research, General Correspondence, and Deputy Mayors). The attacks of several women in Central Park during the Puerto Rican Day Parade in 2000 sparked a deluge of written and email correspondence and outrage, not only within the City but from around the nation. Many people saw the police as uncaring and caustic and wondered how the Mayor could support such an unsympathetic and inhumane police force (General Correspondence 2000, box 01/2000/053, folders 1066-1071).

Education

To improve the nation's largest urban public education system, Mayor Giuliani restored accountability and raised standards throughout the City's schools. Student-teacher ratios were at an all-time low, while the annual operating budget for New York City's public schools increased from \$8 billion to \$12 billion during Giuliani's terms. Bureaucratic roadblocks to meaningful reform such as social promotion and principal tenure ended, while programs such as bilingual education and special education were reformed for the first time in a quarter century.

Guided by Mayor Giuliani, New York City introduced innovative instructional programs to improve reading skills, give all students access to computers, and restore arts education as a fundamental part of the school curriculum. These education initiatives were accompanied by the establishment of 300-book libraries in every classroom and weekend classes for science and English instruction. In October 2000, the Mayor launched the New York City Charter School Improvement Fund, the first fund ever offered by a city government to help charter schools with equipment and facilities costs. The fund provides an example of the Mayor's commitment to providing quality educational alternatives to all families, regardless of their income, and to spurring the New York City public schools to improve through competition.

Fresh Kills Landfill (Staten Island)

A major accomplishment of the administration was the closing of the Fresh Kills Landfill on Staten Island. On March 22, 2000, the last barge of garbage arrived at Fresh Kills. Some saw this as a partisan gesture because Guy Molinari, the Borough President of Staten Island, had been campaigning for its closure. Molinari was a Republican as was the Mayor; the other Borough Presidents were Democrats. The boroughs of Brooklyn and Queens worried that they would have to accept an unfair share of the burden of the trash that had previously gone to Staten Island (see DM Mastro, box 02/04/019, folder 0466). Outside of New York City, a letter from the Governor of Virginia, Jim Gilmore, to the Mayor

underscores how others felt about the hubris of the Mayor. It would appear that Giuliani seemed to think that others would be happy to accept trash from the City of New York upon the closure of this major landfill (see Research box 03/1/005, folder 0165). After its closure, Fresh Kills Landfill was used as the site to relocate the debris from the World Trade Centers after the attack on September 11, 2001.

The Homeless

Another issue which ignited strong feelings was the Giuliani administration's handling of homeless people – how they were housed, by whom and at what cost. Litigation involving the 5th Avenue Presbyterian Church, which had allowed homeless men to sleep on its steps, is one example documented in the collection. In this specific case, Giuliani argued that the Presbyterian Church was acting as a homeless shelter without a license; the Church claimed it was only fulfilling its religious obligations to help and not turn away those in need. The location of the Presbyterian Church, on a prominent section of 5th Avenue, adjacent to Tiffany's and Trump Tower, also intensified the debate. The suit was not resolved during Giuliani's administration.

Smoking Ban

Another subject during Giuliani's administration is the expanded ban on smoking in the workplace and in restaurants. Issue Mail from the years 1994, 1995, and 1996 contain letters pertaining to the ban. The Administration looked to Los Angeles and Houston, cities which had already implemented these types of bans, for guidance. Philip Morris, USA, the tobacco giant, threatened to pull its office and some 2000 employees out of Manhattan if the ban was approved. (See Dyson box 02/11/001, folder 0012.) Since 1988, the Clean Indoor Air Act had prohibited smoking in public spaces. During the Giuliani Administration, these laws became progressively more restrictive. Intro. 232-A, legislation introduced

by the City Council, allowed private offices or workplaces with less than 15 employees to permit smoking. Smoking was also still allowed in some employee cafeterias. The Marlboro sign at Shea Stadium became an issue, seen as an advertisement specifically promoting smoking habits to young people. In 1994, Shea was the only Major League Baseball stadium to allow smoking in all areas. The sign's presence served to exacerbate the problem of encouraging youth to smoke. Giuliani successfully brokered an agreement between Shea Stadium and Philip Morris, USA to remove the sign from the stadium by 1996. (See Schwartz, box 02/07/009, folder 0363 and Klasfeld box 02/09/1/001, folder 0020. See also City Legislative Affairs Sub-group.)

Welfare

When Mayor Giuliani took office in 1994, one out of every seven New Yorkers was on welfare (see Press Digest January 4, 1994 *New York Post* article). Mayor Giuliani returned the work ethic to the center of city life by implementing the largest and most successful welfare-to-work initiative in the country. The initiative cut welfare rolls in half while moving over 640,000 individuals from dependency on the government to self-sufficiency.

Organization of the Collection

The collection, originally just over 2,100 cubic ft., was organized according to the Mayor's Office. The Record Group, The Office of the Mayor, Rudolph W. Giuliani, was divided into Sub-Groups identifying the offices generating the records (e.g. Office of Correspondence, Deputy Mayors, and the Office of Communication).

Within some of these sub-groups, series were used to outline record types (e.g. Sub-Group: Office of Correspondence, Series: General Correspondence, Governmental Correspondence, etc.). In the case of the Deputy Mayors sub-group, the series consist of individual deputy mayors (e.g. Sub-Group: Deputy Mayors, Series: Peter Powers). Series descriptions provide detailed information on contents and arrangement.

****Note:** sub-groups and series were numbered sequentially in the order the records were processed. The gap in sub-group numbers only signifies other series were processed before processing on the next sub-group began.

The majority of the Deputy Mayor files were originally organized and labeled as "Project/Issue" files or "Subject" files. This nomenclature has been preserved. Other groupings within the Deputy Mayors included "Chrono" files and "Correspondence." Publications were often separated from the paper files and have been arranged in a series called Deputy Mayor Publications (Series number 02/12).

Oversize, bulky or unscannable items such as publications and ephemera were removed from folders and placed in appropriately sized boxes as part of the work undertaken on the papers. When relevant, separation sheets placed in the originating folder document the materials removed. These items are housed in either a Publication, Ephemera or Oversize Item box.

A Note about Processing and Arrangement

In accordance with the Agreement between the Center and the City, minimal attempt was made to remove duplicates between files or within series or in different series, unless the duplicate was a printed publication. Duplicate publications were boxed and sent back to Municipal Archives. Newsprint, Post-it™ notes and thermo-fax paper originals were photocopied onto acid-free paper. These original non-archival materials were returned to the New York City Municipal Archives along with empty manila folders, envelopes, and duplicates from within a file.

As much as possible, original order was preserved, that is the records were arranged as they were maintained in the respective offices. Some re-arranging of files was done to put file folders into alphabetical sequence, or file loose papers which arrived without folders. An example of re-arranging can be found in the Research Files Series. This group of over 20 boxes of subject files arrived in several alphabetical groups. The files were re-arranged into one alphabetical run from A-Z for ease of use for the researcher.

The collection was inventoried on a searchable Filemaker Pro database at folder level. See Appendix 3 for details on the description, layout and use of the database.

The Giuliani Center for Urban Affairs (Center) approved reformatting (digitization) of the materials. Documents can be viewed via CD-Rom or microfilm at the Municipal Archives. Select series were not reformatted under direction of the Center and in some instances, the City's Law Department, in cases of confidentiality issues. The original records can be viewed at the Municipal Archives with permission.

Sub-Group 01: Mayor's Office of Correspondence

Overview

Series:

General Correspondence 01

Governmental Correspondence 06

Departmental Correspondence 07

Issue Mail 08

Sub-series:

IM-World Trade Center (WTC) 08/1

IM-World Trade Center, sample 08/2

Greeting Cards 10

Printed Materials / Ephemera 11

Invitations 20

Date Span: 1994 – 2001

Extent: (in cubic foot boxes)

General Correspondence 389

Governmental Correspondence 17

Departmental Correspondence 25

Issue Mail 2.5

IM-World Trade Center Mail 58, 17 oversize boxes (31"x21")

IM-World Trade Center Mail, sample 12.5

Greeting Cards 82

Printed Materials / Ephemera 26

Invitations 236

Arrangement

The Mayor's Office of Correspondence is divided into several series based upon original filing by the Correspondence Services staff and because of its size. (see above).

Description

Throughout the collection various artifacts such as videos, cassettes, pins, other tokens and ephemera and publications were found. Since this collection was being digitized, most of the items that might normally be left in were removed. For General Correspondence, 1994-2000, artifacts and ephemera have been boxed at the end of each year and listed at the end of that year's box list.

Additionally, the Correspondence Services staff routinely removed books, publications and other items and boxed these items separately. This arrangement has been preserved and these publications are boxed and listed at the end of each year as well.

There were 800 boxes of correspondence at the beginning of the project. This number has been reduced somewhat by removal of duplicates, reboxing and refolding, and photocopying of acidic paper, e.g. newsprint and thermal fax paper.

Mayor's Office of Correspondence

General Correspondence 01

Series number: 01

Extent: 389 cubic feet

Date span: 1994 - 2001

Arrangement

This Series was organized alphabetically by surname of correspondent by the mayor's staff. This is not the most helpful method for searching; however, a complementary group of materials, Issue Mail, which spans 1994 -2001 and is arranged by year and by issue alphabetically, allows researchers to gain insight into the major issues during the Mayor's tenure. (See Series 08, Issue Mail) Sometimes, this kind of issue mail will also be present in General Correspondence, as in 2000 when many parents of parochial and public school students wrote in urging the Mayor to sustain funding for school nurses. (See box 01/2000/032, folder 0606).

Each year of the General Correspondence also contains email filed under "Internet Mail" at the end of the year usually filed by number using a numbering system devised by the Correspondence Services Office. There are also boxes of correspondence labeled "Anonymous." These letters have been refoldered, boxed, and are included in the inventory, but were not filmed. Lastly, there are boxes or folders of ephemera and books which were sent in by constituents but removed before scanning and microfilming. These too have been reboxed and filed at the end of the corresponding year.

Description

The bulk of the correspondence consists of letters from constituents and comprises 389 cubic feet.

Constituents wrote to the Mayor for a variety of reasons. Each year's correspondence contains letters relating to parking tickets and the contesting of these tickets by the drivers. There are also letters from people looking for affordable housing; letters either praising or disapproving of actions of the police force; and letters about noise, litter and graffiti. Many people, especially visitors to New York City, wrote to express their concern for carriage horses as they believed the working conditions of these animals to be pitiable and inhumane. The Ringling Brothers and Barnum and Bailey Circus were also targeted by PETA and those sympathetic to animals.

Some letters expressed disapproval of dog owners; dog owners wrote in expressing their dismay at the restrictions placed upon them by the Mayor regarding leashing dogs, fines and what they viewed as discriminatory laws.

Genealogists wrote requesting information on relatives and were referred to the Municipal Archives. Those in search of employment wrote in asking about jobs with the city. Professionals wrote in inquiring about the licensing procedures for certain trades.

Local school children sent letters each year either in response to a visit from the mayor, or for a school project or some other event. Children outside of New York emailed or wrote to the Mayor asking for information on New York City for school projects.

Internationally and nationally, autograph seekers wrote in requesting a signed photograph of the Mayor. Celebrities, sports figures or business figures who wrote to the Mayor personally are noted in the database for the corresponding folder and include Donald Trump, Bette Midler, Diane Sawyer and Barbara Walters, as well international and national political figures. These individual's letters have been noted in the "notes" field in the appropriate database record.

People also wrote from all over the country praising the Mayor on his running of the city and improving the quality of life.

Each year contains letters relating to issues specific to that time period. Some information, such as social security numbers, have been redacted on certain letters. **However, this was not always possible to catch for every document. Curators and researchers should use discretion.**

General Correspondence descriptions for each year from 1994-2001, are listed below and include the extent (cubic ft.) for each year and significant issues.

1994
43 cubic ft.

In 1994, Giuliani had just won election to the office. He came in with many ideas of how to change and upgrade life in the city. People wrote to him expressing optimism and support. Andrew Giuliani, the Mayor's son, was the subject of many letters, cartoons and articles because of his antics at the Inauguration and other public events. The proposal of a hazardous waste incinerator in Linden, New Jersey, sparked not only opposition from the mayor of that city, John Gregorio (box 01/1994/015, folder 0334), but also from Mayor Giuliani himself as evidenced in a letter to New Jersey Governor James Florio (box 01/1994/012 folder 0261).

Another issue that is present in the 1994 and 1995 General Correspondence as well as throughout the collection, concerns the construction of a radio tower for the Fordham University independent radio station, WFUV. The plan for the tower would block the view for some of the Bronx Botanical Garden. Katherine Hepburn, the actress, wrote in requesting the tower be relocated (box 01/1994/016 folder 0365), as did many others.

Jacquelyn Kennedy Onassis, the wife of former U.S. President John F. Kennedy, died in 1994 and there is a letter from her daughter, Caroline Kennedy Schlossberg, thanking the Mayor for his support (box 01/1994/032 folder 0724). Also included is a letter from Maurice Tempelsman, Mrs. Kennedy Onassis' companion (box 01/1994/036 folder 0795).

1995
35 cubic ft.

When Giuliani came into office he set about reorganizing, streamlining and cutting costs. Many of his decisions proved unpopular with his constituents. Throughout 1995, people wrote opposing budget cuts in such areas as education, the public library, Department of Aging, and Youth Services. Dr. Neal Cohen, from the Department of Psychiatry at Mount Sinai Medical Center, wrote thanking Peter Powers for the restoration of funds for mental retardation and alcoholism services, which had originally been cut (See 01/1995/006).

Also included are letters regarding public housing and tenants being forced out; the proliferation of superstores replacing small individually owned "mom and pop" stores; the Brooklyn Navy Yard and the proposed use of it; and the Base Realignment and Closure Commission (BRAC) which impacted locally Fort Hamilton, Brooklyn, Fort Totten, Queens and Naval Reserve, Staten Island.

1996
41 cubic ft.

The 1996 correspondence contained many letters of praise from visitors to the city on the new cleanliness and safety of New York, one of the Mayor's major accomplishments. Local people also wrote in to praise the Mayor and the Department of Sanitation on their handling of the blizzard and its aftermath. On July 17, 1996, TWA flight 800 en route to Paris from JFK, burst into flames and crashed off the coast of Long Island. Benjamin Netanyahu, Prime Minister of

Israel wrote in to express his grief and condolences regarding the incident (box 01/1996/025, folder 0675).

1997
55 cubic ft.

In 1997, cleaning up the City remained an issue as Giuliani had made this one of his crusades – to make New York City a livable, safe and clean city. Tourists from around the world wrote in to compliment the Mayor on the safety and cleanliness of the city while his constituents urged him to do more. Giuliani was re-elected to the Office of the Mayor in 1997 for another four years. A significant amount of the 1997 General Correspondence consists of congratulatory letters to Giuliani from constituents.

Education and public library budget cuts were of concern to New Yorkers in 1997. Many constituents wrote in hoping to dissuade the Mayor from cutting school and library budgets.

Rent Control was also of major concern to many New Yorkers. The Rent Control laws were up for renewal and 1997 Correspondence contains letters from tenants and landlords pleading for the rent to remain the same or to increase, respectively. Tenants decried that New York was too expensive and pleaded with Giuliani to keep rents the same. Landlords protested saying they could barely maintain the building at the current rent and requested a rent increase. (See also Series 08 Issue Mail).

1998
65 cubic ft.

The Brooklyn Junction Shopping Center petition provides an example of Issue Mail that is found in the General Correspondence series. Petitions supporting the project for the economical benefits of such a Center are found throughout the

year apparently filed under the name of the person who solicited the invitations. Also of interest for this year are emails and letters to the Mayor regarding his response to the proposed rescue of animals which were stranded in their homes after a scaffolding collapse at the Times Square / Conde Nast building area (box 01/1998/057, folders 0944-0945 for example). Many people wrote in to say they would no longer support the Mayor because of his stand on this issue. The Mayor deemed it too dangerous for tenants to go in and rescue their pets, which proved to be a very unpopular opinion. People wrote comparing pet owners in this situation to those rescuing pets in floods, hurricanes and even the Oklahoma City bombing.

1999
56 cubic ft.

Giuliani's handling of the homeless issue sparked comments both pro and con. The administration's new policy advocated that the homeless should pay for their shelter. Most people thought this a cruel and unnecessary burden; a few were in favor (box 01/1999/051, folder 0816).

In 1999, the Brooklyn Museum of Art put on the show *Sensation* (see also 1999 Issue Mail). The Mayor decried the depiction of the Madonna partially covered with elephant dung and threatened to cut funding from the museum, citing the fact that it is a public institution. Many people wrote in support of the museum and of the freedom of expression in the arts in general. Several other cultural institutions in the City, including the Metropolitan Museum of Art and MOMA supported the BMA's decision. The Museum sued the City and Giuliani (see Office of Communications - Research Office box 03/1/001, folders 0015-0018 and folder 0019 for the legal documents). The Mayor went so far as to cut funding to the Museum, which at the time was \$7 million annually. The Museum eventually won the lawsuit.

Numerous constituents emailed the Governor with copies to the Mayor's office pleading for the creation of a fully extended 2nd Avenue Subway and additional service for East Side train riders (box 01/1999/051, folder 0802).

Following U.S. Senator Patrick Moynihan's retirement, Hillary Rodham Clinton decided to run for Senate in New York. Many people wrote in encouraging Giuliani to run against Clinton.

**2000
58 cubic ft.**

In 2000, Mayor Giuliani began his bid for U.S. Senator for New York. This series contains many letters in support of him and against Hillary Rodham Clinton, wife of former President Bill Clinton, and Mr. Giuliani's opposition. Later, when Giuliani decided to end his run for health reasons, many people wrote in urging him to reconsider, while others encouraged him in his battle with cancer and supported his decision. Still others asked him to give their political contributions to Rick Lazio, now running against Mrs. Clinton. There are several folders of Internet correspondence on this subject (boxes 01/2000/052 and 01/2000/053, folders 1050 – 1065).

When the Mayor announced he had prostate cancer, people wrote in from all over the country and the world with advice, names of physicians, and articles on cancer, cures and prayers. There are many prayer cards, medals and other religious materials found throughout the correspondence for this year. Additionally, there are also many personal notes and cards from celebrities, political figures and other famous people offering support and kind words in response to his diagnosis of prostate cancer.

Also in 2000, the Mayor and his wife, Donna Hanover, were going through a divorce. There are many letters chastising the Mayor on his handling of his divorce from Mrs. Hanover and urging him to reconsider for the welfare of his children and also because he is Catholic.

Attacks on women in Central Park during the Puerto Rican Day Parade in 2000 provoked a huge response, mostly via email. Many people cancelled planned trips to New York because of the attacks. People viewed the police as uncaring and caustic towards the victims and wondered how the Mayor could support such an unsympathetic and inhumane police force (box 01/2000/053, folders 1066-1071).

Related to the Mayor's battle with cancer, People for the Ethical Treatment of Animals (PETA) produced an ad campaign showing Giuliani with a caption that said "Got Cancer?" a parody on the "Got Milk?" campaign by the United States Department of Agriculture (USDA). Constituents wrote in, outraged by the mocking of the Mayor over a serious illness.

2001
36 cubic ft.

New York City residents battled with housing issues and wrote to the Mayor regarding health and safety hazards, and the effects of rising rents. In January of 2001, the Mayor announced his intention to spend \$600 million over four years to create 10,000 new and affordable housing units in the city. Yet, these attempts encountered setbacks when community parks were perceived as threatened and residents voiced opposition to creation of low-income housing. Several community groups wrote the Mayor voicing their opposition declaring that such construction would negatively effect the historical and aesthetic landscape of their neighborhoods. For example, the Windsor Terrace, Inc. community strongly opposed construction of condominiums along Prospect Park in Brooklyn. The residents insisted that any further construction should enhance the neighborhood, whereas construction of condominiums would obstruct views of this historic park (box 01/2001/011, folder 0172).

After the World Trade Center attacks, an outpouring of letters from people around the world expressing condolences and offering volunteer services was received at the Mayor's office. Although these letters were filed with Issue Mail (see series 08/1 and 08/2), a few letters appear throughout 2001 General Correspondence.

An outcome of the September 11th attacks on the City came in the form of budget cuts to many City agencies. Wilson Nolen, Chairman of the New York Botanical Garden, along with Vice Chairman William C. Steere, Jr. and President Gregory Long, wrote to the Mayor regarding the effects of these budget cuts on cultural institutions in New York City. The Botanical Garden suffered a decline in tourists and a loss in revenue after the terrorist attacks, as did many cultural institutions and attractions (box 01/2001/023, folder 365).

Mayor's Office of Correspondence

Governmental Correspondence

Series number: 06

Extent: 17 cubic feet

Date span: 1994 – 2001

Arrangement

Governmental Correspondence is organized by year and further arranged by type of correspondent: local (mayoral staff, city council members), state (state legislators and the governor) and federal (members of Congress and the president), and then by agency (New York State and federal agencies).

Description

The Office of Correspondence Services tracks and monitors all Mayoral correspondence. Governmental Correspondence is one of the designations assigned by this office to a specific group of letters. Governmental Correspondence contains correspondence to and from local, state, and federal governmental officials and agencies.

This series provides information on the important legislation proposed and supported by the City, and reveals the necessity of securing federal and state funding to assist in the running of New York City.

A large percentage of the correspondence is addressed to or signed by a Deputy Mayor or the Mayor. Occasionally an agency head would respond to a specific request. The series also contains Mayoral Executive Orders and directives. There are also subject files consisting of diplomatic requests, town hall meetings and certificates auto penned with the Mayor's signature.

The bulk of the correspondence relates to budget matters, legislation and greetings, *i.e.* condolences, thank-you notes and invitations. The correspondence to members of Congress deals with support of legislation and requests for funding. For example, in 1995 Giuliani wrote to the Chairman of the Appropriations subcommittee on Commerce, State Justice and Related Agencies to request additional funding for the United Nations Police Protection Program to offset the security costs incurred by the NYPD during Pope John Paul II's visit and the United Nation's 50th Anniversary celebration, (box 06/005, folder 0105). The Mayor also wrote to Congressman Schumer to support the legislation requiring anyone purchasing a handgun to first obtain a federal handgun license (box 06/008, folder 0182).

Executive Orders are also interesting in that they bring to light the many changes that Giuliani brought to the Office of the Mayor when he took office. Executive Order Number 2 orders the creation and reorganization of the Office of the Mayor and the Deputy Mayors (box 06/003, folder 0075).

The few letters of correspondence with the President does not contain originals, rather copies of correspondence between Mayor Giuliani and President Clinton, regarding bills, budgets and greetings as well as condolences from the Mayor to the President on the death of his mother, Virginia, in 1994.

In response to the World Trade Center attacks in 2001, elected officials wrote to the Mayor offering canine rescue supplies, firefighter's safety, volunteers, and other services to assist in rescue efforts.

Mayor's Office of Correspondence

Departmental Correspondence

Series number: 07

Extent: 25 cubic feet

Date span: 1994 – 2001

Arrangement

The series is arranged alphabetically by year. The bi-weekly reports are arranged chronologically

Description

Departmental Correspondence is another of the Office of Correspondence's designated groups. The series consists of correspondence to and from city agencies and departments.

The Correspondence Services unit maintains correspondence to the Office of the Mayor. Letters in this series were routed to the appropriate agencies for response. The agency responding to the letter is requested to also send a copy to Correspondence Services so the correspondence can be logged in as completed. This procedure is not always followed. As a result, many files contain letters from Correspondence Services detailing what correspondence has *not* been logged in as completed.

When the agency does respond, a copy of the response, determining whether or not a reply is necessary and details for the reason why a matter is still pending are included. In some cases these are the only documents in a department's file. In other cases, a large portion of the Agency's correspondence for that year is included in the file. It seems there was no strict criterion for what was filed or kept in departmental correspondence.

Much of this material is duplicated elsewhere in the collection, specifically in the Deputy Mayor sub-group in the files of the DM directly responsible for a specific agency. Bi-weekly reports for individual agencies can also be found throughout the Deputy Mayor sub-group and may include similar information.

Bi-weekly reports from the years 1994-1999 from the departments to the Deputy Mayor of Operations are included at the end of the sub-group.

Due to the confidential nature of the material the Law department's files were not reformatted. They are held at the Municipal Archives and may be viewed with permission from the Archivist.

Mayor's Office of Correspondence

Issue Mail

Series number: 08

Extent: 2.5 cubic feet (sample)

Date span: 1994-2001

Arrangement

Issue Mail is arranged chronologically and then alphabetically by issue.

Description

The Office of Correspondence Services tracks and monitors all Mayoral correspondence. Issue Mail is one of the designations assigned by this Office to a specific correspondence group. Issue mail consists of constituents' letters to the Mayor, Deputy Mayors, commissioners and agencies regarding specific issues relating to New York City, the United States and world events.

Due to the size of this series and the duplicative nature of the letters, it was decided to sample the Issue Mail series. The sampling procedure for Issue Mail follows:

The contents are generally form letters and postcards sent by constituents. In some instances there will also be a sample of the reply sent by the Mayor's office and a list of the names and the number of letters received. This appears to have been done inconsistently until after 1996 when it was done, every year, for almost every issue.

For every issue one example of each letter or postcard received by the Office of the Mayor was retained. In relevant cases, one example of both pros and cons were kept. These sample letters were placed in folders alphabetically by year. There is more than one issue to a folder. The "Notes" field of the database

contains a complete listing of the issues for each folder and the original volume for each issue, e.g. 1 cubic foot.

There are different issues for every year of Issue Mail; however, there are some issues that consistently appear in large numbers every year. Carriage horses, New York Public Library budget cuts, rent guidelines and education issues are prevalent in every year. There are also prominent issues that occur for each year. The big issues for 1994 were the Brooklyn Navy Yard, WFUV Fordham Radio Tower and Youth Services budget cuts. Issue Mail in 1995 had only a few large issues, the Yasser Arafat controversy, Daycare and City University of New York budget cuts. The Forty-Second Street Light Rail, and the privatization of public hospitals were the prominent issues for 1996. The two large issues for 1997 were the Staten Island PTA and animal control. Issue Mail in 1999 had only one large issue, the Fresh Kills Landfill in Staten Island. The Brooklyn Art Museum *Sensation* exhibit and police brutality were the two main issues for 1999. Since the volume for 2000 was only two cubic feet originally; there is no large issue for this year.

Mayor's Office of Correspondence

Issue Mail

Sub-Series- World Trade Center Mail

Sub-series number: World Trade Center (WTC) Mail 08/1
World Trade Center (WTC) Mail, sample 08/2

Extent 08/1: 57 cubic feet, 17 oversize boxes (not reformatted)

Extent 08/2: 12.5 cubic feet (sample)

Date span: 2001

Arrangement:

The World Trade Center mail was not originally maintained in a specific order. During processing, the mail was sorted into Adult Mail - International and U.S., and Children's Mail - International and U.S. International Mail was organized alphabetically by country. Domestic mail (U.S.) was organized alphabetically by state.

A sample of the collection (08/2) was digitized and microfilmed. The sample represents fifteen percent (15%) of the collection excluding oversize materials, E-mail, address lists, Rescue Dogs lists and miscellaneous or unidentified materials due to size and minimal amounts. The sample was on a folder level for each division, Adults-International and U.S., and Children-International and U.S.

The sampling was done by averaging the number of folders per cubic ft. box, and removing 15% of the folders. Every 6th folder for each of the four categories was removed for digitization.

Response cards from the Office of Correspondence and Mayor Giuliani were not reformatted, but can be found in box 08/1/074, folder 0870.

The Mayor's VIP mail consists of three cubic ft. and is arranged alphabetically by surname.

Description

The Mayor's Office of Correspondence received approximately 96 cubic feet of mail in response to the World Trade Center attacks of September 11, 2001. The Office of Correspondence and Mayor Giuliani, responded to each correspondent.

The mail sent to the Mayor's Office includes condolences, poetry, testimonials of personal experiences, manifestos, offers for volunteer services, and various audio-visual recordings, T-shirts, posters, and three-dimensional objects. Many people sent in drawings with renderings of possible World Trade Center memorials. Architectural drawings, sketches, and even a napkin penned with an image of the World Trade Center were sent to the Mayor as proposals in anticipation of the future rebuilding of the World Trade Center towers.

Letters, greeting cards and postcards represent the most common medium people used to express their thoughts, ideas, and wishes for the Mayor and the City of New York. A large majority of this sub-series consists of letters and drawings and paintings from children, comprising over 40 cubic feet. Nationwide, teachers organized class projects where students expressed their thoughts and feelings about the September 11th attacks. Enclosures such as ribbons, pins, coins and homemade jewelry have been maintained with the original correspondence.

The mail arrived at the Mayor's office with varying addresses. For example, many correspondents simply labeled envelopes with, "Mayor Giuliani, New York, New York." In some instances, checks made out to various organizations as well as the City of New York were left in with the mail. The checks are no longer valid and remain in the collection.

One cubic foot of return address labels from individuals who sent in supplies or volunteered services for rescue dogs were catalogued in an excel spreadsheet (box 08/1/074).

Mayor's Office of Correspondence

Greeting Cards

Series number: 10

Extent: 82 cubic feet

Date span: 1994 – 2000

Arrangement

Greeting cards were not reformatted. They were placed into acid-free boxes and returned to the Municipal Archives. They are organized chronologically.

Description

This subgroup contains a variety of cards from holiday and birthday greetings to condolences. During the year 2000, an outpouring of letters from people all over the country and the world arrived at the Office of the Mayor in response to the announcement of Giuliani's prostate cancer and subsequent end to a run for the U.S. Senate for the state of New York (47 boxes). Greeting cards are also found throughout General Correspondence, Subgroup 01. It is not clear why some were maintained in separate groups.

Mayor's Office of Correspondence

Printed Materials / Ephemera

Series number: 11

Extent: 26 cubic feet

Date span: 1994-2000

Arrangement

The sub-group is organized by year. Within each year, materials are organized from most relative to New York to least.

Description

Printed Materials/Ephemera contains publications and miscellaneous ephemera received by the Office of Correspondence. Ephemera is defined as "Materials, usually printed documents, created for a specific, limited purpose, and generally designed to be discarded after use," by the Society of American Archivists. Examples of ephemera include tickets, brochures, and advertisement. The materials appeared to have been separated out from the correspondence when it was received by the Correspondence Office. This material was received from the City for processing already boxed separately from the rest of the correspondence. Original placement of the material is not readily apparent or easy to discern.

Based on the diversity of the materials, for example, agency publications, organizational annual reports and ephemera, they appear to be gathered from all of the Office of Correspondence. For example, agency publications would appear to be from Departmental Correspondence, the annual reports and ephemera perhaps from General Correspondence and Issue Mail. However, a definite determination cannot be made because there was no designation on the materials indicating their source.

Agency publications and other publications dealing with New York institutions and organizations are listed first, then state and federal publications. These materials are listed individually in the inventory. Annual reports, awards ceremonies programs and various manuals, guides and reports are not listed separately rather they receive one entry in the inventory with the box contents listed in the notes field. Books related to New York City are listed individually while all other books are listed together under one entry with the notes field containing a box list. Audio Visual material is grouped together (with a box list) along with miscellaneous ephemera. The miscellaneous ephemera includes a wide assortment of items sent to Mayor Giuliani, among them are many Yankee items (balloons, t-shirts, hats), photographs, and religious articles.

Mayor's Office of Correspondence

Invitations

Series number: 20

Extent: 236 cubic feet

Date span: 1994 – 2000

Arrangement

This series is arranged chronologically with undated materials placed at the end of each year. Ephemera, which contains books, programs and press kits, is also arranged by year at the end of the series. Invitations were boxed in smaller boxes and placed into cubic foot boxes hence the large number of boxes in this series. The collection was not reformatted.

Description

The Invitation series is comprised of invitations sent to the Mayor requesting his attendance at a variety of functions. This series contains all the events the Mayor was invited to including the ones he declined. The events he did attend are detailed further in the Scheduling Events series (boxes 03/01/29-03/02/20). This series is notable because of the sheer number of requests received by the Mayor, signifying the demands on his time. Invitations come from a variety of sources including but not limited to government officials, businesses, civic associations, hospitals, religious organizations, educational and cultural institutions and sport teams.

The invitations were organized by date with each folder containing all the invitations for that date. Due to the volume of this series each folder is not listed in the inventory; rather, each box is entered into the database with the folder numbers and dates noted for that box. For example box 20/001 contains folders 0001-0019 and ranges from January-July 1994.

Sub-Group 02: Deputy Mayors

Overview

Deputy Mayor's (DM) are those individuals appointed by the Mayor to assist him specific areas of management of city affairs and functions within the Office of the Mayor. For instance, there is a Deputy Mayor of Economic Development and Finance, and the First Deputy Mayor also called Deputy Mayor of Operations, who handles most of the administrative tasks for the Mayor. The functions and titles of the DM changed over the years as is evident in the papers and noted in the individual descriptions. This sub-group has been further divided into series for each DM and their corresponding staff as follows:

02/01 Peter Powers (Gordon Campbell)
02/02 Robert Harding
02/03 Randy Levine (Kathy Giuliani)
02/04 Randy Mastro (Lou Ellen Barkan, Agostino Cangemi)
02/05 Joseph Lhota (Jake Menges, Joshua Filler)
02/06 Anthony Carbonetti
02/07 Richard Schwartz
02/08 Rudy Washington
02/09 Fran Reiter (David Klasfeld)
02/10 Anthony Coles (Erik Sorensen)
02/11 John Dyson
02/12 Publications
02/13 Bruce Teitelbaum
02/14 Ninfa Segarra

Arrangement

The Deputy Mayors sub-group was originally divided into 14 separate series. Each series contains Subject files, also called project / issue files, as well as chrono files, correspondence files and some less frequently used sub-series. Some boxes came with folder lists, but the majority did not. These lists were not always accurate. Some series, such as Powers and Dyson, also came with several boxes of publications. Each DM has his or her own unique filing system. The majority of the files were arranged alphabetically and then chronologically.

Upon review of the materials it became evident that the smaller series within the larger DM Sub-group were actually files of individuals who were assistants to a specific DM. This affiliation has been noted in the description and in the box numbering schema. For example, DM Reiter's assistant, David Klasfeld, had several boxes among Reiter's so these materials were separated from Reiter's, but maintain a relationship to her files via the box number which is 02/09 for Reiter and 02/09/1/ for Klasfeld. The same can be found in the instance of Ms. Barkan (02/04/1/) who worked for DM Mastro (02/04).

For the majority of the sub-group, the files were left in the order in which they were maintained. In some instances, Richard Schwartz records, for example, there were many loose papers or documents without folders in boxes. These files were organized by the first letter of the subject or recipient and the contents are described in the "notes" field of the database.

Description

Each Deputy Mayor is arranged according to how his files were originally boxed. Descriptions for individuals follow below as well as general arrangement notes.

Individual Deputy Mayor Series

Peter Powers

Deputy Mayor of Operations 1994 – 1995

First Deputy Mayor 1995 – 1996

Series number: 02/01

Extent: 93 cubic feet of material

Date span: 1993 – 1996 (bulk 1994 – 1996)

Other positions:

Peter Powers managed Giuliani's mayoral campaign in 1989 and again in 1993. In the fall of 1993, Powers served as Chairman of the Giuliani Transition team. On September 5, 1996, Mayor Giuliani wrote to FDM Powers accepting his resignation from his appointed position. Giuliani then appointed him as Special Advisor to the Mayor to assist in two important projects: the Watershed Agreement and the agreement to close Fresh Kills Landfill on Staten Island.

Arrangement

This series was the largest Deputy Mayor series, originally 112 boxes. There are four boxes of publications and printed materials which had been separated out and are located in the Deputy Mayor Publications series.

The main sub-series include: Project/Issues files, which were arranged chronologically and then alphabetically, e.g., 1994 A – Z, 1995 A – Z; Chrono files, arranged by year; Signature files arranged alphabetically; and Contract files, only 22 in number from March 1994 through February 1995.

Description

As Deputy Mayor of Operations, Powers had responsibility for almost every aspect of City government. Those excluded were budget over-site, the Police Department, the Department of Investigation, the Law Department, the Office of Management and Budget, the Criminal Justice Coordinator and the Director of the Office of Communications, which were all directly accountable to the Mayor.

Powers requested reporting functions from each agency through weekly, bi-weekly, or monthly reports. Powers reviewed the reports and returned annotated reports back to the agency heads asking them to answer questions he may have posed. These written reports make up the majority portion of the project / issue files.

In addition to the agency reports there are correspondences, memos, clippings, routing sheets, drafts, and notes among the various files. Giuliani had promised a leaner more effective, less expensive government (see box 02/01/001, folders 0060-00113), and Powers was Giuliani's point man in this project. Memos to Agency heads asked them to suggest and implement plans to reduce the workforce, particularly in administrative areas.

Much of 1994 was consumed with counting heads, realigning work tasks, refining, combining and expediting city services to the public. Consolidation of city agencies in an attempt to simplify procedures, reduce duplication of services and speed various permitting processes, resulted in a barrage of letters voicing opinions on both sides of the issue. The reorganizing of city services is well-documented in this series.

Other file types in this series include Signature Files and Contract Files, containing documents Powers signed on behalf of the Mayor and the City; and Chrono files which contain copies of all out going correspondence by date and also include monthly and bi-monthly staff reports.

In addition to Deputy Mayor Powers, the records here reflect the work done by his assistants, Salvador Uy, Sabrina Graves, Monica Kelly and Lynne Murray. Each of these individuals dealt with specific agencies and issues, which are reflected in the files they maintained.

Deputy Mayors

Gordon Campbell

Chief of Staff to First Deputy Mayor Peter Powers

Sub-series number: 02/01/1

Extent: 18 cubic feet

Date span: 1994-1996

Arrangement

This sub-series contains press events and speeches of Peter Powers and project/issues files, which are basically agency subject files, arranged alphabetically.

Description

The Chief of Staff is in charge of the work that is done in the Deputy Mayor's office and assists the Deputy Mayor with important projects.

The Chief of Staff works closely with the Deputy Mayor, as is evidenced by the similarity between Gordon Campbell's files and those of Peter Powers. The Chief of Staff files are somewhat duplicative of Power's files; however, Campbell's files contain his handwritten notes and his views on issues. This sub-series illustrates the extensive duties of the First Deputy Mayor as described in Peter Powers' series description. This series and sub-series is interesting because it details with the early stage of Mayor Giuliani's administration, including the reorganization of the agencies that report to the First Deputy Mayor and the development of and changes to programs. Specific projects include the Cook-Chill plan for prisons (box 02/01/1, folders 005-006) and population management for the Department of Juvenile Justice (box 02/01/1, folder 011).

Related Series: Peter Powers 02/01

Deputy Mayors

Robert Harding

Deputy Mayor of Economic Development and Finance

Series number: 02/02

Extent: 10 cubic feet

Date span: 1994-2001

Arrangement

The series contains Harding's subject and administrative files, arranged alphabetically. The Administrative files consist of telephone statements and timesheets which were not reformatted. The second set of files appears to be from DM Harding's Chief of Staff, Barbara Flynn (02/02/1). These files compliment those of Mr. Harding in subject and content.

Description

The Deputy Mayor of Economic Development and Finance oversees the execution of the commercial, taxation and industrial policies that contribute to the economic health of New York City. The DM also works to enhance the City's business climate to attract or retain the business enterprise in the City. Deputy Mayor Harding managed the City's labor negotiations, and was responsible for housing and finance operations, and economic development policies.

These files reveal how the Mayor's Office encouraged growth and develop of business in the City. Files pertaining to the Economic Development Corporation (EDC) and the Franchise and Concession Review Committee (FCRC) detail this work. For example, there are several files involving the development of Governor's Island (boxes 02/02/002 and 02/02/1/004). The City's negotiations with labor unions are also documented, specifically the Patrolman's Benevolent Association (box 02/02/004) and the United Federation of Teachers (box 02/02/002).

Harding was DM during the World Trade Center attack and the rebuilding that followed. He was involved in assisting companies affected by the disaster, enabling them to continue to do business in New York City. These files offer a glimpse into the Office of the Mayor's reaction to the disaster, including reports and strategies, and the fiscal implications of September 11 (see boxes 02/02/005 and 02/02/1/005).

Deputy Mayors

Randy Levine

Deputy Mayor for Economic Development, Planning and Administration

Series number: 02/03

Extent: 19 cubic feet

Date span: 1997-2000

Arrangement

Levine, unlike other Deputy Mayors, maintained his files by topic not agency. The series contains project/issue and administrative files, arranged alphabetically. Levine also filed certain correspondence separately, arranged alphabetically by year (box 02/03/001, folders 0003-0004). It is not discernable as to why some correspondence was separated and why some was left with the project / issue files. There is some duplication between the correspondence files and the project / issue files. There is also one box of ephemera (box 02/03/019), which includes promotional materials, books and videos received for processing already separated out from the rest of the series. Administrative files consist of telephone statements and timesheets. These materials were not reformatted.

Description

The Deputy Mayor of Economic Development, Planning and Administration oversees the execution of the commercial, cultural and industrial policies that contribute to the economic health of New York City. In addition, The Deputy Mayor is responsible for the fiscal and administrative functions of the Office of the Mayor. The Deputy Mayor for Economic Development also works to enhance the city's business climate to attract or retain the business enterprise in the City.

Prior to becoming Deputy Mayor, Levine was Chief Labor Negotiator for Major League Baseball (MLB). During his DM tenure he continued as a consultant to the Player Relations Committee and recused himself from matters that involved MLB, the Mets or the Yankees and the City of New York.

Prominent issues in this series include collective bargaining status (box 02/03/003), the development of Governor's Island (box 02/03/001, folder 0008), and various issues involving the Department of Cultural Affairs (box 02/03/001, folder 0005). These issues highlight and underscore the various responsibilities and duties of this DM. These materials are also interesting because they show the development of several mayoral initiatives from the very beginning to completion, such as the Hudson River Park project (box 02/03/001, folders 0008-0009).

Related Series: Kathy Giuliani, Deputy Chief of Staff 02/03/1

Deputy Mayors

Kathy Giuliani

Deputy Chief of Staff to Deputy Mayor Randy Levine

Sub-series number: 02/03/1

Extent: 7 cubic feet

Date span: 1998-1999

Arrangement

This sub-series is divided into two sections: files, arranged alphabetically, and bound reports, arranged chronologically.

Description

The Deputy Chief of Staff works closely with the Chief of Staff and the Deputy Mayor. Each Deputy Chief of Staff was assigned to work with specific issues and projects. Kathy Giuliani was involved with the Economic Development Corporation (EDC). The EDC was designed to protect and enhance the City's job and revenue base through economic development services. Ms. Giuliani's files contain EDC pending and past issues and board meeting minutes. Also included are Industrial Development Agency (IDA) files. EDC administers the actions of the IDA. The IDA authorizes tax exempt financing for various corporations. The IDA files contain Board of Directors meetings.

The bulk of the material deals with the Franchise and Concession Review Committee (FCRC) including proposals, meeting transcripts and franchise agreements. The FCRC reviews and approves franchises and franchise agreements in New York City. There is also an entire box devoted to the development and use of Fort Totten. The Department of the Army was vacating Fort Totten and the City leased the site for a Fire Department Training Academy and Life Safety Campus.

Related Series: Randy Levine 02/03

Deputy Mayors

Randy Mastro

Deputy Mayor of Operations, October 1996- July 1998

Chief of Staff to Mayor Giuliani, January 1994 – September 1996

Series number: 02/04

Extent: 34 cubic feet

Date span: 1996 – 1998

Other Positions:

Mr. Mastro was also counsel to the “1993 Giuliani for Mayor Campaign” and served as Deputy Executive Director of Mayor-elect Giuliani’s transition team.

Arrangement

Deputy Mayor Mastro’s files are organized by year and alphabetically within (for the most part). His original files were color-coded by year, using different colored file folders for each year. His files were all labeled as project / issue files. This order has been maintained except for where files were out of place alphabetically, probably a product of packing file drawers into boxes. Hence, the files run from 1996 A – Z; 1997 A – Z; and 1998 A – Z.

Overall, this series contains several files for each agency. One of the files contains general correspondence and documents, and one or more files consist of bi-weekly, weekly, or monthly reports, sometimes relating to specific projects or issues, or simply files in chronological order. Mastro’s office maintained this filing schematic throughout his tenure as Deputy Mayor.

Description

As Deputy Mayor of Operations, Mastro was responsible for oversight of all of New York City’s operating agencies. He also directed the City’s relations with

federal, state, and local governing entities and served as the Mayor's chief liaison with elected officials.

As Chief of Staff, Mastro managed activities of the Mayor's office such as scheduling, correspondence, special events, advance, city-wide services, appointments, and fiscal and administrative functions. He also acted as an advisor to the Mayor on policy, personnel and legal issues.

As Deputy Mayor, Mastro was instrumental in reforming the Fulton Fish Market and regulating the private carting industry (garbage). Materials pertaining to these subjects are also filed under "Trade Waste". Mastro was also involved with improving the Off-Track Betting (OTB) Corporation's financial performance.

The closing of the Fresh Kills Landfill and Department of Sanitation issues are prominently represented in Mastro's materials.

Related Series: Agostino Cangemi, Chief of Staff 02/04/2; Joseph Lhota, Deputy Mayor of Operations, 1998 – 2001 02/05

Deputy Mayors

Lou Ellen Barkan

Chief of Staff to Deputy Mayor of Operations Randy Mastro 1996

Sub-series number: 02/04/1

Extent: 1 cubic foot

Date span: 1996

Other Positions: Director of the Mayor's Office of Fiscal and Administrative Management - Citywide Services and Correspondence Services 1996.

Arrangement

The files are arranged chronologically from January to December for the year 1996. The two positions held by Ms. Barkan are well-documented in the materials in this sub-series. Barkan became Chief of Staff to Mastro when he was appointed Deputy Mayor of Operations in September of 1996. The files from January – August of that year contain materials from her previous position in the Mayor's Office of Fiscal and Administrative Management Citywide Services and Correspondence Services. Those files from September – December contain records documenting her position as Chief of Staff.

Description

This small series contains the Chrono files of Ellen Barkan who was the Chief of Staff to Mastro as well as Director of the Mayor's Office of Fiscal and Administrative Management Citywide Services and Correspondence Services. This latter position was involved with managing the fiscal and administrative functions of the office of the Mayor and included budgets, grants, personnel, payroll, management of facilities and information systems.

As Director in the Office of Citywide Services, Ms. Barkan's job was to oversee personnel and payroll issues as well as Freedom of Information Law (FOIL)

requests. Telephone and cellular telephone bills, office furniture purchases and the Procurement Policy Board Rules and amendments are prominent in the files from January – August. Notable in September and October are documents referring to the flood at the Mayor’s Record Center and the recovery efforts which took place by the staff of the Department of Records and Information Services (DORIS). In January of 1996, there was a blizzard and memos relating to the handling of this storm by the City and Mayor are present in that file.

Deputy Mayors

Agostino Cangemi

Chief of Staff to DM of Operations Randy Mastro 1996 - 1998

Sub-series number: 02/04/2

Extent: 3 cubic feet

Date span: 1995 -1998 (bulk: 1996 -1997)

Arrangement

Cangemi's files are project / issue files arranged alphabetically.

Description

The position of Chief of Staff is responsible for oversight of all the work conducted in the office of the Deputy Mayor, and works with the Deputy Mayor on significant projects.

Major projects Cangemi worked on and which are represented in this sub-series include the St. George (Staten Island) area action plan, the NYNEX telephone exchange transition for the boroughs and the improvement of Hunts Point. To a lesser extent are materials on the Fulton Fish Market which Mastro was involved in, Jamaica Action Plan, another community improvement plan, and Project Labor Agreements.

The St. George action plan was a multi-agency effort to address quality of life concerns for residents, businesses, commuters and visitors to this area. The plan aimed to reinvigorate this waterfront neighborhood and involved the Parks Department, Department of Sanitation, Taxi and Limousine Commission and Housing Preservation and Development among other agencies (box 02/04/2/003, folders 0070-0084).

The New York Number Exchange (NYNEX) materials deal with the advent of fax and cellular telephones and the need for new and more exchanges in addition to

the normal 212. Many Manhattanites were opposed to losing the well-known 212 area code (box 02/04/2/002, folders 0054 -0061).

The Hunts Point area of the Bronx was notorious for corruption and the Administration sought to make this area more attractive to businesses and consumers (box 02/04/2/001, folders 0033 – 0044).

Deputy Mayors

Joseph Lhota

Deputy Mayor for Operations July 1998 – December 2001

Series number: 02/05

Extent: 6 cubic feet

Date span: 1992 – 2001 (bulk 1998 – 2001)

Other positions: Director of Office of Management and Budget December 1995 – July 1998; Commissioner, Department of Finance February 1995 – December 1995; Chief of Staff for John Dyson, Deputy Mayor for Finance and Economic Development March 1994 – February 1995

Arrangement

The majority of files in this series date from 1998 – 2001; however, the files also contain materials and documents from 1992 – 1997, noted in the inventory. This group is divided into three smaller sub-series: correspondence, sanitation and project / issue files. Loose materials found in the boxes were filed under the general subject.

Description

Joseph Lhota succeeded Randy Mastro in the position of Deputy Mayor of Operations. In this position, Lhota was responsible for oversight of all of New York City's operating agencies. He also directed the City's relations with federal, state, and local governing entities and served as the Mayor's chief liaison with elected officials.

As successor to Mastro, Lhota was very involved in the ongoing negotiations to close the Fresh Kills Landfill by 2001. Lhota has 48 files on Sanitation out of the 156 total files in this collection. Box 02/05/006, folder 0157 is actually a box of telephone log books from 1994 -1995 from Lhota's position as Chief of Staff to

Deputy Mayor John Dyson. These were not reformatted, but reboxed and returned to the Municipal Archives.

(See also Deputy Mayor John Dyson's papers for more material of Mr. Lhota in the position of Dyson's Chief of Staff).

Related series include Josh Filler and Jake Menges, both who served as Chief of Staff to Lhota.

Jake Menges 1996 – 1999 (bulk 1998 – 1999) 02/05/1

Josh Filler 1984 – 2001 (bulk 1999 – 2001) 02/05/2

Note:

Joseph Lhota had several Chiefs of Staff during his tenure and some of their files appear to overlap. For example, Joshua Filler has documents to and from Vincent LaPadula and Chris Augustini, both men were former Chiefs of Staff to Lhota. LaPadula was Chief of Staff in 1999 -2000 and Augustini in 2000 – 2001. It appears that Filler was Chief of Staff in 2001 (Listed in The Official Directory of the City of New York, The Green Book).

Deputy Mayors

Jake Menges

Chief of Staff to Deputy Mayor for Operations Joe Lhota 1998 – 1999

Sub-series number: 02/05/1

Extent: 3 cubic feet

Date span: 1996 – 1999 (bulk 1998 – 1999)

Arrangement

The sub-series consists of project / issue files arranged alphabetically.

Description

As chief of Staff to DM Lhota, Menges' files contain documents that support the work of the Deputy Mayor which includes overseeing all agencies and their reporting duties. Files in this sub-series include agency files, general files, bi-weekly reports, and project / issue files supporting the work of the DM of Operations.

Lhota was responsible for oversight of all of New York City's operating agencies. He also directed the City's relations with federal, state, and local governing entities and served as the Mayor's chief liaison with elected officials.

Outside of these agency files and bi-weekly reports, Menges files include his dealings with the Community Gardens issue. These gardens were parcels of land that had been designated as green spaces and created into such by the citizens who lived in the community near these spaces. The leases to the City on these parcels expired, and Giuliani considering selling the land. This action displeased many New Yorkers who had put great effort into creating these green spaces. They were dismayed that the community gardens would now be destroyed and sold for profit for the city. More information on the community

gardens can be found in the Housing Preservation and Development general files and property disposition files.

This series also contains signature files for DM Lhota.

Related series include Joseph Lhota Deputy Mayor for Operations July 1998 – December 2001 and Josh Filler who served as Chief of Staff to Lhota.

Joseph Lhota, 1992 – 2001 (bulk 1998 – 2001) 02/05

Josh Filler 1984 – 2001 (bulk 1999 – 2001) 02/05/2

Deputy Mayors

Joshua Filler

Chief of Staff to Deputy Mayor for Operations Joseph Lhota 2001

Sub-series number: 02/05/2

Extent: 5 cubic feet

Date span: 1984 – 2001 (bulk 1999 – 2001)

Arrangement

Joshua Filler's files are arranged in a straightforward grouping of agency files, much like can be found in Deputy Mayor Mastro's series.

Description

The Deputy Mayor for Operations is responsible for oversight of all of New York City's operating agencies. This position also directs the City's relations with federal, state, and local governing entities and served as the Mayor's chief liaison with elected officials. As Chief of Staff to the DM for Operations, Filler's files contain agency files, general files, bi-weekly reports and project / issue files of various agencies.

Filler also was the Director of the Office of City Legislative Affairs. This office serves as the liaison between the Mayor's Office and the Borough Presidents, Public Advocate. The material contains several Legislative Affairs files which document the communication and necessary cooperative working relationship between the Mayor's New York City and Washington D.C. offices. This sub-series also contains files for the Offices of State Legislative Affairs and Federal Affairs Office.

Related series

Joseph Lhota, 1992 – 2001 (bulk 1998 – 2001) 02/05

Jake Menges 1996 – 1999 (bulk 1998 – 1999) 02/05/1

Note:

Joseph Lhota had several Chiefs of Staff during his tenure and some of their files appear to overlap. For example, Josh Filler has documents to and from Vincent LaPadula and Chris Augustini- both men were former Chiefs of Staff to Lhota. LaPadula was Chief of Staff in 1999 -2000 and Augustini in 2000 – 2001. It appears that Filler was Chief of Staff in 2001 (Listed in the Official Directory of the City of New York, The Green Book, as such).

Deputy Mayors

Anthony Carbonetti

Chief of Staff 2000-2001

Series number: 02/06

Extent: 3 cubic feet

Date span: 1990 – 2001 (bulk 1999 – 2001)

Arrangement

Carbonetti's files seem to have been filed somewhat alphabetically. Due to the small size of the collection, the files were arranged alphabetically for ease of use by researchers. The files touch briefly on a number of subject areas.

Description

As Chief of Staff, Mr. Carbonetti's responsibilities were to oversee all aspects of the Mayor's office including scheduling, correspondence, special events, citywide services, fiscal and administrative affairs and appointments. This position also advises the Mayor on personnel, legal and policy issues.

The files include a number of subject areas but do not contain extensive information. Therefore, these files probably tell only a small part of the job of the Chief of Staff. Other series in the collection, including Scheduling and Special Events illustrate, in more detail, the responsibilities that this position is charged with administering.

Deputy Mayors

Richard Schwartz

Senior Advisor to the Mayor 1993 – 1997

Series number: 02/07

Extent: 16 cubic feet (2 cubic feet are telephone log books, not reformatted)

Date span: 1993 – 1997

Arrangement

The series consists of project / issue files that are arranged alphabetically.

Description

In the position of Senior Advisor, Mr. Schwartz was responsible for developing and implementing reform initiatives designed to reorganize and consolidate city agencies, re-engineer city processes and establish new ways of delivering public services through managed competition, public/private initiatives, and privatization. This position also managed capital project programs, and general policy and strategic development for the Administration.

Richard Schwartz began his political career in 1982 as a staffer to Councilmember Henry Stern who later became Commissioner of Parks and Recreation. Schwartz moved to that agency as well and was promoted to Chief of Staff to Mr. Stern in 1985 and later Assistant Commissioner of Capital Projects in 1987. In 1992 Schwartz joined the “Giuliani for New York” campaign as Deputy Campaign Manager. In December 1993 he was appointed to the post of Senior Advisor.

Materials relating to reform initiatives to consolidate City agencies can be found throughout this series, for example in box 02/07/001, folder 0001: *Administrative Consolidation*; while privatization initiatives examples can be found in box 02/07/007, folder 0278: *Parking Meters Privatization*; and box 02/07/008, folders

0298-0300 regarding policy initiatives. There are also many folders pertaining to Welfare Reform (box 02/07/010, folders 0425 – 0435). Schwartz is recognized as being instrumental in designing welfare reforms and welfare-to-work initiatives while in the Administration.

Other examples of Agency Consolidation can be found in the Department of Design and Construction files (Box 02/07/003 folders 0111 – 0114). This department was created in 1996 by consolidating the capital construction work of a number of other agencies including Police, Fire and Sanitation. These files also note the creation of the Office of Citywide Administrative Services by the Office of the Mayor, which combined functions of the Departments of Personnel and General Services.

The material is divided into several sub-series: subject files, weekly meetings information, correspondence, and invitations. There are also two cubic foot boxes of telephone log books from 1994 – 1997 that were not reformatted. The log books were reboxed and returned to the Municipal Archives.

Deputy Mayors

Rudy Washington

Deputy Mayor for Community Development and Business Services, 1996-2001

Series number: 02/08

Extent: 42 cubic feet

Date span: 1996-2001

Other positions: Board Member, Board of the Metropolitan Transit Authority, Vice Chairman, New York Empowerment Zone Corporation Chairman, Brooklyn Navy Yard Development Corporation Board Member, New York City Procurement Policy Board.

Arrangement

This series is divided into six smaller sub-series: project / issue files which comprise the bulk of the material, arranged alphabetically by year; correspondence, containing tracking sheets arranged by date; Ron Law, Deputy Chief of Staff whose files contain materials similar to project / issue files; Mayor's Office of Special Projects and Community Events (MOSPCE) files which contain information about events sponsored by the Mayor's Office of Special Projects and Community Events that involved DM Washington, and Multi-Agency Response to Community Hotspots (MARCH) files. The series also contains a few files created by Fran Reiter who occupied this position prior to Deputy Mayor Washington.

Description

The Deputy Mayor for Community Development and Business Services provides support and assistance to communities throughout the City including community groups and small businesses. The position oversees the Mayor's Community Assistance Unit, Department of Business Services, Department of Consumer Affairs and other agencies and commissions that affect New York City's citizens.

A definite theme that can be gleaned from this collection is DM Washington's use of multiple agencies to accomplish large-scale projects. For example, DM Washington developed and implemented the MARCH program (Multi-Agency Response to Community Hotspots). MARCH was a nightclub and bar enforcement task force. Its goal was to reduce crime in local areas by closing troublesome locations with a history of violating city and state laws.

Prominent issues in this series include the development of the Brooklyn Navy Yard, represented in every year's files (boxes 02/08/001, 007, 013, 017, 022, 027, 034); water front markets, specifically Hunts Point (boxes 02/08/004, 005, 010, 015, 020, 024, 028-029, 035) and Fulton Fish Market (boxes 02/08/014, 019, 023,028-029) and the Census 2000 (boxes 02/08/007, 013, 018, 022, 027). In addition, there are extensive files that detail the relationship between this DM and the agencies listed above (*i.e.* Community Assistance Unit, Department of Business Services, etc.).

Related Series: Fran Reiter 02/09

Deputy Mayors

Fran Reiter

Deputy Mayor for Planning and Community Relations 1993 –1996
Deputy Mayor for Economic Development and Planning 1996 – 1997

Series number: 02/09

Extent: 11 cubic feet

Date span: 1994 – 1997

Other positions: After leaving the Mayor's Office, Ms. Reiter became President of the New York City Convention and Visitors Bureau (NYCCVB). She was later replaced in this position by Christyne Lategano, Mayor Giuliani's former Director of Communications.

Arrangement

Reiter's files originally consisted of 39 cubic foot boxes, and upon review it became apparent that some of these files were actually those of her Chief of Staff, David Klasfeld. The series was then divided in two groups; one for Reiter (14 boxes) and the other larger group as a sub-series, Klasfeld (25 boxes). Reiter's files were originally labeled subject files and arranged alphabetically. The date span on all of the boxes was listed as 1993 – 1997. Reiter's collection, like many others, was reduced in size after removing duplicates during processing.

Description

The position of Deputy Mayor for Planning and Community Relations serves to advise on land use and development issues. This Deputy Mayor also oversees the agencies involved with planning, environmental issues, landmarks, libraries, cultural affairs, community development and human rights. During this time, DM Reiter also directed and coordinated the activities of the Commission on the Status of Women and the Mayor's Office of Community Relations which included the VolunteerCorps and the Voters Assistance Commission and other volunteer

agents. Reiter also represented the Mayor on the New York City Sports Commission, the New York Public Library, and the Hudson River Park Conservancy.

When the position changed titles to Deputy Mayor for Economic Development and Planning, it became one of enhancing the business climate in the City, both domestic and abroad. Ms. Reiter worked on the implementation of cultural, commercial, and industrial policies which affected the economic health of New York City. After Ms. Reiter left the Mayor's office she became president of the New York City Convention and Visitors Bureau.

Like Dyson, Reiter's files also contain material related to Lower Manhattan Revitalization effort, although Dyson's files are more substantive. The main thrust of revitalization was to bring business and tenants to the area, as well as consumers and tourists. The lack of any mass transit covering the area greatly hampered the development of business and even housing opportunities. This led to a lack of investment by owners of buildings because the area proved unattractive to tenants. A "Heritage Trail" was devised to promote the area. The trails would lead pedestrians past buildings and landmarks of historical interest, while making it easier for them to navigate the maze of lower Manhattan streets (box 02/09/009, folder 0257).

Ms. Reiter was an avid sports fan which is apparent in her files. She has photographs with several sports celebrities, including New York Rangers team members (box 02/09/008, folders 0332 and 0333) and many files pertaining to work related to the Sports Commission. More of these file types can also be found in the files of David Klasfeld, DM Reiter's Chief of Staff (box 02/09/1/013, folders 0418 – 0450). This series contains subject files arranged alphabetically.

Related Series:

David Klasfeld 02/09/1

Deputy Mayors

David Klasfeld

Chief of Staff to Deputy Mayor for Planning and Community Relations 1994-1997

Sub-series number: 02/09/1

Extent: 22 cubic feet

Date span: 1994 – 1997

Other positions: Counsel to DM Planning and Development in the Dinkins Administration, Barbara Fife; Counsel to DM Planning and Policy in the Koch Administration, Robert Esnard.

Arrangement

David Klasfeld's files came from a larger group of material labeled for DM Fran Reiter. Upon review, it became apparent that some of these files were actually those of DM Reiter's Chief of Staff, David Klasfeld. The series was divided in two groups; one for Reiter (14 boxes) and the other larger group as a sub-series, Klasfeld (25 boxes). Klasfeld's files are divided into subject files, weekly reports, call sheets and correspondence.

Description

This sub-series contains subject files, weekly reports, call sheets which are interesting but not numerous – basically handwritten phone logs, and correspondence files. The subject files were arranged alphabetically by subject and this order has been retained. The remaining file types – weekly reports, call sheets and correspondence are arranged chronologically. The correspondence contained chrono files and general correspondence files and this distinction has been retained.

David Klasfeld's files demonstrate clearly the close relationship between a Deputy Mayor and Chief of Staff. Klasfeld has many files which pertain directly to the duties of the Deputy Mayor as outlined in the Official Directory of the City of New York, The Green Book, and in the description in this finding aid. The job of the Chief of Staff is to oversee all of the work which goes on in the office of the Deputy Mayor and work with the Deputy Mayor on significant projects.

In Klasfeld's case, these kinds of projects included Time Warner/Bloomberg/Fox dispute/ litigation (box 02/09/016, folders 0467 – 0476); the Street Activity Permit Office or SAPO (box 02/089/016, folders 0458 – 0463); Sports Commission (boxes 02/09/014 -016, folders 0418 – 0450); Sports Complexes; Time/Warner – Bloomberg dispute over cable service in New York City; Voluntary Action Council – Clean Sweep – cleaning up New York (box 02/09/017, folders 0498-0499).

Related Series:

DM Fran Reiter 02/09

Deputy Mayors

Anthony Coles

Senior Advisor to the Mayor 1997 – 1999

Chief of Staff 1999

Deputy Mayor for Planning, Education and Cultural Affairs 2000 - 2001

Series number: 02/10

Extent: 22 cubic feet

Date span: 1993 – 2001; (bulk 1997 – 2001)

Other Positions: Deputy Counsel to the Mayor, 1994 – 1997

Arrangement

Mr. Coles' files were originally organized by subject. The major subjects included the City University of New York (CUNY), Welfare Reform, Port Authority and Airport Privatization, and Education as well as subject files A-Z. The series also includes Correspondence, Chrono files, Speeches and Testimony (usually those given by Mayor Giuliani) and Transition Documents (see below). The original subject organization of these files has been maintained and filed alphabetically and chronologically within. There are two runs of files as there were two separate accessions of Mr. Coles' files; the first consists of boxes 001 – 010; the second 011 – 022.

Description

In the position of Senior Advisor to the Mayor, Mr. Coles' responsibilities included developing and implementing major policy initiatives, such as continuing on the Welfare Reforms begun by Richard Schwartz, education improvements at City University of New York (CUNY) and the Board of Education, and continued improvement and streamlining of the capital construction program.

The position of Deputy Mayor for Planning, Education and Cultural Affairs is responsible for advising the Mayor on matters pertaining to city planning and zoning, education, human services, and cultural affairs. This position serves as

the liaison to the Board of Education, City University of New York (CUNY), and the School Construction Authority (SCA). The significance of this role is highlighted in DM Coles' papers in the files pertaining to CUNY and Education. There are also several files on Welfare Reform and Port Authority.

The City University of New York (CUNY) files are very informative, highlighting the search for a new chancellor and the desire to improve the education standards, graduation rates and overall academic quality of these City Universities. (Matthew Goldstein was ultimately appointed as chancellor of CUNY.) Goals for the revamping of CUNY included expansion of the "College Now" program which prepares high school students for college and increasing attendance and graduation statistics. The Board of Education and the CUNY Board worked together to attain this goal, as it was apparent that high schools were not providing students with the skills and education needed to succeed in college. Colleges also need to improve their role by being held accountable for which students were allowed to matriculate. Reform of each of these institutions was necessary and is reflected in the files.

Other Education subject files pertain mostly to the Charter Schools, the pros and cons of such schools for the City, and the issues and variables which related to these facilities (boxes 02/10/17-021). Many of the materials appear to have been maintained by Mr. Cole's assistant, Josh Greenman.

Files on the Port Authority (PA) address the issue of the apparent draining of funds from the airports of New York City, LaGuardia (LGA) and Kennedy (JFK), to subsidize New Jersey commuters who utilized the PATH train service from New Jersey to Manhattan and Newark Airport. A report in the files illustrates how the Port Authority diverted airport revenue (JFK and LGA) to non-airport money losing operations primarily in and serving New Jersey, including PATH and the Port Authority Bus Terminal. This report also noted that other than the airports, all Port Authority operations lost money (box 02/10/004, folder 0096). The two

airports also were shown to have the highest operating costs environments in the nation. Earnings allocated to the Port Authority were seen as favoring New Jersey and providing substantially less revenue to New York State and New York City. Mayor Giuliani wanted to privatize the two major New York airports, while allowing the Metropolitan Transit Authority (MTA) to takeover the PATH system. The series includes several files on airport privatization (boxes 02/10/011 and 012, folders 0267 – 0304). Port Authority's lease of the airports runs through 2015.

The subject files, arranged alphabetically, contain information on a variety of topics. One such subject details the controversy over methadone, a common means of treating heroin addicts. The Mayor, as well as many others, was not in favor of this treatment as it appeared to simply substitute addiction of one narcotic for another. In addition, this type of treatment did not address the underlying causes of addiction. The Mayor and his administration felt that persons addicted to heroin needed to be treated so that they could be cured and become self-sufficient and productive citizens (see box 02/10/004, folder 0081).

Also included in this series are transition files from 1993, information for Mayor Giuliani and his staff from Mayor Dinkins and his staff on major initiatives begun in that administration. Files dating from 1994 – 1997 when Mr. Coles was Deputy Counsel to the Mayor are also found in this series. In this capacity, Mr. Coles advised and assisted the Mayor on the merger of the Transit Police, Housing Authority Police and New York Police Departments, as well as the merger of the City's Fire Department and Emergency Medical Services. More material on these important mergers can also be found in Peter Powers (02/01) and Richard Schwartz (02/07), throughout the Press Digests, and the collection.

Related Series

Erik Sorensen series number 02/10/1

Deputy Mayors

Erik Sorensen

Chief of Staff to DM Anthony Coles 1997 – 2001

Sub-series number: 02/10/1

Extent: 5 cubic feet

Date span: 1994 – 2001; (bulk 1997 – 2001)

Arrangement

Sorensen's files were arranged alphabetically and this original schematic has been preserved.

Description

The Chief of Staff works closely with the Deputy Mayor on important projects and is in charge of the work that is done in the Deputy Mayor's office. As Chief of Staff to Deputy Mayor Anthony Coles, Sorensen's files complement those of Mr. Coles (02/10). This sub-series contains a number of files on the Board of Education. Several files pertain to bilingual education and the Board's lack of monitoring of progress of the students in these programs, both in English skills and those in their native languages. Other education files include several on charter schools and the Charter School Improvement Fund. Charter schools are independent public schools financed by public funds but operated independently of the Board of Education. This provided the schools greater flexibility in many ways; for one, they could lengthen the school day and academic year. Some public schools were converted to Charter Schools. Charter School legislation was passed in 1998 by New York State. Because the funding of these schools was public, but with fewer funds than those allocated to public schools under the Board of Education, Mayor Giuliani created a fund to provide supplemental funding for Charter schools. The fund was managed by a committee comprising the Commissioners of Youth and Community Development, Design and

Construction and the Office of Management and Budget. The schools were also expected to raise money.

Another education-related program developed with the collaboration of the New York City Police Department and the New York City Housing Authority was the ASPIRE program, an after-school education and recreation program for school-aged children.

Economically, the ANCHOR program is noted in Sorensen's files as well as other Deputy Mayor files. An example of a public/private initiative developed during the Administration is ANCHOR, which stands for Alliance for Neighborhood Commerce, Home Ownership, and Revitalization. Using City, Federal, and Private funding, the program sought to develop housing, retail and business opportunities in neighborhoods, and jobs.

Other notable issues include bilingual education, methadone treatment, and welfare and health and human services issues, such as homelessness, health insurance, domestic violence and housing.

Deputy Mayors

John Dyson

Deputy Mayor Finance and Economic Development 1994 – 1996

Series number: 02/11

Extent: 21 cubic feet

Date span: 1993 – 1999

Series also includes:

Chief of Staff, Forrest Taylor, files

Executive Assistant Karen Pannone Doherty files listed under Administrative files

Arrangement

Project / issue files were arranged alphabetically. Correspondence files were arranged alphabetically by agency. Chrono files were organized by Dyson by person and by agency and kept in original order here.

The files of Dyson's Chief of Staff, Forrest Taylor, were arranged alphabetically.

There were also many boxes of publications that were not reformatted, mostly related to the MTA and EDC.

Description

As Deputy Mayor Finance and Economic Development, Mr. Dyson supervised activities and functions of the following: Office of Film, Theatre and Broadcasting, Loft Board, Office of Environmental Coordination, Art Commission, Sports Commission, Mayor's Investigative Commission on School Safety, Office of Cultural Affairs, Economic Development Corporation, NYC Commission for International Business and United Nations, and the Department of Business Services.

Because of the close relationship between this office and economic development, many of the files are related to companies working to maintain or

establish a presence in New York City, such as Blue Ridge Farms (box 02/11/001, folders 0026, 0027) and Tyco (box 02/11/008, folder 322 and box 02/11/012, folder 410). This activity is also reflected in the “Made In New York” file (box 02/11/005, folder 0205), an initiative designed to attract and retain manufacturing jobs in New York City.

Economic development activity also included enhancing already existing structures, such as the Coliseum in Manhattan (box 02/11/002, folders 0062 – 0068) or the unused railroad in Staten Island which was purchased from CXS to connect Howland Hook container terminal to rail corridors in New Jersey.

The revitalization of Lower Manhattan was a major issue in Dyson’s collection. Many businesses had relocated from Lower Manhattan to Midtown. Buildings in Lower Manhattan, though historic, proved unsuitable for the modern high-tech office space many companies needed. Old wiring, original insufficient footprints and lack of height all played a role in the decisions of companies to relocate. Additionally, lack of commuter access and a “flawed” street network made lower Manhattan difficult to navigate and undesirable for many tenants and businesses. Solutions such as decreasing commercial rent tax, allowing buildings, if not historically significant, to be demolished and others built in their place to attract both residential and commercial tenants, were discussed.

The introduction of “mega stores” such as Pathmark and Kmart are other markers of the economic change and growth of New York City. This initial foray into the City of large stores versus the regular “mom and pop” stores led to the growth of retail in Manhattan, which in recent years has see the addition of a Home Depot, Container Store, and Whole Foods stores (box 02/11/005, folders 0209, 210; 02/11/006, folders 0251, 0252); see also file on Modell’s (02/11/006, folder 0231).

Dyson was a board member of the Metropolitan Transit Authority (MTA) and records of his activity and of this agency are well-represented. The privatization of the airports and discussion of the lease of the airports are noted topics in the files (see also DM Coles 02/10).

The Sister City program, which provides technical support services to firms from those cities who wish to invest in New York City, was another example of economic development and incentives during this time period (box 02/11/008, folder 0301).

Administrative files detail the more rote aspects of the office. Chief of Staff Forrest Taylor's files contain mostly correspondence that either Taylor wrote and compiled or routed to other agencies for response and follow-through. The correspondence folders in this sub-series contain reports, memoranda, correspondence and administrative material.

Deputy Mayors

Publications/Ephemera

Series number: 02/12

Extent: 28 cubic feet

Date span: 1994-2001

Description

Each Deputy Mayor series contained a variety of publications included with their paper files. These publications were removed and placed at the end of the Deputy Mayor sub-group in a separate series. **When a publication was encountered in a DM's file, a photocopy of the first page was made and placed in the folder to note that a publication exists.**

The publications are arranged by Deputy Mayor and each publication is listed separately in the inventory. The folder numbers in the inventory actually represent item numbers in this case since publications were not placed in folders. The publications consist mainly of agency reports, foundation reports and corporate information kits. This series was not reformatted.

Deputy Mayors

Bruce Teitelbaum

Deputy Chief of Staff 1994-1995

Acting Chief of Staff, Acting Director, Office of Special Projects and
Community Events 1996-1997

Chief of Staff 1998-1999

Series number: 02/13

Extent: 7 cubic feet

Date span: 1993-1998; (bulk 1994-1995)

Arrangement

Teitelbaum's records include correspondence arranged chronologically, and subject files spanning 1993-1998, with the majority from 1994-1995, arranged alphabetically.

The series also contained two cubic feet of publications that are housed in the Deputy Mayor's Publications series (02/12) and were not reformatted.

Description

As Deputy Chief of Staff, Mr. Teitelbaum supervised scheduling, correspondence, special events, citywide services, appointments, and fiscal and administrative functions of the Office of the Mayor.

The majority of the records are subject files, consisting of invitations and documentation on events and people of various New York metropolitan organizations. Legal, social, and political issues regarding the New York City Jewish community are prominent.

From 1996-1997, Teitelbaum served as the Acting Chief of Staff and as Acting Director of the Mayor's Office of Special Projects and Community Events

(MOSPCE). Maintaining communications between the private sector and city government agencies for City-sponsored events is also a function of MOSPCE. In his position with MOSPCE, Teitelbaum organized, managed and directed all public ceremonies, celebrations, receptions, and other similar events. Additionally, requests for awards, proclamations, and citations were reviewed and processed by this Office.

Teitelbaum's records include files on city agencies, private organizations and companies, and individuals working to promote events, concerts and community activities. The files also document the variety of religious, performing and visual arts, political, athletic, and cultural events in New York City.

Deputy Mayors

Ninfa Segarra

Deputy Mayor for Education and Human Services 1994 – 1999

Series number: 02/14

Extent: 29.5 cubic feet

Date span: 1994 – 2000

Other positions: Ninfa Segarra was appointed by Mayor Giuliani to serve as a member of the Board of Education in 1994. She held this position until 2000 when she then served as member-at-large.

Arrangement

Agency files are arranged alphabetically by agency and consist of subject files that are also arranged alphabetically and thereafter chronologically. Agencies include: Agenda for Children Tomorrow, the Department of Aging, the Division of AIDS Services, Children's Services/ Child Welfare Administration, the Department of Homeless Services, Human Resource Administration, Mayor's Office for People with Disabilities, New York City Housing Authority, and Youth Services.

Project / issue files include City Council, Disaster Relief, Federal legislative, and State legislative files arranged alphabetically and chronologically thereafter.

Correspondence files are arranged chronologically.

Ms. Segarra interfiled her Deputy Mayor files with Board of Education materials. Before processing, all of her files were surveyed (over 80 cubic ft.). It was determined that the majority of the files documented her work as a member of the Board of Education. These files were not processed with the Mayor's papers but are available for research at the Municipal Archives.

Description

As Deputy Mayor for Education and Human Services, Ninfa Segarra directed and coordinated the activities of various New York City agencies and departments including, Aging, the Mayor's Office for People with Disabilities, Homeless Services, and Youth Services among others.

Segarra maintained separate files on the city agencies and departments she managed. The series is organized in three separate sub-series: agency files, project / issue files, and correspondence files.

Agency files include documentation such as memoranda, press clippings, contracts, bi-weekly and monthly reports, and grant applications. Mayor Giuliani's initiative to create a more efficient city government placed Segarra in charge of overseeing the first comprehensive reassessment of the City's social and educational policies since 1964. This included consolidating responsibilities and services among agencies.

One example of this reassessment is the formation of the Administration of Children's Services. This agency was created as a way to consolidate efforts by agencies working for the safety and health of children. Records for this agency, some of which were originally with the Children's Welfare Administration, are characterized by materials on a variety of legislative issues.

Another example, the Division of AIDS Services, reflects the work of various organizations aiming to increase AIDS awareness. Among these are the HIV Planning Council, the New York AIDS Coalition, Housing Opportunities for People With AIDS, and the Mayor's Office of AIDS Policy Coordination and the Ryan White Planning Council (box 02/14/003, folders 104-117). The files include

documentation on mayoral appointments, applications, and memoranda regarding agendas and budget issues.

Segarra also worked with the City's Division of Homeless Services on financial and social policies and the Mayor's office for People with Disabilities, promoting greater access and mobility for those with disabilities. Bi-weekly reports describe the work of these agencies (box 02/14/009, folders 0429 - 0430).

The project / issue files consist of city, state, and federal legislative correspondence and memoranda. Correspondence related to disaster relief efforts from Hurricanes Mitch, Georges and Bertha are included in the files.

Segarra's correspondence files, 1994-2000, document New York City education and public school issues. Budget cuts, pedagogical reform, and safety issues characterize the topics of the correspondence from parents and community members.

Sub-Group 03: Mayor's Office of Communication

Overview

Series:

Press Digests

Press Releases

Scheduling Advance Unit / Briefing Memos

Daily Schedules

Mayor's Advance

Audio/Visual Materials

Sub-series:

Research Office 03/01

Date span: 1990 – 2001 (bulk 1994 – 2001)

Extent: (in cubic foot boxes)

Series:

Press Digests 124

Press Releases 3

Scheduling Advance Unit / Briefing Memos 12

Daily Schedules / Scheduling 96

Mayor's Advance 3

Audio/Visual Materials 294

Sub-series: (03/1)

Research Office 26

Description

The Mayor's Office of Communication was responsible for recording the daily events and schedule of the Mayor, and also for publishing press releases. This

unit also kept files on people, events, subjects and travel activities (Research Offices sub-series).

Mayor's Office of Communication

Press Digests

Series number: 03

Extent: 124 boxes

Date span: 1994 – 2001

Arrangement

The Press Digests are organized chronologically. Missing dates are noted. These were missing from the originals.

Description

This office kept daily clippings of newspaper articles for each day from 1994 - 2001, including weekends and holidays. All local papers are included so viewpoints of the right and left are well-presented. Sometimes national papers are included as well as the Crains business paper.

These clippings were normally photocopies of the original or originals which were clipped and adhered to paper. This series provides an excellent overview of the issues and events of these years and contains both positive and negative press on the Mayor. Previous mayoral offices have called these files of clippings "scrapbooks" since they were maintained in large volumes.

Mayor's Office of Communication

Press Releases

Series number: 03

Extent: 3 boxes

Date span: 1994 – 2001

Description

Press releases, which were also available online during Giuliani's tenure, highlight specific achievements, developments and appointments. They can also relay information on events such as parades or funerals. Statements were also released arising from crimes or other acts of violence. The press releases were numbered according to the year and the number of the release. An index of selected press releases by date and then by title is available on the NYC.gov website from 1996 – 2001 for Mayor Giuliani.

Mayor's Office of Communication

Scheduling Advance Unit / Briefing Memos

Series number: 03
Extent: 12 cubic feet
Date span: 1993 – 2001

Daily Schedules / Scheduling

Series number: 03
Extent: 96 cubic feet
Date span: 1993 – 2001

Advance

Series number: 03
Extent: 3 cubic feet
Date span: 1994 – 2001

Arrangement

Daily Schedules were foldered and organized chronologically. Events and the Advance Unit and Briefing memos have been organized chronologically by day. There is most likely overlap between the two series.

Description

These three complementary series detail the daily activities of the Mayor in administrative and social functions. A compilation of scheduling files began shortly after Giuliani was elected in November of 1993. Daily schedules originally comprised five binders of schedules. The binders contained daily print outs with time and place for each activity. Revisions were interfiled so that one can see what activities may have been changed or altered. Of note, are the schedules for the days from September 11, 2001 and forward. These schedules were revised daily.

The remainder of this series contains files for each individual event the Mayor attended or had on his schedule that may have been attended by a designated Deputy Mayor or other staff member. This is a voluminous group of materials as

they are literally folders for every event, and on any given day there could be several events which were attended. The events run the gamut from parades to award ceremonies to funeral services but also include speeches and official ceremonies. For example, there is a folder for Police Promotion Ceremony, August 7, 1995 and then for a Surprise Party for Tony Randall, August 9, 1995.

These materials provide researchers with an in-depth look at the schedule of the Mayor.

Mayor's Office of Communication

Research Office

Sub-series number: 03/01

Extent: 26 cubic feet

Date span: 1990 – 2001

Arrangement

The files were arranged somewhat alphabetically under the following headings: Subject, Profiles, Travel, and Speechwriting. The overall groupings have been retained and the files placed in alphabetical order.

Description

This series of the Office of Communication contains what appear to be research files for the Office of the Mayor. There are files on topics ranging from the Reverend Al Sharpton (box 03/1/009, folders 0351 – 0364) to the funeral of Princess Diana in 1997 (box 03/1/006 folder 0227) to the World Series Championships of the New York Yankees baseball team (box 03/1/006, folders 0197 – 0199).

Materials on the Privatization of Coney Island Hospital can be found here as well as in General Correspondence for 1994 and 1995 (see Series 01/1994, 01/1995); and in Issue Mail for 1994. Information on the Central Park Attacks during the Puerto Rican Day Parade is located here as well as in General Correspondence, 2000 (box 01/2000/053, folders 1066-1071).

Files on litigation in 1999 regarding the practice of seizing cars when the owner has been charged with a DWI can be found in this sub-series (box 03/1/002, folder 0054).

Also found in this sub-series as well as in Issue Mail and throughout the collection are files on the *Sensation* exhibit at the Brooklyn Institute of Arts and Sciences (box 03/1/001, folders 0015-0018) with an appellant brief of the Museum v. the City of New York and Rudolph W. Giuliani (box 03/1/001 folder 0019) (See also Issue Mail for 1999).

Files under “Police Department” contain information on the physical abuse of Abner Louima at the hands of police officers in 2000, the shootings of Diallo and Patrick Dorismond also in 2000 which is again found in Internet Mail files in 2000 General Correspondence (box 01/2000/053, folders 1072 – 1075). Transcripts, police reports and statements by Public Advocate, Mark Green, are included in these files.

Files on the 1995 merger of the New York City Transit Authority police and NYPD are also found in this sub-series.

Files labeled “profiles” contained files on everyone from the Mayor’s staff to the Mayor himself (box 03/1/007 – 008; folders 0259 – 0292). The staff also kept numerous files on former Mayor David Dinkins (boxes 03/1/006 – 007; folders 0228 – 2043).

This sub-series includes files labeled “Research – Travel,” that contain information on states that Mayor Giuliani visited to support Republican candidates and for his own campaigning activity in anticipation of running for the U.S. Senate. There are also files in this sub-series on Arkansas and Whitewater and Hillary Rodham Clinton (box 03/1/010 folder 0384).

Mayor's Office of Communication

Audio/Visual Materials

Series number: 03

Extent: Audio Tapes: 12 cubic feet

Video Tapes: 282 cubic feet

Total: 294 cubic feet

Date span: 1994-2001

Arrangement

Audio tapes are arranged in 12 boxes by radio station (AM770, WNYC, etc.), and by type of event (interview, press conference etc.).

Video Tapes are arranged chronologically and include channel and title of program.

Description

Audio/Visual materials consist of audio tapes and VHS video tapes. The audio tapes span 1994-2000 and include the Mayor's Radio Show on AM 770, interviews, press conferences, and dictation tapes. See box inventories in each box for complete contents.

The Video collection was divided into two types: Daily News Feeds consisting of local and national news collected by the Office of Correspondence; and Special Video Tapes that include documentaries, movies, and appearances on television programming. The Special Video Tapes also include coverage of the events of September 11, 2001.

Sub-Group 04: Mayor's Office of Transportation

Director: Robert Grotell 2001 – 2002

Assistant Director: Rachel Stein 2001 – 2002

Series number: 04

Extent: 2 cubic feet

Date span: 1987 – 2001 (bulk 1998 - 2001)

Arrangement

The sub-group consists of project / issue files arranged alphabetically.

Description

The Mayor's Office of Transportation (MOT) coordinates city policy on transportation-related issues and serves as mayoral liaison to the Metropolitan Transit Authority (MTA). Some of the major issues that are within the scope of responsibility for MOT include: fare policy initiatives, infrastructure capital programs, airport and aviation issues, high-speed water ferries, intermodal goods movement initiatives bicycle/pedestrian safety, and air quality and traffic congestion.

These materials contain constituent correspondence – some routed on to MOT and others pertaining to transportation issues sent to MOT directly.

Sub-Group 05: Mayor's Office of Special Projects and Community Events (MOSPCE)

Series number: 05

Extent: 43 cubic feet

Date span: 1994-2001

Arrangement

The sub-group is divided into nine series: NYC 2000, Marcia Lee, Publications/Ephemera and one for each year from 1994-1999. Many of the materials are duplicated within individual series and within the MOSPCE sub-group as a whole. The NYC 2000 material deals with the year long events organized by the City to celebrate the Millennium. It contains files arranged alphabetically, videos and photographs. Marcia Lee was a Deputy Director with MOSPCE. Her series files span 1995-2000 and are arranged alphabetically by event. Years 1994, 1995 and 1996 are organized similarly. They consist of special events arranged alphabetically, mayoral events arranged alphabetically and mayoral receptions arranged chronologically by event date. Included in these series is financial/administrative material which was not reformatted.

In 1997, special events and mayoral receptions were merged to create Special Projects, organized chronologically. Mayoral events remained unchanged, still arranged alphabetically.

The 1998 series reflects the organizational style of a new coordinator who merged all three groups into one, entitled Special Projects; the series is arranged chronologically. The same arrangement exists for 1999.

Publications/Ephemera consists of publications and photographs from 1994-2000.

Description

The Mayor's Office of Special Projects and Community Events (MOSPCE) organizes, manages and directs all public ceremonies, celebrations and receptions held by the order of the Mayor. MOSPCE additionally maintains liaisons with the private sector for the monetary support of said City events. In essence, any event associated with either the Mayor or the Office of the Mayor is supervised by MOSPCE.

This series provides insight into the busy public life of the Mayor. It also underscores the political necessity of making sure each political, ethnic, and cultural group in the City is recognized and highlights the tremendous amount of planning and logistics that involved in these events. While the events themselves are social in nature the political factor should not be taken lightly. The files contain guest lists, programs and correspondence, which detail the gathering of funding for the event. This series is a detailed extension of the Scheduling Event Series (boxes 030129-030220).

Sub-Group 09: Counsel to the Mayor

Overview

Sub-group number: 09
Extent: 22 cubic feet
Date span: 1984-2001

Series 09/01: Geoffrey Hess/Dennison Young, Jr.
Extent: 2 cubic feet
Date span: 1994 – 1998 (bulk 1997)

Series 09/02: Deputy Counsel Larry Levy
Extent: 11 cubic feet
Date span: 1984 – 2001 (bulk 1999 – 2001)

Series 09/03: Assistant Counsel Agostino Cangemi
Extent: 8.5 cubic feet
Date span: 1994-2001

Series 09/04: Assistant Counsel Nina Martinez
Extent: .5 cubic feet
Date span: 1993-1997

Description

The Counsel to the Mayor serves as the Mayor's personal legal advisor on matters involving the City of New York. The position advises the Mayor on legal and policy issues which may affect the implementation of Mayoral initiatives, programs and operations. The Counsel is also the liaison to the Mayor's Advisory Committee to the Judiciary. The Office also represents the Mayor on several boards including New York City Police Department Pension Fund Board of Trustees, New York City Fire Department Pension Fund Board of Trustees, the Office of Labor Relations Deferred Compensation Board, and the Board of Collective Bargaining (from The Official Directory of the City of New York, The Green Book).

Counsel to the Mayor

Geoffrey Hess/Dennison Young, Jr.

Series number: 09/01

Extent: 2 cubic feet

Date span: 1994 – 1998 (bulk 1997)

Arrangement

These boxes included both Mr. Hess and Young's names on them. The files contain mostly subject files and several files titled "Isolated Individual Projects". These latter files contain handwritten notes, correspondence, legal documents, responses to requests for assistance by the Mayor for callers into his radio show, and approvals for various projects, among other things. The files are arranged alphabetically by subject.

Description

Subject files include Coney Island Hospital (box 09/01/001; folders 0005 – 0006), relating to privatization. The Mayor had begun this privatization initiative in 1996 and the files contain materials on the history of this effort. The State Supreme court ruled that leasing of public hospitals required City Council approval, effectively quashing this idea.

Project Smart Schools (box 09/01/002; folders 0027 – 0034) was an initiative to enhance the City's educational curriculum via the integration of technology, i.e., computers, in public schools. The files detail the strategy and planning which went into this initiative. Public Private Initiatives (PPI) also played a role in this initiative, as PPI agreed to solicit the private sector in the effort to locate and contract with vendors and donors for goods and/or services. The initiative also required training teachers and allocating funding over a multi-year time span.

The Deputy Counsel is also the Mayors Records Access Officer (Deputy Mayor Tony Coles also held this position) and handles Freedom of Information Law (FOIL) requests.

Counsel to the Mayor

Larry Levy

Deputy Counsel to the Mayor / Records Access Officer

Series number: 09/02

Extent: 11 cubic feet

Date span: 1984 – 2001 (bulk 1999 – 2001)

Arrangement

Deputy Counsel Levy apparently kept files of the same information under multiple headings as a sort of cross-indexing system. An attempt was made to combine these files when possible to make them more useful and accessible. Also, Levy kept concise files, and many documents are U.S. Code, previous laws, and articles, etc. from as early as 1962. These appeared to be research and background files for him and his staff. His files have been kept in their entirety.

Many files also contained Privileged and/or Confidential and sensitive information. Access to these files will require approval by Corporation Counsel and were not reformatted.

Description

(Series not filmed)

Larry Levy's files are made up of exclusively subject files. Topics include Police Pensions, Judges, Emergency Management and Preparedness, Conflicts of Interest cases, City Hall Steps (documents regarding the prohibition of public protests on those steps), Police Department, Proclamation of Rewards, and several files of reports by Edward Stancik the Special Commissioner of Investigation mostly on incidents in public schools. There are also files on individuals and some investigative files.

The City Hall Steps had traditionally been used as a forum for the public and groups to demonstrate peacefully. Because of recent and domestic terrorist activities like the Oklahoma City Bombing, the administration felt it best to limit

access to the steps and introduced a bill to make this law. The number of demonstrators, kinds of demonstrations, and time of events were all restricted. This caused much public outcry (see also Issue Mail). Permits required in some instances, for example if more than 50 people attending. An opinion written by the Supreme Court ruled the City was overstepping its boundaries (box 09/02/001, folders 0062-0063).

This series contains a significant amount of confidential and privileged information which precipitated the decision to not reformat. Many files contain information on families and beneficiaries of slain police officers for example; there are also several legal issues covered in the files. The originals are available at Municipal Archives for review under the guidance of the Municipal Archivist.

Counsel to the Mayor

Agostino Cangemi

Assistant Counsel to the Mayor, 1994-2001
Chairperson, Anti-Graffiti Task Force, 1998-2000

Series number: 09/03

Extent: 8.5 cubic feet

Date span: 1994-2001

Arrangement

The series consists of correspondence files arranged alphabetically by surname of correspondent; and project / issue files arranged alphabetically.

Description

In 1995, the Mayor's Anti-Graffiti Task Force was established as an effort to study graffiti-related vandalism in New York City and ultimately, to recommend initiatives that would combat graffiti. Organizations attempting to control graffiti, efforts of volunteer groups to remove graffiti, and the methodologies of removing such vandalism were studied. The material in this series primarily consists of Cangemi's work while Chairperson on this Task Force. Accomplishments, bids, and surveys of various neighborhoods in New York and correspondence with various Mayoral agencies including Consumer Affairs and the Community Assistance Unit, and Housing Preservation and Development document the Task Force's efforts.

The Anti-Graffiti Task Force met quarterly and issued reports to the Mayor. Relevant city agencies shared information and coordinated plans to curtail and halt vandalism in neighborhoods in all five boroughs.

The series also contains files relating to the New York City Employees Retirement Systems (NYCERS). Meeting minutes, evaluations and policy issues regarding pensions for the Fire Department of New York are also included.

Nina Martinez was Chair of the Anti-Graffiti Task Force from 1995-1997. Some of her records of service on the Task Force are included within Cangemi's.

Counsel to the Mayor

Nina Martinez

Assistant Counsel to the Mayor, 1993-1997
Chairperson, Anti-Graffiti Task Force, 1995-1997

Series number: 09/04

Extent: .5 cubic feet

Date span: 1993-1997

Arrangement

The series consists of project / issue files arranged alphabetically.

Description

Martinez's records focus primarily on Pension files. The files include articles, Fire Department Pension Funds for individuals working for the Department. The few folders in this series of correspondence contain materials pertaining to issues such as sexual harassment, making city streets safer, and youth services in New York.

Records from 1995 – 1997, when Martinez served as Chairperson of the Anti-Graffiti Task Force, were filed with Agostino Cangemi's materials and can be found in Series 09/03.

Sub-Group 12: Office of the First Lady

Donna Hanover Giuliani

Series number: 12

Extent: 8 cubic feet

Date span: 1994 – 1999 (bulk 1994 – 1995)

Arrangement

Personnel files and correspondence are arranged alphabetically by subject, and thereafter by year. Telephone bills are arranged chronologically. The materials were not reformatted.

Description

The Office of the First Lady managed the affairs of the First Lady, including scheduling events and correspondence. As the First Lady of the City of New York, Donna Hanover Giuliani represented the Mayor at events he could not attend.

The files of the Office of the First Lady include correspondence, events, personnel files and telephone bills. The personnel files consist of employee time sheets and vacation requests. Event files contain invitations and letters requesting the First Lady's presence at an event. Included in the correspondence files are cards, letters and invitations from dignitaries, celebrities and other prominent figures. These materials provide significant insight into the activities of the Office of the First Lady.

Sub-Group 13: City Legislative Affairs

Local Laws

Series number: 13

Extent: 17 cubic feet

Date span: 1994-2001

Arrangement

Local Laws begin the legislative process as numbered “Intros”. Upon passage assigned sequential Local Law numbers, starting over with number one (1) each year. The folder titles include both the Intro number and subsequent Local Law number. Other materials in the files include correspondence between the Office of City Legislative Affairs, the City Clerk, and the Clerk of the [City] Council. Drafts of the mayor’s remarks at public hearings on the Intro are included along with official transcripts. Notices of Local Laws in *The City Record* and *The New York Post* are also included. Files are arranged by year and then sequentially by Local Law number.

Description

Legislative proposals, or “Intros,” are brought before the City Council by council members and members of the community for consideration. Local laws passed by the Council can cover only one subject. To become a law, the Intro must be approved by the majority of council members and subsequently signed by the mayor. If the mayor does not take action within 30 days after receiving a proposal from the council, the bill is considered approved as law. The mayor can veto the bill, and return it to the council with objections. Thereafter, the city council has thirty days to reconsider with a two-thirds majority vote can override the mayor’s veto.

Street name designations to honor early settlers, fallen police officers or firefighters, community leaders, artists, musicians, and any other individual who has had a significant impact within New York City borough neighborhoods are a common proposal brought before city council. Most often, these Intros do pass to become Local Laws. The series also contains a significant amount of laws regarding business improvement districts (BIDS). Intro's regarding BID's usually request the establishment of a district, or additional services and funding for existing BIDS.

Giuliani's efforts to streamline government by merging similar functions in many agencies into a single entity were introduced as Intros and subsequently passed by the City Council. For example, Intro 368A, Local Law 24 of 1994 created a new Department of Information Technology and Telecommunications as an effort to allow New York City to take advantage of progressive technologies, linking telecommunications with computers. Another example of Giuliani's initiative to revamp city government includes the merger of the Emergency Medical Services (EMS) with the Fire Department of New York (FDNY), Intro. 781-A, Local Law 58 of 1996.

The Smoke-Free Air Act was established by Local Law 5 of 1995 and amended the administrative code to impose restrictions on smoking in restaurants, various business establishments, and health care facilities.

Real property taxes are another common topic for local laws. Property tax enforcements and housing preservation policies are often enacted. Intro. 677-A, LL 26 of 1996, is an example of a reform in the city's tax collection and housing policy procedures.

