2001

Office of the Mayor

Rudolph W. Giuliani

BARBARA FLYNN

2001

WORLD TRADE CENTER (WTC) - CLIPPINGS
SEPTEMBER 11

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ALPHA SYSTEMS
www.alpha-sys.com

56-member transition committee broke into 13 subcommittees this week and began looking at scores of résumés from people who want to hold city commissioner jobs.

"The scuttlebutt around town? It [the new government] will look like Koch IV," political consultant Hank Sheinkopf said. "Bloomberg has political due bills, and he owes a big one to Ed Koch and Rudy Giuliani. So you can expect a lot of their people will be taken care of."

But a transition committee member said it was "premature" to speculate who would get the city posts. "I don't believe there are a lot of people locked in," the committee member said.

To ease the changeover, Deputy Mayor Joseph Lhota has agreed to stay on in his post "for a few months," sources said.

A team of core Bloomberg confidants are interviewing deputy mayor and budget director candidates, officials said.

Other commissioners will be reviewed by the 13 subcommittees, which range from consumer and cultural affairs to public safety.

... the 2002 fiscal year, which will include the first six months of Bloomberg's term.

Bloomberg, however, will have to bridge a gap of at least $4 billion in the next budget.

With Frank Lombardi

ence and White House ties — he built Chelsea Piers and was a Yale classmate of President Bush.

MTA chairman Peter Kalikow and Empire State Development Corp. chairman Charles Gargano will also have roles.

MICHAEL APPLETON

The 30,000 red, white and blue lights of 81-foot-tall Rockefeller Center tree erupt into patriotic holiday spirit after First Lady Laura Bush and Mayor Giuliani flipped switch last night.

Mayor rips Amex for cop-protection call

By ERIC HERMAN
DAILY NEWS BUSINESS WRITER

Mayor Giuliani slammed American Express yesterday, rejecting the company's "demands" for more police protection as a condition for returning to its downtown headquarters.

"American Express has issued demands that are entirely unrealistic," the mayor said at 1 Police Plaza after a Sanitation Department promotion ceremony.

American Express had 5,000 employees working downtown before Sept. 11 — the majority in 3 World Financial Center, which the company partly owns.

But after the World Trade Center attacks, American Express bolted from its damaged headquarters, moving its workforce to Stamford, Conn., Parsippany and Short Hills, N.J., and a temporary headquarters in Jersey City. The company vowed to return its headquarters to Manhattan, but city officials have expressed concern that only a fraction of the 5,000 employees would come back.

In recent weeks, American Express entered negotiations to lease office space at 787 Seventh Ave., in midtown, and has been in discussions with city officials about its plans, according to real estate executives.

The company recently presented the city with a list of "concerns" it wanted addressed before agreeing to return to Manhattan, said one executive.

Giuliani said American Express wants a specific number of police officers assigned to protect 3 World Financial Center, including horseback and canine units, and surrounding streets closed to traffic.

"It's unnecessary, so I hope they go back to more good-faith dealings," he said. "You can't fix in a contract with a private business the number of police officers you're going to have."

Police Commissioner Bernard Kerik added, "You can't have corporations telling the Police Department how to police."

The remarks angered company executives, who have been conducting negotiations quietly, one source said. "We don't have comments on the specific things that the mayor had to say," said spokesman Tony Mitchell.

He declined to say how many officers the company had asked for, or whether the company was worried about terrorism or criminal activity. He said the discussions have focused on "the transportation situation" downtown and "the general level of security, both in terms of our employees and in terms of our property."

With Lisa L. Colangelo

The Mayor's Office of Emergency Management, City of New York

Jommund Desk 212 640 9037

To: All Agencies
From: Richard Sheirer, Director, OEM
Date: Wednesday, November 14, 2001

WTC

THIS UPDATE MEMORANDUM CONTAINS THE FOLLOWING:

1. Operational Policy for Recovery Work on the Debris/Rubble Pile
2. Zone Information
   a. Inner Zône Access Policy
   b. Red Zone Access Policy
   c. Zone Transportation Policy
   d. General Guidelines (Photographers, Tours, Health, Enforcement)
   e. Site Management
3. Red Zone Security Policy-(Exempt Agencies)
4. Access Policy: Building Owners/Managers, Contractors and Residents

1. Operational Policy for Recovery Work on the Debris/Rubble Pile

All operations on the Debris/Rubble Pile will be conducted under the oversight of the Unified Command, which includes DDC, FDNY, OEM, NYPD and PAPD. These efforts will be coordinated with all agencies involved in the process of debris removal and recovery. This policy creates a safe, efficient work area while maintaining a high level of respect and dignity for the remains of those who have perished. With this, the WTC Health and Safety Plan shall be followed at all times.

Effective immediately, there will be a Recovery Team that will stand in reserve outside of the debris pile and high traffic areas. The Recovery Team will be comprised of 50 FDNY, 25 NYPD and 25 PAPD personnel and will be divided into units to efficiently cover all sectors of the pile.

DDC and Recovery team safety officers will position spotters in the debris/rubble pile at least 15 ft away from the maximum swing radius of all equipment. When a recovery of a victim or evidence is warranted, the spotter shall request a halt of the excavation through the on site DDC representative. Situations that may warrant this action include, but are not limited to, the discovery of remains, crime scene material such as a black box, and valuables or hazardous materials, emergency situations, etc. NYPD, FDNY, PAPD and DDC supervisors will stop work for a period of time appropriate for the Recovery Team to investigate the surrounding area. Once the Recovery Team has investigated and searched the area and removal is completed, the Recovery Team will return to the staging area for the excavation to resume.

2. ZONES

Effective Friday, November 2, 2001, the credentialing post is a trailer located at the Southwest corner of North End Avenue and Warren Street.

Effective Tuesday, November 13, 2001, at 0800 hours:

- **The Blue Passes OR the WTC 2001 Photo ID with a white 'Z' in a red box will continue to represent access to the Red Zone.**
- **The Tan Passes issued by the DDC will represent access to both, the Red Zone and the Inner Zone.**

A. Inner Zone Access Policy

The **Inner Zone** is the fenced area bounded by Vesey Street on the North, Church Street on the East, Liberty Street on the South and West Street. ***(see attached map)*** Access to the Inner Zone will be limited to construction personnel, recovery workers and authorized personnel with Tan Passes issued by DDC.

For this zone three personnel and vehicular access gates have been established at:

- Vesey and West;
- Liberty and West; and
- Church and Liberty.

The gate at Vesey St. and West St. is for personnel who do not have passes to the Inner Zone but do have extenuating circumstances requiring immediate access. In these circumstances, a temporary pass will be issued at the personnel gate. NYPD, PAPD, FDNY and DDC personnel will be posted at these gates.

Note: Those agencies that need to have personnel in the Inner Zone on a regular basis should submit a request in writing to the DDC command field office for approval.

This request should include:

1. The name of a single credentialing liaison that will be responsible for issuing and maintaining control of the Passes;
2. A list of personnel who need access and the reasons they need to enter the Inner Zone (only staff assigned to work in the Inner Zone should be on this list);
3. The number of temporary badges necessary for staff who do not require permanent access to the Inner Zone.

212 640 9207

All requests should be faxed to the DDC Command at ~~(212) 941-5356.~~

B. Red Zone Access Policy

The **Red Zone** is the fenced area bounded by Park Place on the North, to Carlisle St./Cedar St./ Albany St. on the south and from Church St. on the east to West St. on the west. West St will remain frozen south of Warren St. City agency vehicles requiring access into the Red Zone are to use the entrances and exits depicted on the attached map. **Secured gates to be used only during an emergency.**

Certain agencies, listed on the Security Policy as "Exempt Agencies," can gain access to the Red Zone with their agency ID, and another form of photo identification. All agencies not included as "exempt" must provide a list of personnel requiring access to the OEM credentialing officer who will approve it and fax it to the credentialing checkpoint at North End Avenue and Warren Street.

Note: Some agencies may be issued bulk credentials so that they can expedite the entry of critical employees. Those agencies will be responsible for accounting for the credentials.

- Valid Passes: The Blue Pass, Tan Pass or Red Z on the WTC 2001 Photo ID are valid passes for access in the Red Zone. Agencies should inform their personnel that Red Zone access is for official business only and that unauthorized visit could lead to arrest and prosecution. **Please note that access to the Inner Zone can only be obtained with a Tan Pass.**

- **WTC 2001 Photo ID**: As of October 1, 2001, only personnel working at OEM's Emergency Operations Center will receive a WTC 2001 Photo ID. All other essential personnel who need access to the Red Zone will be issued a Blue Pass. Some personnel have previously received the WTC Photo IDs, these individuals may continue to use these credentials to access the site as necessary.

- Personnel not exempted under the Red Zone Security Policy must request credentials through the agency that needs them in the area. That agency in turn should request Red Zone access through OEM functional group leaders or the credentialing officer at OEM's Operational Center podium.

- Agencies utilizing contractors directly involved in the response and recovery within the Red Zone should provide OEM with a list of names and social security numbers for approval. Once approval has been granted, OEM will fax all pertinent information to the credentialing post at North End Ave. and Warren St.

- Contractors not directly involved in the response and recovery effort will NOT be issued passes. If they want to request an NYPD walk-in, they should visit an NYPD center/command post located at:

  - NYPD at Fulton & Broadway (917) 769-2468 or 2469
  - NYPD at Battery Place and First Place (917) 769 4049 or 2929
  - NYPD at Pike & South Streets (917) 769-2958
    (See attached: "Access Policy for Building Owners/Managers, Contractors, and Residents").

C. Zone Transportation Policy

- **Vehicular Traffic**

Vehicular traffic in either the Red Zone or Inner Zone will be limited to only that which is necessary. Passenger vehicles will not be permitted in either zone. This includes cars and sport utility vehicles for contractors, official agency vehicles as well as emergency vehicles that are not responding to emergencies.

Only vehicles (including "Gators", "Golf Carts" and "ORVs") carrying cargo or equipment in direct support of the debris removal and recovery operation, or fire suppression will be permitted in the Inner Zone. Personnel who feel they need a vehicle in the Inner Zone may apply for an access pass at the DDC command field office. **Any vehicles without the pass will not be allowed in the Inner Zone.**

D. General Guidelines

Photographers

All press photographers will be granted access through the Mayor's Press Office and the Joint Information Center. Photographers working for the operation will have their privileges evaluated on a case-by-case basis by the Unified Command. These photographers will have an "Authorized Photographer" label laminated to the back of the authorized Blue or Tan pass. The "Authorized Photographer" label is in blue type on a Tan color background. **There will be absolutely no photographic documentation of site except by properly credentialed personnel. Unauthorized photographers will have their cameras and film confiscated. This policy also applies to personnel working on site.**

Tours

All site visits will be held at, one location: the platform at Liberty St. and West St. Access to the platform is at South End Ave. and Liberty St. only. No walking or driving tours will be provided through the site. Although there is no fence in front of it, the platform is not considered within the Inner Zone. **Every site visit must be authorized by the Mayor, the Police or Fire Commissioner, OEM Director or the Port Authority Chief Operating Officer. Any violation of this policy may lead to disciplinary action.**

Health

The guidelines set forth in the WTC Health and Safety Plan will be followed at all times. Anyone passing through one of the Inner Zone access gates must wear, at a minimum, an approved hard hat and safety glasses.

Enforcement

Enforcement of access to the Inner Zone will be NYPD, PAPD and DDC at each of the three access gates. FDNY, NYPD and DDC are responsible for operating roaming enforcement safety teams on site. Each agency will have personnel dedicated to this effort who will conduct the roaming checks. Unauthorized access to any zone is subject to arrest.

E. Site Management

A Site Management Task Force has been established to better coordinate all placements of THVs, sheds, temporary structures, command posts or other significant establishments on-site.

All structures must be approved by the Task Force, which is composed of personnel from FDNY, OEM, DDC, and NYPD. **All agencies with such structures currently at the site – or those who want to establish any new structures now –must fax a justification to DDC at (212) ~~941-5356~~ for approval by the Task Force to stay in the secured areas. Any unauthorized structures will be removed.**

640-9032

3. Red Zone Security Policy (Exempt Agencies)

As per the Director of the Mayor's Office of Emergency Management: The following agencies will be allowed into the Red Zone with only their agency ID and a secondary piece of identification OR their agency badges and their picture agency ID. All other personnel on official business will need a Mayor's Office of Emergency Management Blue Pass, the Inner Zone Tan Pass, or the WTC 2001 picture credential with the Red Z. If the Z is punched out, authorization into the Red Zone has been revoked.

Exempt Agencies

Note: Additions and deletions may have been made!

City of New York

*OEM

*FDNY (They will be wearing an additional plastic, colored ID band, & not required any additional ID).

*NYPD

FDNY-EMS

Department of Sanitation

Department of Transportation

Department of Investigation

Department of Environmental Protection

Office of the Chief Medical Examiner

*New York City Sheriff

Department of Probation

Department of Design and Construction

State

State Emergency Management Office (SEMO)

*New York State Police

*NYS DEC Police

*Port Authority

*MTA Police Department

MTA-New York City Transit

New York State EMS Ambulances

Federal

Occupational Safety and Health Administration

Bureau of Alcohol Tobacco and Firearms

U.S. Secret Service

*FBI

National Transportation Safety Board (NTSB)

US Coast Guard

US EPA

US Customs

*United State Postal Services Investigators

Federal Reserve Bank Police

Private

American Red Cross

Salvation Army

AT&T/Wireless (plus contractors with agency ID)

ConEd (plus contractors with agency ID)

Verizon (plus contractors with Verizon ID, including Empire City Subways)

***Denotes Escort Authority so agency personnel may freely escort those without credentials into the Red Zone.**

- Any other personnel joining the crew at that time will have to present proper ID at that point.
- Contractor(s) may be required to undergo another overall vehicle and ID check at that time.
- Once NYPD is satisfied and clears the vehicle and personnel for admission into restricted area, NYPD will escort the contractor vehicle(s) to worksite.
- This procedure must be followed each and every time the contractor requires vehicular access at the site.

Procedure for Residents:

- Residents must show proof of residency and photo ID to access their apartments. Upon NYPD satisfaction of residency, each resident will be escorted by NYPD officers to their apartments and allow 15 minutes to gather belongings and then residents must vacate premises.
- Initial vehicle access is required by NYPD at South Street and Catherine.
- Access to this area is located at Battery Place and West Street.

4. Access Policy: Building Owners/ Managers, Contractors, and Residents

Procedure for Building Owners/Managers:

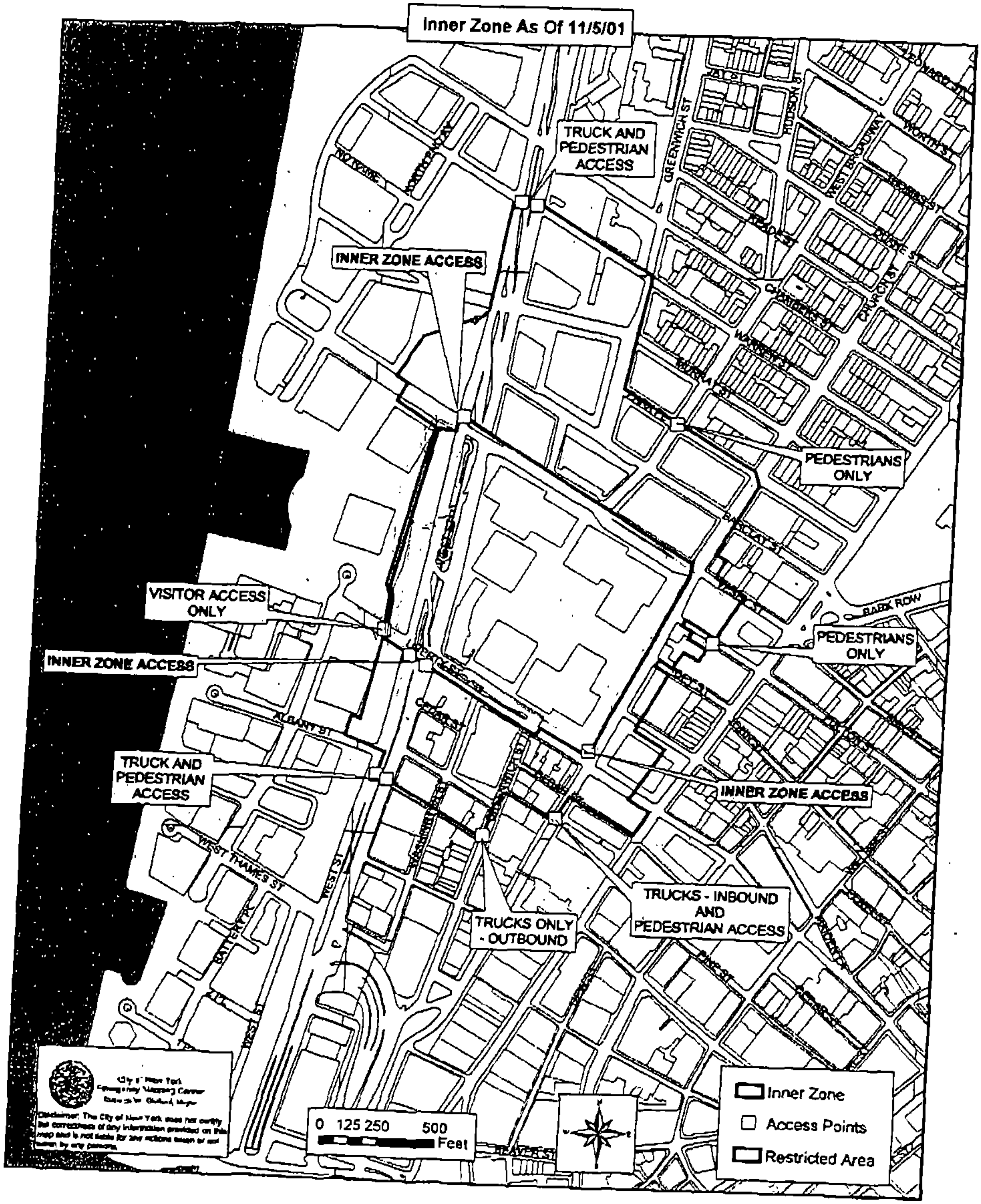
- Building owners/ managers, with personal photo identification along with proof of ownership of building (e.g. deed, ground lease) or right to occupy same, or other proof of authority to act on the owner's behalf, must meet with the contractor(s) at the NYPD access van located at Broadway and Fulton Streets.
- Building owners/manager(s) and contractor(s) will be interviewed by an NYPD official in charge at which time they will present all required ID and building credentials.
- Owners or managing agent will be required to sign a police release form issued by NYPD whereby owner assumes liability for the building, its contents, and occupants.
- Upon NYPD's satisfaction of proof of ownership/management authority, and all required photo ID's NYPD may, in its sole discretion make arrangements with the owner and contractor(s) to provide access at the established checkout point.

Procedure for Contractors:

- Contractors will be granted access provided the owner or superintendent of the building accompanies them to where work is to be done. In addition, contractors must show photo ID and provide a list of all workers and social security members that will be working on site.
- The contractor is responsible for assembling the entire work crew at the establish checkpoint at the appointed time.
- NYPD may allow vehicle access for work crew and equipment on West Street on a case-by-case basis.
- This Work Crew access Procedure will be repeated each day access is required.
- Contractors and their work crews are to remain at the specified work location Any deviations will result in removal from the area and any further requests for access will be denied.

Procedure for Contractor(s) Work Crew, Vehicles & Equipment:

- The contractor is responsible for assembling all vehicles requiring access for the workday at South and Pike Streets.
- Contractor's crew chief will then ride with NYPD inspector in charge that all vehicles are ready and waiting at South Street.
- The crew chief will then ride with NYPD to South and Pike Streets where all vehicles will be inspected and all personnel ID will be checked.
- Upon NYPD's inspection and approval of vehicles and personnel, NYPD will escort the contractor's vehicles to a checkpoint at the perimeter of the resident area.


Inner Zone As Of 11/5/01
TRUCK AND PEDESTRIAN ACCESS
INNER ZONE ACCESS
PEDESTRIANS ONLY
VISITOR ACCESS ONLY
INNER ZONE ACCESS
PEDESTRIANS ONLY
TRUCK AND PEDESTRIAN ACCESS
INNER ZONE ACCESS
TRUCKS - INBOUND AND PEDESTRIAN ACCESS
TRUCKS ONLY - OUTBOUND
GREENWICH ST
HUDSON ST
WEST BROADWAY
CHURCH ST
PARK ROW
ALBANY ST
WEST THAMES ST
WEST ST
0 125 250 500
Feet
Inner Zone
Access Points
Restricted Area

Flynn, Barbara

From: Serafin, Kim
Sent: Friday, December 07, 2001 12:36 PM
To: Flynn, Barbara; Hess, Michael; Harding, Robert
Subject: potential Twin Towers Fund lawsuit......

I've already sent this information to Tamra, Larry and to the Press Office.... but Tamra asked me to pass it along to you as well....

Got a call from the NYS Emergency Management Office (set up to help field calls for families affected by 9/11 attacks) -- they said that they have received several calls from widows and family members of government employees who are upset with the Twin Towers Fund because they feel they are eligible for our benefits and because they feel our website and the description of the fund is misleading. Plus, some saw the website when it incorrectly said that "...other government 'personnel'..." would be eligible. --- The real version reads other government "offices...." (and also, please note that, according to this emergency management office there is a US Army Audit booklet that has been published that has descriptions of all the funds, and in it, it uses that "government personnel" language for the Twin Towers Fund.)

Anyway, apparently there is a widow of a NY State Tax and Finance employee who called this NYS office and has told them that she has hired a lawyer who is considering taking the Twin Towers Fund to court because our language of who the fund is intended for is unclear. (there are 3 other families who are also potentially involved in this law suit.)
The widow's name is Susan Berger, wife of Stephen Berger.

WTC

ART COMMISSION OF THE CITY OF NEW YORK

WTC

MEMORANDUM

TO: Deputy Mayor Harding

FROM: Jean Parker Phifer

DATE: December 10, 2001

RE: Lower Manhattan Redevelopment Corporation

We urge the Lower Manhattan Redevelopment Corporation to utilize the expertise of the Art Commission in the reconstruction of downtown Manhattan and in the process of designing of a memorial to the victims of the World Trade Center attacks. As an experienced design review agency within the Mayor's office, the Commission can serve as a resource to safeguard the interests of New York City (see attached memo, "Why the Art Commission is More Important Than Ever.")

CITY HALL • NEW YORK NEW YORK 10007 • (212) 788 • 3071

Why the Art Commission is More Important Than Ever

In the wake of the September 11 destruction of the World Trade Center, New Yorkers who care about issues of urban design and the renewal of downtown have been spontaneously organizing committees, workshops, exhibits, and lectures to address the issue of how and what to rebuild. This frenzy of activity is a tribute to the energy, creativity, and vision of the many talented professionals in our city. Channeling this energy, many respected non-profit institutions are working together to issue recommendations for how the city and the state should proceed with the rebuilding.

Although the Port Authority, which owns the World Trade Center site, is a joint entity of the states of New York and New Jersey, a common sense consensus has been building that New York City should share equally in responsibility for, and direction of, the rebuilding effort. After all, the Trade Center site is deeply lodged within the heart of New York City and is critical to the effort to rejuvenate the entire downtown community.

Some of the emerging guidelines recommend a special commission with extraordinary powers to cut through bureaucratic red tape; they set a high priority on speeding up the process on the assumption that public reviews would necessarily stall the rebuilding to an unacceptable degree. However, while speed is important, the more important factors in assuring the success of the rebuilding are the careful programming, creative design, and thoughtful integration of the site and any memorial into the remaining fabric of downtown.

There already exists a civic agency that is vested with the mandate to review the design excellence of projects constructed by and for the city of New York. It is the Art Commission of the City of New York, founded in 1898 with the express purpose of reviewing the quality of proposals for public art, including memorials. The mandate of the agency has been expanded to include design review of all proposed construction and renovation of buildings, landscapes, and street furniture on city property. The Commission holds public meetings and thereby also serves as a forum for citizens to comment upon proposed designs which will impact their communities.

The composition of the Art Commission, as spelled out in the city charter, includes the sort of professionals one would recommend to evaluate design quality. They are: an architect, a landscape architect, a painter, a sculptor, representatives of three major civic institutions (the Metropolitan Museum, the Brooklyn Museum, and the New York Public Library), as well as three lay members and a representative of the mayor.

There are many facets to the complex tangle of issues involved at the World Trade Center site, including a maze of legal, zoning, land use, transportation, and construction details which are bound to slow down the reconstruction process. Because even the most expedited rebuilding process will take many years, we do have the time, and must take the time, to assure that a design of extraordinary quality is built.

We must retain the most talented designers to envision a project which not only incorporates the right mix of office, residential, and retail space, but which is enlivened by a significant urban open space or park and ennobled by a transcendent memorial. As an established city agency which represents the arts and design communities of New York, the Art Commission can assure that public review serves to inform and inspire the design of this historic project, which is crucial to the future of our city.

Jean Parker Phifer, AIA
President, Art Commission of the City of New York

DRAFT

December 10, 2001

John C. Whitehead

Chairman, Lower Manhattan Redevelopment Corporation

Dear Chairman Whitehead:

We are writing on behalf of the Memorial Process Team, which is made up of more than 60 professionals representing important professional, civic, academic, arts and municipal organizations. The team was established to make preliminary recommendations regarding the development of a September 11 memorial with the New York New Visions coalition, and will release its final report in mid-December.

We applaud your recent statements as Chairman of the Lower Manhattan Redevelopment Corporation (LMRC) regarding your intention to make a memorial to the events of September 11 central to any redevelopment plans. For the LMRC to achieve its goal, we recommend that a September 11 Memorial Advisory Task Force be created immediately and that this body oversee all aspects of the process of planning a memorial. Our recommendation is based on several findings related to our research and outreach efforts:

- In Oklahoma City, a Memorial Task Force was established within 2 months of the terrorist attack and successfully implemented a memorial within 5 years
- A need exists to reach out to and unify a wide range of constituencies and interests related to a memorial
- The memorial's potential economic impact on the redevelopment of Lower Manhattan will be significant
- Complex issues related to temporary memorials, land designation, funding, design and management require immediate attention

We recommend that the Task Force be made up of representatives from a number of different groups, including: family members, victims, rescuers, neighborhood representatives, religious leaders, architects, planners, major stake holders, representatives and public officials from the art/cultural/historical/landmark communities, state and federal agencies and concerned citizens. The challenge will be far greater than in Oklahoma City, which adds to its urgency.

The Memorial Process Team has developed a full set of principles, findings, and recommendations that we believe will be crucial to the work of the Memorial Task Force, and they are being documented in a detailed briefing book, including transcripts from preliminary outreach sessions and a database of memorial experts. It is imperative to begin now, given the range of memorial ideas, proposals, projects, and issues that are now being debated, all of which need an official sounding board and forum as soon as possible.

We urge you to take action as soon as possible, and the undersigned are ready to assist in this effort should you choose to convene a meeting or other initiative to move forwards in to establish a Memorial Task Force.

Sincerely,

Members of the Memorial Process Team, New York New Visions

Co-Coordinators Raymond Gastil and Jill Lerner

Flynn, Barbara

From: eristoffa@finance.nyc.gov
Sent: Monday, September 24, 2001 10:52 AM
To: BFLYNN@CITYHALL.NYC.GOV
Subject: fwd: Crain's Estimate

FYI
---------- Original Text ----------

From: Schupperl@CommExec@Centre, on 9/24/01 10:47 AM:
To: EristoffA@CommExec@Centre

It's very dfficult to evaluate Crain's $3 billion figure without knowing the assumptions and methodology they used .... but I would highly question their motives for painting such a terrible picture....these things have a way of being self fulfilling....the bottom line is everybody is guessing at this point....our numbers should be seen as providing "rules of thumb" rather than an aggregate estimate of the loss....this means that the final loss could exceed a $1 billion if we lose more than 10,000 jobs in the economy, the decline in hotel occupancy is greater than 20 percent,etc....clearly the picture is not good right now, but no one knows how long it will last and how strong a recovery the City and the nation will see....also it is important to keep in mind that what we say will be evaluated by the bond ratings agencies ....

Visit the NYC Department of Finance online at www.nyc.gov/finance

WTC

Financial Plan Update

Fiscal Implications of the September 11, 2001 Terrorist Attack

The City of New York

Rudolph W. Giuliani

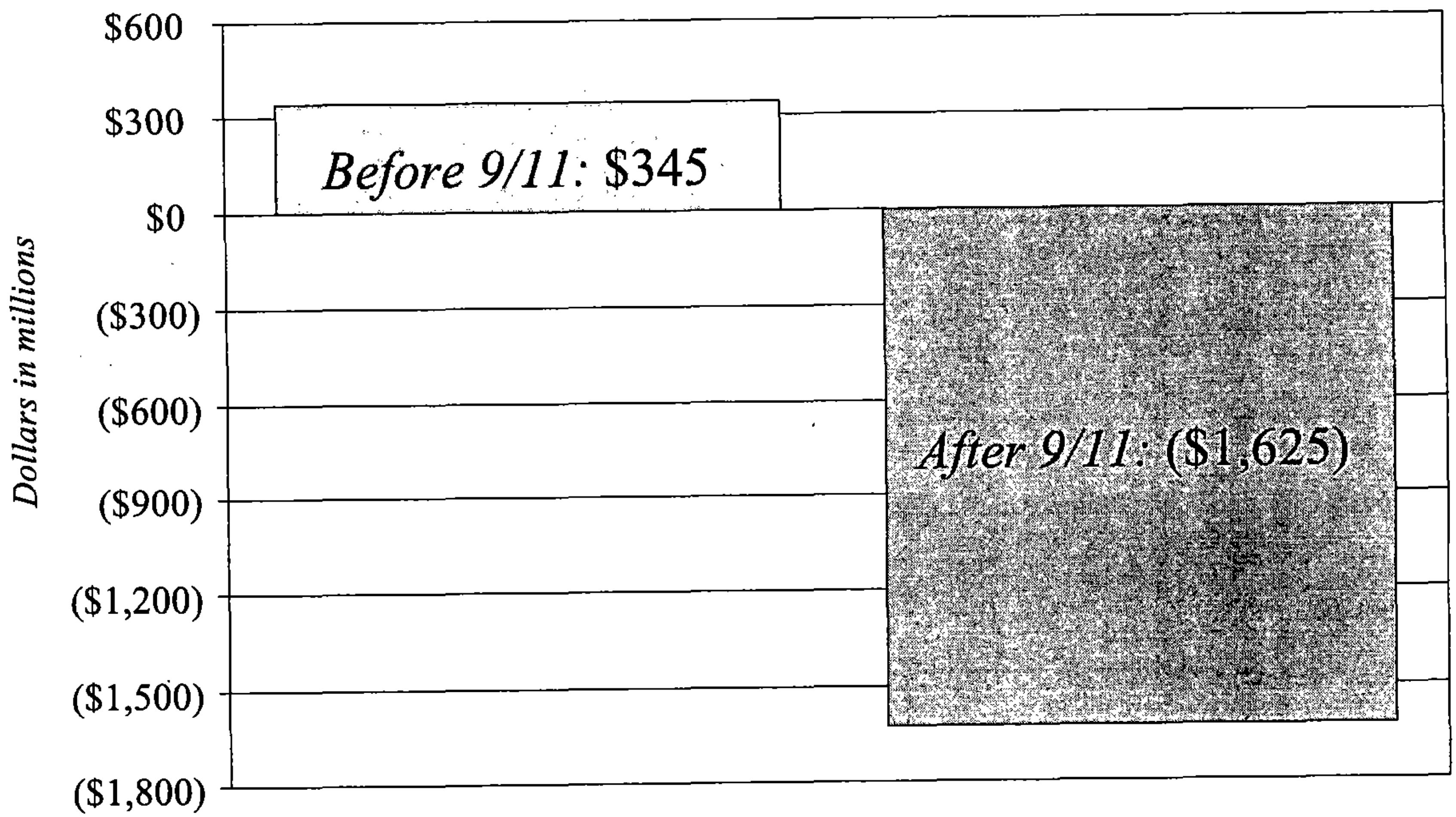
Mayor

October 9, 2001

Sound Budget Practices

- Adopted Conservative Revenue Estimates
- Targeted Tax Reductions to Spur Economic Growth
- Controlled Government Spending
- Created Budget Stabilization Account
- Used Surplus to Prepay Debt
- Consolidated Agencies and Reduced Headcount
- Privatized and Out-sourced Services to Reduce Costs and Increase Efficiency
- Implemented Strict Budgetary Controls and New Financial Management System
- Created City's First Debt Policy
- Initiated E-Government
- Diversified Credit *(Creation of TFA, Tobacco Securitization)*
- Upgraded Credit

The City's Budget Was In Surplus Prior to September 11th



Preliminary FY 2002 Financial Plan Update

	FY 2002
	(Dollars in millions)
Changes Prior to September 11	
State and Federal Budget Actions	(145)
Uniformed Coalition Labor Settlement	(150)
Other Spending Change	34
Total Changes to Plan Prior to September 11	**(261)**
Risks Within Financial Plan	
OTB Sale	(250)
Stock Transfer Incentive Fund	(114)
Total Risks Within Financial Plan	**(364)**
Preliminary Revenue Impact of September 11	**(1,000)**
Potential Gap to be Closed	**(1,625)**
Gap Closing Program	
Section 106(b) Spending Reserve	1,000
Stock Transfer Incentive Fund Restoration	228
State Approval of OTB Sale	250
Debt Service Savings	147
Subtotal	**(1,625)**
Gap	---

Budgeted Reserves	**FY 2002**
Adopted Budget Stabilization Account	345
General Reserve	200
Total Budgeted Reserves	**545**

Economic and Tax Revenue Forecasts Underpinning the FY 2002 Budget Were Conservative

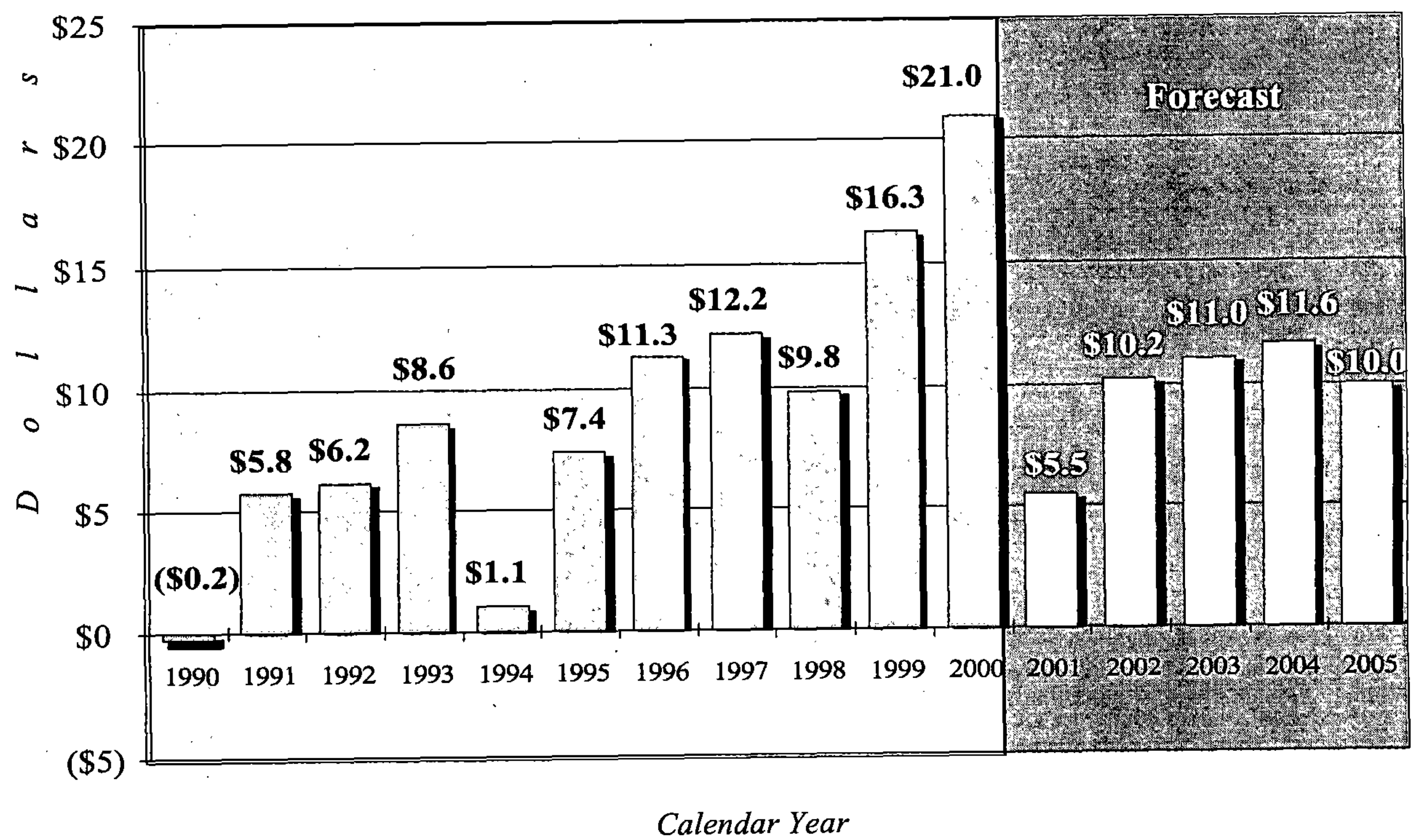
ADOPTED BUDGET FORECAST

- Securities industry profits were forecast to fall from $21 billion in 2000 to $5.5 billion in 2001 and bonuses were forecast to decline by almost two-thirds.
- Corporate profits were forecast to decline 6% in 2001 compared to double-digit growth in 2000 as a result of a slowing US economy.
- Capital gains realizations were forecast to fall 28% in 2001 due to the weaker stock market.

Because of these assumptions, FY2002 non-property taxes in the Adopted Budget (adjusted for tax law changes) were forecast to fall $500 million below the FY2001 level.

As a result of the events of September 11th, steeper declines in US GDP and corporate profits, further drops in capital gains realizations, local job losses of over 100,000 and a temporary disruption in tourism and related spending could reduce tax revenue this year by an additional $1 billion.

Anticipated Wall Street Profitability



Tax Revenue Forecast

($ in millions)

Tax	Actual 2000	Actual 2001	% Change	Adopted 2002	9/11 Revenue Impact	Projected 2002	Projected % Change
Property	$7,790	$8,156	4.7%	$8,478	-	$8,478	3.9%
Personal Income	5,153	5,331	3.5%	4,514	(276)	4,238	-20.5%
General Corporation	1,779	1,735	-2.5%	1,475	(54)	1,421	-18.1%
Bank	347	424	22.2%	359	-	359	-15.3%
Unincorporated Business	805	820	1.9%	802	(20)	782	-4.6%
Sales	3,509	3,662	4.4%	3,710	(272)	3,438	-6.1%
Commercial Rent	344	377	9.6%	356	(11)	345	-8.5%
Mortgage Recording	483	407	-15.7%	340	(68)	272	-33.2%
Real Property Transfer	403	473	17.4%	418	(88)	330	-30.2%
Utility	247	300	21.5%	276	-	276	-8.0%
Hotel	219	242	10.5%	246	(86)	160	-33.9%
All Other	504	413	-18.1%	563	(74)	489	18.4%
Audits	416	401	-3.6%	487	(51)	436	8.7%
Total	$21,999	$22,741	3.4%	$22,024	(1,000)	$21,024	-7.6%

Tax Reductions – Already Enacted

Dollars in millions

Program Enacted	1998	1999	2000	2001	2002	2003	2004	2005
• Expiration of PIT 12.5% Surcharge	-	($192)	($772)	($795)	($796)	($845)	($897)	($957)
• Resident UBT/PIT Credit	(25)	(31)	(37)	(43)	(49)	(55)	(55)	(55)
• College Tuition Deduction /Credit (PIT)	-	-	-	-	(5)	(9)	(14)	(18)
• Marriage Penalty Reduction (PIT)	-	-	-	-	(7)	(21)	(28)	(29)
• Reduction in PIT 14% Surcharge	-	-	-	(91)	(365)	(387)	(415)	(453)
• STAR (Personal Income Tax)	-	(85)	(200)	(415)	(560)	(600)	(629)	(652)
• Hotel Tax Cut	(20)	(22)	(24)	(26)	(27)	(28)	(29)	(30)
• Commercial Rent Tax Reductions	(376)	(422)	(447)	(460)	(500)	(508)	(515)	(523)
• Unincorporated Business Tax Reforms and Credits	(50)	(52)	(53)	(54)	(56)	(57)	(58)	(58)
• Commercial Revitalization Program	(15)	(22)	(30)	(44)	(49)	(51)	(54)	(45)
• SCRIE/SCHE Enhancements	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
• Co-op/Condo Property Tax Relief	(92)	(152)	(163)	(173)	(185)	(194)	(204)	(214)
• Business Tax Reform	(66)	(90)	(110)	(130)	(133)	(137)	(141)	(145)
• Sales Tax - Miscellaneous Exemptions	(22)	(41)	(44)	(45)	(47)	(47)	(47)	(47)
• Sales Tax - Clothing Exemptions	(17)	(20)	(99)	(244)	(250)	(256)	(263)	(270)
• Real Property Transfer Tax Exemption for Assumable Mortgages	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
• Elimination of Vault Charge and the Tax on Coin-Operated Amusement Devices	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)
• Commuter Tax Repeal	-	-	(520)	(528)	(430)	(498)	(514)	(543)
• Sales Tax Exemption on Utility Transmission & Distribution	-	-	-	(2)	(5)	(19)	(54)	(139)
• Sales Tax Exemption on Web Hosting & HDTV Equipment	-	-	-	(11)	(13)	(13)	(13)	(13)
• Bank Mutual Fund Companies (BCT)	-	-	-	(1)	(1)	(1)	(1)	(1)
• Borough Development Program	-	-	-	-	(10)	(11)	(14)	(13)
• STAR (Property Tax)	-	(32)	(60)	(89)	(112)	(132)	(135)	(135)
Subtotal	**($699)**	**($1,177)**	**($2,575)**	**($3,167)**	**($3,616)**	**($3,885)**	**($4,096)**	**($4,356)**

Tax Reductions–Proposed

PROPOSED ***(Dollars in millions)***

Omnibus Bill Components	***2002***	***2003***	***2004***	***2005***
• Elimination of Entire Sales Tax on Clothing and Footwear	(27)	(101)	(102)	(105)
• Earned Income Tax Credit*	(8)	(8)	(8)	(8)
• Repeal Hotel Tax $2 Flat Fee (With Bed and Breakfast Reform)	(18)	(38)	(39)	(40)
• Mortgage Recording Tax Exemption for First-Time Home Buyers	(10)	(20)	(20)	(20)
• Dependent Care Credit	(23)	(23)	(24)	(24)
• Co-op / Condo Enhanced Relief	(37)	(39)	(41)	(43)
• Green Building Property Tax Abatement	---	(1)	(2)	(2)
Total	(123)	(230)	(236)	(242)

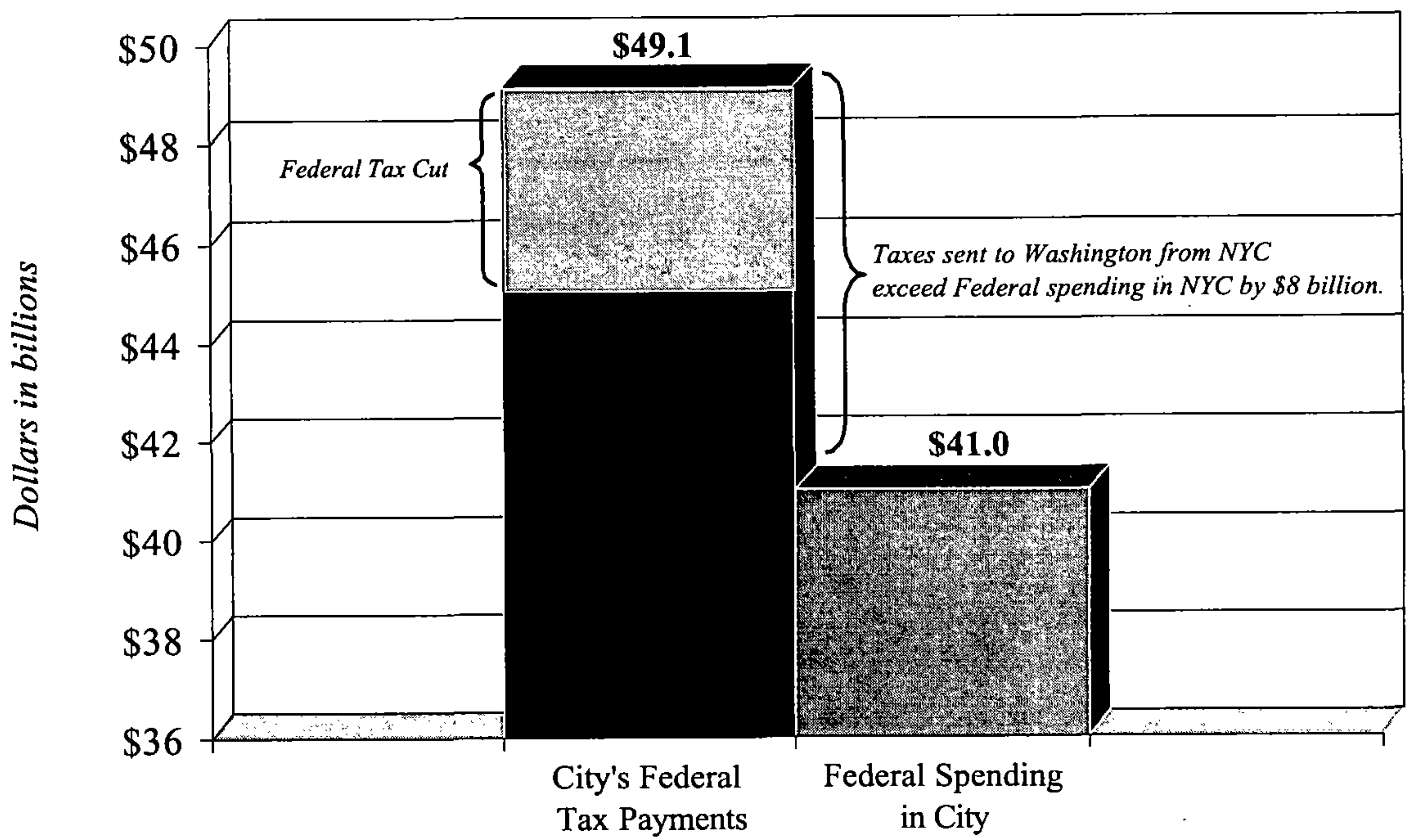
**Refundable EITC net of TANF expense offset*

Citywide Crime Statistics

Comparisons of Crime Complaints Year to Date Through October 7

	2000	2001	% change
Murder	531	471	-11%
Rape	1,636	1,517	-7%
Robbery	24,757	20,659	-17%
Felony Assault	20,520	18,410	-10%
Burglary	29,590	24,293	-18%
Grand Larceny	37,284	34,553	-7%
Grand Larceny Auto	27,504	22,310	-19%
Total	**141,822**	**122,213**	**-14%**

The Federal Tax Cut Could Improve the City's "Balance of Payments" Deficit with the U.S. By Almost $4 Billion



Source: "The Federal Budget and the States" for Federal FY1999.

Federal Share of Medicaid Funding

STATE	Percent
Mississippi	76.1
West Virginia	75.3
New Mexico	73.0
Montana	72.8
Arkansas	72.6
Idaho	71.0
Texas	60.2
Georgia	59.0
Florida	56.4
Pennsylvania	54.7
New York	**50.0**

State and Federal Agenda

	($ millions) 2002	2003	2004	2005
FEDERAL PROGRAM				
Equity in Medicaid Funding (4% Increase)	$207	$276	$276	$276
Extension of COPS Funding	66	88	88	22
Funding for Public Health Protective Measures	30	30	30	30
Full Reimbursement for Protection of Government Officials and Foreign Dignitaries	76	50	50	50
TANF MOE Relief*	175	175	175	175
Funding for Child Care and Supportive Services (Title XX)	54	54	54	54
Federal Subtotal	$608	$673	$673	$607
STATE PROGRAM				
Reinstate the Stock Transfer Incentive Fund Payment	$228	$114	$114	$114
Restore SFY02 Budget Cuts, including Aid to Local Law Enforce	24	24	24	24
Medicaid Fraud Prevention Initiatives*	16	36	36	36
Funding for PINS Mandate / Delay of Implementation*	10	20	20	20
TANF Income Eligibility Relief*	30	30	30	30
Tort Reform*	25	150	150	150
Fair Share of State Emergency Assistance Administration Fee*	50	0	0	0
Bond Act Funds for Recycling and Fresh Kills	55	0	0	0
State Subtotal	$438	$374	$374	$374
Grand Total	$1,046	$1,047	$1,047	$981

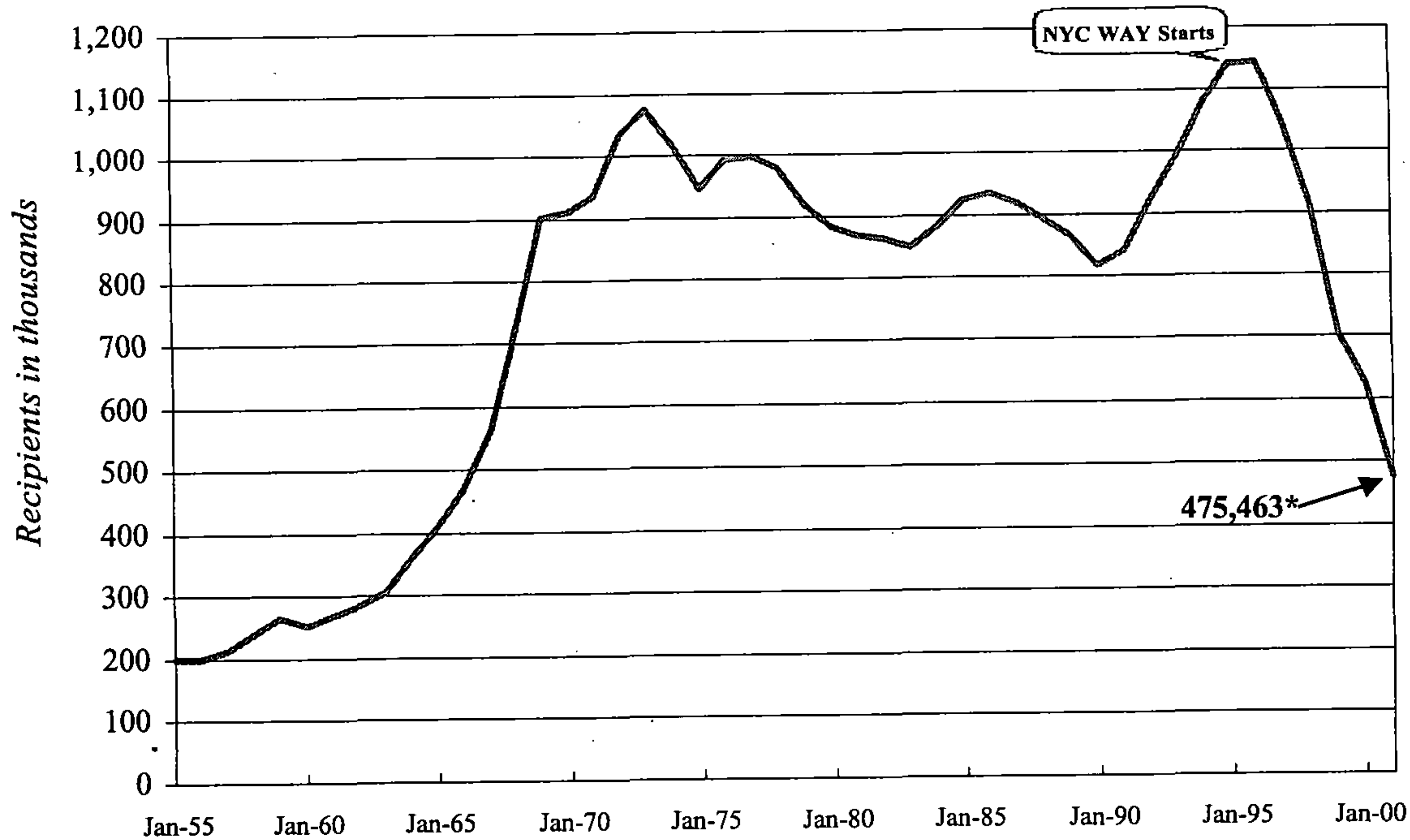
** No Cost Mandate Relief*

Recognizing NYC Welfare Reform Successes Will Provide Funding for Critical Services

- Under the 1996 Welfare Reform Act, NYC cannot reduce its own welfare spending by more than 25% of the amount it was spending in 1994 (Maintenance Of Effort) to qualify for federal funds
- However, since 1995 NYC has reduced its welfare rolls by 59%, creating a surplus of federal funds available to NYC
- Adjusting the Maintenance Of Effort to reflect the caseload decline will free up $275 million for critical services at no additional cost to the federal government

New York City Public Assistance Recipients at Lowest Level Since 1966

January 1955 to August 2001



* as of August 2001

Immediate Expenditures Related to World Trade Center Attack

Agency Expenditures	*(Dollars in millions)*
Police Department	$1,922
Fire Department	395
Sanitation Department	420
Health and Social Services	321
All Other Agencies	720
Subtotal Agency Expenditures	**$3,778**
Anti-terrorist Preparedness Funding	**$1,360**
Emergency Construction Contracts (Demolition, Debris Removal, Stabilization and Remediation of WTC site)	**$5,000**
Economic Stabilization and Recovery Program (Immediate Business Retention Initiatives; Rebuilding and Reconstruction Initiatives)	**$975**
Roads and Other Infrastructure	**$250**
Burial Costs	**$50**
Immediate Disaster Relief Expenditure	**$11,413**

Note: Does Not Include Costs Incurred by NYS Agencies, MTA or Port Authority

ity, state looking at big tax loss

ɔwnturn could drain billions revenue; state has larger reserve

ℸHE STATE GOVERNMENT, like the city, could be facing a multibillion-dollar hit from tax revenues as a result of the ɿmic downturn caused by the ꞁ Trade Center disaster.

ny impact that it has on the ɲ sales and income tax revenue will be at least as large for the state," says Robert Kurtter, senior vice president of Moody's Investors Service.

City officials have made preliminary estimates that New York City could lose up to $3 billion in tax revenues this year because of the terrorist attacks. Unlike the city, however, the state has a larger reserve with which to cope with any shortfall, Mr. Kurtter says.

GOVERNMENT

The state treasury has a $4 billion surplus left over from the last fiscal year, and another $4 billion in the current year because the "bare-bones" budget did not appropriate all of the state's revenues.

However, Moody's also says the finances of New York City, the Port Authority of New York & New Jersey and the Battery Park City Authority are strong enough to withstand the economic downturn created by the World Trade Center disaster. Moody's said the city's A2 rating would not be downgraded.

GETTING OUT THE VOTE

▼ Fearing a low turnout in Tuesday's rescheduled primary, state Democratic Chairman Judith Hope is launching a campaign urging New Yorkers to vote.

"It (low turnout) is a real possibility, and it would be a bad thing for New York City for people to be scared away from the voting booth or to feel too much despair to cast a vote," she says.

Ms. Hope has reached out to celebrities such as Paul Newman, Magic Johnson and Glenn Close, asking them to record public service announcements. And she is calling radio and television stations, asking them to run the PSAs.

LEGISLATURE

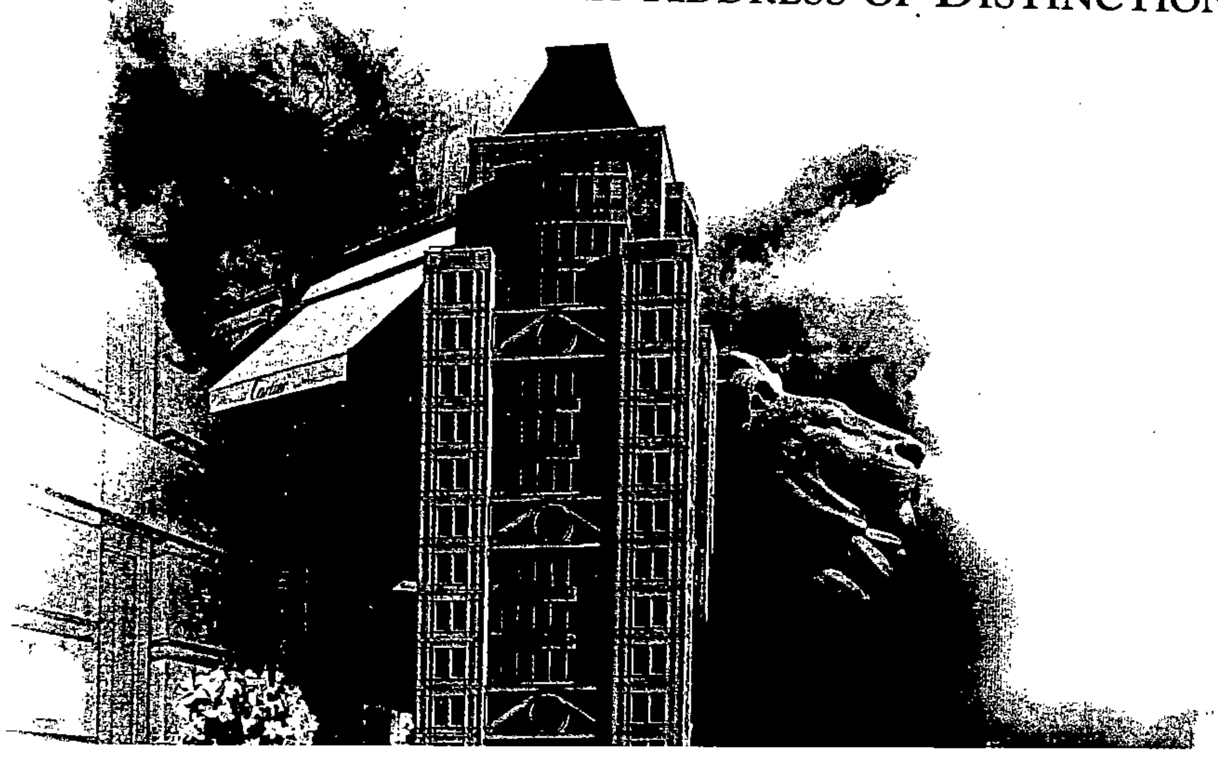
▼ It looks like the state Legislature, which is usually out of session this time of year, will be in session for most of the rest of the year to deal with issues related to the World Trade Center attack. Assembly Speaker Sheldon Silver, whose district includes the trade center, says one possible initiative lawmakers will consider is designating lower Manhattan as a state banking development district.

Another possibility is creating a "modified Empire Zone" downtown to provide tax breaks to businesses that create both new and what he called "rebuilt" jobs.

KEY HEALTH BILLS

▼ While most of New York state's legislative agenda has been put on the back burner following the destruction of the World Trade Center, two key pieces of health care legislation will expire next month unless lawmakers take action.

One piece of legislation in limbo would extend state funding for medical malpractice insurance for medical specialists and health care facilities. Also, legislation that expanded Child Health Plus to more families will expire on Oct. 31. ■



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$2.8B More In U.S. Aid Coming For Recovery

By Ellen Yan
WASHINGTON BUREAU

Washington — The White House will provide another $2.8 billion for New York's recovery from the Sept. 11 attacks, the Bush administration's budget director said yesterday, but he could not promise when the entire $20 billion committed by the president will be delivered.

State officials and several lawmakers conceded that they could not use all the money right away. But other lawmakers want all the money immediately, saying businesses and residents need a financial leg up as they decide whether to walk away from lower Manhattan.

"If it was College Station, Texas, they'd be shipping the money by rail car, by trucks, instead of giving us eyedrops like they are now," Rep. Carolyn Maloney (D-Manhattan) said after the meeting, referring to President George W. Bush's home state.

Mayor Rudolph Giuliani did not join the chorus criticizing the federal response.

"New York has gotten everything we've asked for from the federal government . . . " he told reporters at City Hall. "I don't think we should start that political thing yet — we should have the good grace to wait a little before we start all that political bad-mouthing and tin-cup stuff."

Mitch Daniels Jr., head of the federal Office of Management and Budget, told a meeting of legislators that the nation has other urgent funding needs. But he also acknowledged that New York's costs will exceed $20 billion, implying additional money will be made available later.

"We're trying to be responsive," Daniels said later. He estimated the state will get about $10 billion by year's end.

The latest influx of dollars will be counted toward the $20 billion emergency commitment to New York. In the three-part plan, $700 million will go toward community develop- ber, $20 billion is supposed to go for defense and $20 billion for humanitarian aid to states attacked Sept. 11, with the understanding that most of the aid goes to New York.

The state already has received $2.5 billion in emergency funds and is due another $6.3 billion under Bush's latest proposed allocations. The House is expected to revise and vote on that plan next week.

In addition, $3.2 billion has been trickling down to the state in other bills, such as Bush's national economic stimulus plan.

The hour-long, private meeting with Daniels ended with unanswered questions, which will greatly affect how much the state gets. One is whether the White House will count New York's portion of bioterrorism and homeland defense as part of the $20 billion.

'If it was College Station, Texas, they'd be shipping the money by rail car, by trucks, instead of giving us eyedrops like they are now."

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Another is confusion over whether the $20 billion is supposed to be on top of aid from the Federal Emergency Management Agency.

"There's going to be funny math here," said Rep. Jose Serrano (D-Bronx).

Arguments for direct aid spread yesterday across Capitol Hill as busloads of government, labor and business officials came down to lobby.

"It's kind of like a coming together of the economic and political base of the city," Bill Cunningham, lobbyist for the American Federation of Teachers, said outside the delegation meeting room.

In the meeting, Daniels early on noted that the federal government is still paying costs from the 1994 Northridge earthquake in California. It was a warning that New York will most likely not get all the emergency money immediately.

The focus of the session quickly degenerated. Lawmakers began grilling Daniels about another matter: giving the state more economic stimulus money and supporting the $5 billion package crafted by New York's Democratic senators. Hillary Rodham Clin-

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"We're trying to be responsive," Daniels said later. He estimated the state will get about $10 billion by year's end.

The latest influx of dollars will be counted toward the $20 billion emergency commitment to New York. In the three-part plan, $700 million will go toward community development block grants, a quicker and more flexible way to funnel money to victims and businesses. Second, $2 billion will be reserved for tax-exempt financing to rebuild commercial office space, more than doubling the tax-exempt bond authority allowed the state. Third is $110 million for the growing demand for family, unemployment and food stamp assistance due to the terrorism.

But difficulties could lie ahead in releasing the $2.8 billion. Daniels said some or all of the money may have to be approved by Congress again.

Under the emergency funding legislation passed by Congress in Septem-

billion in emergency funds and is due another $6.3 billion under Bush's latest proposed allocations. The House is expected to revise and vote on that plan next week.

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The focus of the session quickly degenerated. Lawmakers began grilling Daniels about another matter: giving the state more economic stimulus money and supporting the $5 billion package crafted by New York's Democratic senators, Hillary Rodham Clinton and Charles Schumer.

Then the lawmakers hustled out to make a vote. By the time most returned, Daniels was out the door for another meeting.

"It was sadly a missed opportunity," said upstate Republican Rep. John Sweeney about the wandering focus of the meeting. "We barely got a chance to have an exchange."

A few members put a positive tenor on Daniels' funding reassurances. "It's a flow, depending on how quickly the city spends the money," Schumer said.

Staff writer Dan Janison in New York contributed to this story.

NEWSDAY, FRIDAY, NOVEMBER 2, 2001

Flynn, Barbara

From: eristoffa@finance.nyc.gov
Sent: Wednesday, November 14, 2001 11:07 AM
To: RHARDING@CITYHALL.NYC.GOV
Cc: BFLYNN@CITYHALL.NYC.GOV; hymanm@finance.nyc.gov; schupperi@finance.nyc.gov
Subject: Federal Stimulus Package Issue

Izzy and I just got off the phone with Adam and Michelle Goldstein. Adam continues to favor lobbying the feds to replace the proposed depreciation acceleration with a below-the-line credit. Based on past history as well as the mechanics of credits, Izzy is skeptical that the feds will do so. However, Izzy believes that we should be able to secure decoupling legislation at the State level. In any event, we will provide OMB with some analytical backup and revenue impact estimates.

iWTZ

Visit the NYC Department of Finance online at www.nyc.gov/finance

Flynn, Barbara

From: eristoffa@finance.nyc.gov
Sent: Tuesday, November 13, 2001 2:51 PM
To: BARSKYA@OMB.NYC.GOV; RHARDING@CITYHALL.NYC.GOV
Cc: APISCITE@CITYHALL.NYC.GOV; BFLYNN@CITYHALL.NYC.GOV; PLALLY@CITYHALL.NYC.GOV; RUBENSTEIND@OMB.NYC.GOV; piscitellia%busctr%mbc@finance.nyc.gov
Subject: fwd: Federal Stimulus Package

Please see the attached FYI.
---------- Original Text ----------

From: Schupperl@CommExec@Centre, on 11/13/01 2:50 PM:
To: EristoffA@CommExec@Centre
Cc: HymanM@CommExec@Centre

Several provisions in the House and Senate stimulus bills related to depreciation deductions will result in a significant revenue loss to the City unless we decouple from those provisions.

The bill that passed in the House would allow firms to immediately deduct 30 percent of the cost of new capital investments (excluding real estate) rather than following the current depreciation schedule that could extend up to 20 years. This incentive would apply for purchases over the next three years. The effect of the bill is to accelerate depreciation deductions into the first year as an incentive to buy new equipment or similar property. The Center on Budget and Policy Priorities estimates the cost to the State at $700 million a year for the next three years. We are working on an estimate for the City and I expect the number to be quite large.

The Senate bill, approved by the Finance Committee, is smaller. It would provide a special "bonus depreciation", allowing firms to deduct 10 percent of the cost of new investments made over the next year. The Center's estimate of loss for the State is $270 million. The Senate bill also includes another provision that would allow firms to postpone the recognition of income from insurance proceeds if the proceeds are used to purchase replacement property. I believe this will also result in a sizeable loss to the City if we do not decouple from this provision.

The only option is to get the State Legislature to decouple the City GCT, UBT, Bank Tax and Personal Income Tax from these provisions. We are contacting the State to see if they have a position on this issue, but I'm pretty sure they will want to do the same .

For Displaced Companies, Details on City Aid Are Few

By CHARLES V. BAGLI

Empire Blue Cross and Blue Shield, one of the larger tenants of the World Trade Center, is simultaneously trying to find temporary space for 1,900 workers and a permanent home, in a matter of weeks.

The decision-making process is complicated not just by the speed with which it is being conducted, but also by the confusion surrounding what tax breaks and other subsidies are available from the city for Blue Cross and others displaced by the destruction of the trade center, inducements that companies routinely seek in making real estate decisions.

Two weeks after it began negotiating with the city over building a new tower in Brooklyn, Empire Blue Cross is still not sure what subsidies it can expect, said real estate executives, who fear that the insurance company may soon decide to move some employees permanently to its offices in Melville, on Long Island.

City officials, they said, are also worried that every other company will want the same tax breaks and other incentives Empire Blue Cross gets, or more.

Confusion about tax breaks is clouding relocation efforts.

The situation is complicated by the fact that even before the attacks, the city faced a projected $3 billion budget gap next year and contract negotiations with municipal employees. Budget analysts are now more concerned than ever that tax revenues from Wall Street will slow to a trickle, worsening the city's fiscal woes.

In lieu of a clear municipal policy, some corporate executives have complained that they have not even received a telephone call from Mayor Rudolph W. Giuliani or his top deputies imploring them to stay put until the city learns whether there is state or federal money available for displaced companies. "We've had a couple of corporate executives, people responsible for locating businesses, indicating that there's no reaching out," said City Councilman Herbert E. Berman of Brooklyn.

Michael Carey, president of the city's Economic Development Corporation, which has been negotiating with Empire Blue Cross, said the city had been working in recent days with state and federal officials on some kind of incentive package.

"We are looking at what kind of relief we can offer across the board to companies that were displaced," Mr. Carey said. "Ultimately, it'll be

Mr. Carey said that some tax breaks are available to Empire Blue Cross and other companies that move to Brooklyn or Queens, although they fall short of what the companies are seeking.

According to TenantWise.com, a real estate company, the top 30 tenants at the World Trade Center have already moved thousands of employees from Lower Manhattan to Midtown, New Jersey or Connecticut. Citigroup, Deutsche Bank and others have said they are committed to remaining in New York. But city officials, real estate brokers and landlords wonder how many of those employees will return.

Empire Blue Cross has temporarily moved its headquarters into space it has in Melville. Dr. Michael Stocker, chief executive of Empire Blue Cross, said that the company was looking at temporary space in Brooklyn and New Jersey, while it decided exactly where it would locate permanently. He said the company was considering whether to become an anchor tenant in a new 700,000-square-foot tower at Metrotech, in downtown Brooklyn.

Empire Blue Cross would take about 300,000 square feet in the tower and lease space for a headquarters in Manhattan, Mr. Stocker said. The company is also considering taking space at 450 West 33rd Street, at Tenth Avenue in Manhattan, although the rent would be a good deal higher than in Brooklyn.

Empire decided to sell its building on Third Avenue in 1997 and moved in 1998 to the World Trade Center. Its annual rent was less than $25 a square foot, negotiated just before the downtown rents soared.

Empire Blue Cross, like many of the other companies in the twin towers, is competing for office space in Midtown, where rents are $45 a square foot or more, for the little that is available. According to real estate executives, the developer at Metrotech, Forest City Ratner Companies, could build a new tower for about $40 per square foot. Bruce Ratner, the chief executive of Forest City Ratner, did not return calls requesting comment.

Dr. Stocker would not discuss his negotiations with the city, but according to executives who have been briefed on the meetings, city officials initially expressed a willingness to provide a package of tax breaks worth about $4.5 million a year. But as the magnitude of the destruction downtown became more apparent, they said, city officials became less clear about what could be done.

"Our assumption is that benefits related to the Sept. 11 attack would go to people who stay in New York City, not just in Manhattan," Dr. Stocker said. "We need space right away. We can't wait for a decision about the subsidies."

One city official said: "There's a

Details on City Aid Are Few

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Empire Blue Cross would take about 300,000 square feet in the tower and lease space for a headquarters in Manhattan, Mr. Stocker said. The company is also considering taking space at 450 West 33rd Street, at Tenth Avenue in Manhattan, although the rent would be a good deal higher than in Brooklyn.

Empire decided to sell its building on Third Avenue in 1997 and moved in 1998 to the World Trade Center. Its annual rent was less than $25 a square foot, negotiated just before the downtown rents soared.

Empire Blue Cross, like many of the other companies in the twin towers, is competing for office space in Midtown, where rents are $45 a square foot or more, for the little that is available. According to real estate executives, the developer at Metrotech, Forest City Ratner Companies, could build a new tower for about $40 per square foot. Bruce Ratner, the chief executive of Forest City Ratner, did not return calls requesting comment.

Dr. Stocker would not discuss his negotiations with the city, but according to executives who have been briefed on the meetings, city officials initially expressed a willingness to provide a package of tax breaks worth about $4.5 million a year. But as the magnitude of the destruction downtown became more apparent, they said, city officials became less clear about what could be done.

"Our assumption is that benefits related to the Sept. 11 attack would go to people who stay in New York City, not just in Manhattan," Dr. Stocker said. "We need space right away. We can't wait for a decision about the subsidies."

One city official said: "There's a lot of pressure to provide discretionary benefits. Hey, we're broke."

WTC - 80

FINANCE
NEW · YORK
THE CITY OF NEW YORK
DEPARTMENT OF FINANCE

MEMORANDUM

To: Commissioner Andrew S. Eristoff

From: Izzy Schupper

Date: November 9, 2001

Re: **Lower Manhattan Commercial Revitalization Program: Responding to the 9/11/01 Disaster**

This memorandum outlines several proposals to update the City's current incentive program for Lower Manhattan in response to the September 11th attack. The cost of the enhancements, which we estimate could grow to $20 million annually after several years, could be included in the package of disaster subsidies that the City and State are requesting from the Federal government.

In 1995, the City implemented the Lower Manhattan Commercial Revitalization Program (CRP) to "jump start" a weak downtown economy and reduce vacancy rates in older office buildings that were in excess of 20 percent. The program offers tax abatements and rebates to commercial tenants moving into Lower Manhattan from below 96th Street in Manhattan and from outside the City. It also provides these benefits to tenants that renew leases in eligible buildings in the Downtown area. Specifically, eligible tenants can receive real estate tax and commercial rent tax abatements for up to five years and energy cost rebates for 12 years. After reviewing the program to determine what changes would make it more responsive to the current needs of businesses and property owners in Lower Manhattan and accelerate the area's economic recovery, Tax Policy and Property developed the following proposals.

First, the CRP's geographic area could be expanded to include the buildings in the World Financial Center. Currently, CRP benefits are available only to commercial tenants located in the Downtown Manhattan "commercial revitalization area" which is bordered by Murray, Frankfort, and Dover Streets in the north; State Street and Battery Place in the south; South Street on the east; and West Street on the west. Although this zone includes the former World Trade Center and several other buildings that have been directly impacted, it excludes the World Financial Center, located west of West Street.

Second, the program limits eligibility to leases in buildings constructed prior to January 1, 1975, a requirement imposed when the program was created to induce commercial leasing activity in older office buildings that had the highest vacancy rates. Given the current economic situation, this requirement could be updated to include a wider population of properties in the Downtown area. Under this proposal, eligibility could be extended to buildings constructed prior to January 1, 2001.

Finally, the current program does not permit tenants to receive a second "certificate of abatement" for subsequent lease renewals or new leases in the eligible area. Consequently, tenants who had been receiving CRP benefits at the time of the attack and were subsequently forced to find space in other eligible buildings in the area are no longer eligible to participate in the program. This issue can be addressed by authorizing benefits for businesses that were required to relocate to new eligible premises solely as a result of the disaster.

Based on the City's experience with the CRP, the cost of these proposed changes will be minimal in the near-term but grow to as much as $20 million annually within four to five years.

If you have any further questions, please let me know.

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ISRAEL SCHUPPER • ASSOCIATE COMMISSIONER
OFFICE OF TAX POLICY • 1 CENTRE STREET • NEW YORK • NY 10007 • 212. 669. 4878 • FAX 212. 669. 2256

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If you have any further questions, please let me know.

WEDNESDAY, OCTOBER 24, 2001

The New York Times

WTZ

City Proposes Priority Uses Of Federal Aid

Seeks Tax-Exempt Bonds To Rebuild Downtown

By JENNIFER STEINHAUER

The Giuliani administration has set two priorities for the aid it is seeking from the federal government to encourage the redevelopment of Lower Manhattan, concentrating on a small portion of the $54 billion that the state had requested.

Under the city's proposal, businesses that agree to return to or set up shop in Lower Manhattan would receive a $5,000 cash bonus for each employee, and developers would have access to tax-free bonds to help erect buildings in the area destroyed by the terrorist attack last month. The city estimates that the cost of reconstructing downtown at between $8 billion and $15 billion.

Earlier this month, Gov. George E. Pataki and Mayor Rudolph W. Giuliani announced that the state would ask the federal government for a huge package of incentives, tax breaks and other direct federal subsidies to rebuild New York. Federal officials were polite but cool, and some complained that elements of the plan, like billions of dollars for reimbursements for lost tax revenues and money to build a high-speed train from Manhattan to upstate New York were a bit out of line with normal disaster aid.

The White House budget chief has rejected supporting any more new aid this year, aside from the $20 billion in emergency relief provided for New York, Virginia and Pennsylvania.

Senators Hillary Clinton and Charles E. Schumer have been trying to cobble together a more modest proposal, drawing from plans offered by business leaders and New York officials that they believe would have an easier time making it through Congress now that the country's wartime bills are growing, too.

City officials say they while they do not begrudge the state any of its wish list, they would be happy with a plan that costs the federal government more in lost — and ultimately unanticipated — revenue than in pure cash outlays. "The city has a lot of needs," said one official, "but in Lower Manhattan we are looking at specific elements to encourage employers to come in and to encourage developers to build new buildings. The goal is to keep lower Manhattan as the financial hub." Last week, the city's budget director, Adam Barsky, and Deputy Mayor Robert Harding paid calls to legislative leaders in Washington and to officials in the Bush administration to press their case.

The city proposes offering businesses $5,000 per employee the first year, and would decrease that incentive to $2,500 per worker for each of the next two years. The cash benefit could be applied to the company's federal tax bill, or taken as a lump sum. The city offers a modest version of this plan involving city taxes for businesses opening in some neighborhoods outside Manhattan.

The program for returning businesses to lower Manhattan would be capped at $750 million, or the estimated amount needed to

Continued on Page D4

1/2

City Proposes Priorities for Federal Aid to Rebuild

Continued From Page D1

repopulate what some calculate is the 25 million square feet of space lost to the attack. The cap is designed to signal to the federal government that the city is not trying to tuck general economic development into the package.

Other refinements under consideration by Mr. Schumer and Mrs. Clinton include tax credits for businesses and tax-exempt financing for reconstruction projects, according to people familiar with the plan. Their plan would likely lengthen the time period of the cash credit for employees and might not contain a cap.

However, city officials hinted that since it was unlikely that two huge towers would be built in the World Trade Center's space and that smaller buildings might go there instead, businesses that chose to set up shop in other boroughs might be accommodated by this plan if lower Manhattan became overpopulated.

For some developers, who are loath to build in Manhattan because of high costs and bureaucratic hurdles, the city would like to offer access to tax-exempt bonds that would significantly reduce their costs of building. The city envisions developers going to its Industrial Development Authority to secure bonds on which purchasers would not be obligated to pay city, state or federal taxes, in turn lowering the interest rate for the developers.

City officials argue that the benefit is attractive because although it would represent a loss of about $13 billion in tax revenues for the federal government, it would not require a cash payout to the city. Tax on bond interest was not anticipated revenue anyway, since there were no plans before Sept. 11 to do major rebuilding in lower Manhattan.

Outside of rebuilding and repopulating the area, known as the Liberty Zone, the city would also like to have a federal insurance pool created for businesses that cannot afford insurance, and pay for the rebuilding of a destroyed power substation, subway station and telephone switching station at a cost of roughly $2 billion.

3/2

Flynn, Barbara

From: Tuffey, Tom
Sent: Friday, November 02, 2001 2:34 PM
To: Flynn, Barbara
Subject: Dennis Dollar Site Visit

Barbara,
Dennis Dollar, Chairman of the National Credit Union Administration, a presidential appointee, is seeking to visit ground zero on Tuesday November 6th. If this meets your office's approval we will accomadate.

Thanks,

Tom

11-2-01 called Michelle Goldstein - she'll take care of it.

file WTC

John Weinstein
631-231-8888
ext. 208

APEX

APEX PLASTIC INDUSTRIES, INC.
ESTABLISHED 1926

Mr. Josh Filler
Office of The Mayor
City of New York
Fax: 212-518-0344

file
WTC

No

October 18, 2001

Dear Josh:

Many 'Thank You's' for taking the time to answer my call and to link me up with your office fax. Any American, and certainly us New Yorkers, can well appreciate how busy you are.

The following letter sent 10/3 to the Mayor's Action Center spells out what we seek, who I am, who we are, and why we want your office's participation.

Our meeting is scheduled for 11/13 at 26 Federal Plaza. Arrangements are being done out of my office in Hauppauge, and by our federal staff at Commerce in Washington.

In sum, no meeting on disaster assistance and small business, and how small/minority business trade-related firms, etc. have been impacted---and what is being done to assist them---would be complete without your office's participation. All that we seek is a speaker, perhaps yourself, or as many as you would like to bring along, for 45 minutes, maximum.

If the attached letter to the MAC does not answer any questions that you may have, please call me at any time:

631-231-8888 x208 or 516-384-8700.

Thank you, and we very much hope that your office will participate in our 11/13 meeting.

America, and the world, salutes the intrepid leadership of Mayor Giuliani.

Very truly yours,

Jon F. Weinstein
Chair, Industry Sector Advisory Committee for Small & Minority Business Trade Policy Matters, United States Department of Commerce and USTR
President & CEO, Apex Plastic Industries, Inc.

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1-800-APEX-INC.
FAX: 631-231-8890

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APEX
APEX PLASTIC INDUSTRIES, INC.
ESTABLISHED 1925

Mayor's Action Center
51 Chambers Street
Room 510
New York, NY 1007

October 3, 2001

TO WHOM IT MAY CONCERN:

I chair the Federal government's leading Advisory Committee in the United States Department of Commerce and United States Trade Representatives for small business. I Chair the Industry Sector Advisory Committee for Small & Minority Business Trade Policy Matters. I am the first New Yorker to chair this leading advisory committee.

Our committee was slated to meet on September 24 in our usual offices in Washington. Of course, we did not do so.

All of us, from the full-time Federal workers who assist me as Chair and all other members of the committee, and each small and minority business owner sitting on the committee are shocked, saddened and horrified about what has befallen both the Pentagon and my native New York.

I came up with an idea from my heart and one that also makes good sense: I, as Chair, want to reconvene our first post-September 11 meeting in: NEW YORK. We are unsalaried private-sector advisors. We require not a Dime of City funds to have this meeting here. Members pay their own transit and housing, etc.

What I WOULD like to do is to have members of your staff and all relevant aid agencies come and brief us on what programs and actions are in place to aid displaced small and minority owned firms, what we, as private sector advisors from all over America can to do help, and to give you and your city government colleagues a chance to show us all that you are doing in the way of aid, relocation, job placement and other issues. We would be happy to have you meet with us, and share whatever materials you can to further aid our efforts to keep abreast of how small and minority business is affected by this disaster.

I love New York, and it would be my greatest pride and joy to send a major signal: a small but well regarded Federal Advisory Committee is supporting New York, and we are defying the forces that caused this disaster; that we are behind New York more than mere spirit; that we have fused our voluntary federal duties with our sense of commitment to the people of this City and its great Mayor at this time of great crisis.

Please let me know what you might like to do, whom you might like to send to speak with us, and any other procedures that you might like us to consider. All we ask from you

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155 MARCUS BOULEVARD
PO BOX 1100
HAUPPAUGE, NY 11788-070
TELEPHONE: 631-231-888
1-800-APEX-INC

is a few hours of your time, with no one employee having to spend more than a half hour with us.

Please contact me at your earliest convenience.

I appreciate this, and thank you for all that you have done for *our* great city.

Sincerely yours,

Jon F. Weinstein
President & CEO
& Chair, Industry Sector
Advisory Committee for
Small & Minority Business Trade Policy Matters

Starbucks Coffee Company
PO Box 34067
Seattle, WA 98124-1067
206/447-1575

WTC

October 8, 2001

The Honorable Rudolph W. Giuliani
City Hall
New York, N.Y. 10007

Dear Mayor Giuliani:

In the wake of the events of September 11, Starbucks Coffee Company would like to commend the heroic and tireless efforts of the men and women of New York City who continue to work hard carrying out the recovery and cleanup efforts at the site of the World Trade Center.

Starbucks would like to set up a kiosk, open seven days a week, 24 hours a day, at the disaster site offering free coffee, tea and fresh pastries to the fire fighters, police officers, and other workers at the site. Starbucks won't forget the devastating tragedy New York has suffered. The kiosk would remain at the site until the completion of all the cleanup.

I will be in New York City on October 9 and 10 and, if your schedule permits, I would like to meet with you and discuss our proposal and to seek your assistance in implementing it. If these two days do not work for you, I can make arrangements to extend my travel to New York and be available on October 11 or 12.

Sincerely,

Orin Smith
President and CEO
Starbucks Coffee Company

Oct-12-2001 11:34 From- T-873 P.001/002 F-466

KEKST AND COMPANY

TEL 212 521- 4800

FAX 212 521- 4900

FACSIMILE TRANSMISSION / PLEASE DELIVER ASAP TO:

TO: Barbara Flynn

FIRM: Office of Deputy Mayor for Economic Development

FROM: David Lilly AT (212) 521-4878

TELECOPIER NO: 212-518-0239

CONFIRMATION NO:

HARD COPY WILL: ______ WILL NOT: ✓ BE MAILED.

THERE WILL BE: 1 PAGE(S) FOLLOWING THIS COVER PAGE.

DATE: 10/12/01 TIME:

IF YOU HAVE ANY PROBLEMS
RECEIVING THIS FAX PLEASE CALL David AT (212) 521-4878

ADDITIONAL MESSAGES: Barbara,
Attached please find the Starbucks letter that was sent to the Mayor. Thanks for your help - David

KEKST AND COMPANY INCORPORATED 437 MADISON AVENUE, NEW YORK, NEW YORK 10022-7001

David Rubinstein ?? 10-5-01 OMB signed off

D R A F T

WTL

MEMORANDUM IN SUPPORT

LEGISLATIVE REFERENCE

TITLE AN ACT to amend the administrative code of the city of New York, in relation t authorizing the postponement of tax deadlines

SUMMARY OF PROVISIONS Section 1.

Section one of the bill adds new Section 11-130 to Title eleven of the Administrative Code of the City of New York, which, in the event of a Presidentially declared disaster or a disaster emergency declared by the Governor, will give the Commissioner of Finance authority to postpone for a period of up to ninety days certain tax deadlines for taxpayers affected by the disaster who are unable to meet applicable filing or payment deadlines as result of the disaster. The provision would apply to all taxes administered by the Commissioner of Finance other than the tax on real estate. The bill would allow the Commissioner of Finance to grant relief comparable to that allowed to the New York State Commissioner of Taxation and Finance by Tax Law Section 171, paragraph twenty-eight.

Under the new provision, the deadlines that may be extended are: (1) filing returns, (2) paying tax or any installment of tax, (3) filing a request for a conciliation conference, or a petition with the New York City Tax Appeals Tribunal, for a credit or refund or for a redetermination of a deficiency, or filing an exception to review a decision of the Tribunal, (4) allowing a credit or refund, (5) filing a claim for credit or refund, (6) assessing an underpayment of tax, (7) giving or making a notice of demand for payment of tax, (8) collecting a tax by levy or otherwise, (9) bringing a suit by the City in respect of a tax, and (10) any other act required or permitted by applicable law or by a regulation promulgated by the Commissioner thereunder. The provision also would allow the Commission of the Finance to waive interest on any tax payment deferred under the authority of the provision.

The provision contains a special rule for determining interest on overpayments of tax that is designed to ensure that taxpayers do not lose interest on an overpayment as a result of filing a refund under an extension granted under this provision. However, the special interest on overpayment provision also preserves the Department of Finance's existing authority with respect to paying overpayments without interest within three months of a refund claim. The effect of this special rules is to hold both the taxpayer and the Department harmless with respect to interest on any overpayment of tax claimed under an extension granted pursuant to the new provision.

If a taxpayer is not entitled to the benefits of any extension authorized by the Commissioner under the new provision but files a return, or makes a payment, within the extension period but after the original due date, existing late filing and late payment penalties will apply. Under the new provision, if such a taxpayer makes a material misrepresentation of fact in claiming the benefits of any such extension, in addition to the otherwise applicable late filing or late payment penalties, the Commissioner may assert a penalty equal to two hundred percent of the otherwise applicable penalties, in effect tripling the otherwise applicable penalties. The provision also authorizes the Commissioner to impose a penalty of up to $10,000 on any paid tax preparer who makes a material misrepresentation of fact in connection with claiming the benefits of any relief under the new provision.

-over-

The bill would be effective immediately.

REASONS FOR SUPPORT Under current law, the Commissioner of Finance has only limited authority to extend certain due dates for tax returns and certain tax payment dates; the Commissioner also cannot extend other periods of taking administrative or legal action such as the limitation period for protecting an assessment or disallowance of a refund. Moreover, the Commissioner's existing authority differs from on tax to another. Finally, the Commissioner has authority under existing law to waive late filing and late payment penalties where reasonable cause for the delay is shown, the Commissioner cannot waive the accrual of interest.

This bill is necessary to authorize the Commissioner to postpone for a brief, reasonable period of time certain tax deadlines for taxpayers who are unable to meet those deadlines due to a disaster declared by the President or Governor. The scope of relief provided by the bill generally mirrors the relief that may be granted by the State and by the IRS under current law. The bill would allow the Commissioner to provide consistent relief from tax deadlines across all taxes administered by the Commissioner other than the tax on real estate. The Commissioner needs the flexibility to provide immediate and appropriate relief from tax deadlines for taxpayers adversely affected by a disaster, but the penalty provisions in the bill will discourage abuse of any relief so granted.

Accordingly, the Mayor urges the earliest possible favorable consideration of this proposal by the Legislature.

Respectfully submitted,

ANTHONY P. PISCITELLI
Legislative Representative

ISC/dgb
S:Finance15-01
9/24/01

Draft dated 9/21/01 '01 Finance #15

AN ACT to amend the administrative code of the city of New York, in relation to authorizing the postponement of tax deadlines

The People of the State of New York, represented in Senate and Assembly, do enact as follows:

Section 1. Chapter 1 of title 11 of the administrative code of the city of New York is amended by adding a new section 11-130 to read as follows:

§11-130. a. In the case of a taxpayer who is determined for federal tax purposes under the provisions of section seven thousand five hundred eight-A of the internal revenue code to be affected by a presidentially declared disaster, or who is determined by the commissioner of finance to be affected by a presidentially declared disaster or by a disaster emergency declared by the governor, the commissioner of finance shall have authority to provide that a period of up to ninety days may be disregarded in determining, with respect to any tax administered by the commissioner of finance, other than any tax on real estate, in respect of any liability (including any interest, penalty, additional amount, or addition to the tax) of any such taxpayer who is determined by the commissioner of finance to be unable to meet applicable filing or payment deadlines as a result of such disaster:

Whether any of the following acts with respect to any tax administered by the commissioner of finance, other than any tax

on real estate, were performed within the time prescribed therefor:

1. filing any return of tax;

2. payment of any tax or installment thereof or of any other liability to the commissioner of finance, in respect thereof;

3. filing a request for a conciliation conference or a petition with the tax appeals tribunal for credit or refund or for redetermination of a deficiency, or application for review of a decision rendered by the tax appeals tribunal;

4. allowance of a credit or refund of tax;

5. filing a claim for credit or refund of tax;

6. assessment of tax;

7. giving or making any notice or demand for the payment of any tax or with respect to any liability to the commissioner of finance in respect of tax;

8. collection, by the commissioner of finance, by levy or otherwise of the amount of any liability in respect of tax;

9. bringing suit by the city, or any officer on its behalf, in respect of any liability in respect of tax; and

10. any other act required or permitted under the applicable law or under rules prescribed thereunder by the commissioner of finance with respect to any tax.

b. Special rule for overpayments. If a period of time has been disregarded pursuant to subdivision a of this section with respect to any return, amended return or claim for credit or refund filed by a taxpayer and such return, amended return or

claim for credit or refund is timely filed (determined after the application of such subdivision a), for the purposes of determining the interest due to such taxpayer on an overpayment of tax on which interest is allowed by any provision of this title:

1. Such return, amended return or claim shall be deemed to have been filed on the last day preceding any period disregarded pursuant to such subdivision a, and

2. If such overpayment is refunded or credited within three months after such return, amended return or claim is filed (determined without the application of paragraph 1 of this subdivision b), then no interest shall be allowed for a period of three months from the date such return, amended return or claim is deemed to be filed after the application of paragraph 1 of this subdivision b.

c. Presidentially declared disaster. For purposes of this section, the term "presidentially declared disaster" means any disaster which, with respect to an area, resulted in a subsequent determination by the president of the United States that such area warrants assistance by the federal government under the disaster relief and emergency assistance act.

d. Notwithstanding anything contained in this title to the contrary, subdivisions a and b of this section shall not apply to any person who files a return, amended return or claim for credit or refund containing a material misrepresentation of fact in connection with claiming the benefits of this section with the

intent that tax, or interest or penalties thereon, shall be evaded, and any such person shall be subject to a penalty equal to two hundred percent of any otherwise applicable additions to tax. The penalty imposed under this subdivision shall be in addition to any otherwise applicable additions to tax. The commissioner of finance shall have the power, in his or her discretion, to waive, reduce or compromise any penalty under this subdivision d.

e. Any person who, with the intent that tax, or interest or penalties thereon, be evaded, shall, for a fee or other compensation or as an incident to the performance of other services for which such person receives compensation, aid or assist in, or procure, counsel, or advise the preparation or presentation under, or in connection with any return, amended return or claim for credit or refund containing a material misrepresentation of fact in connection with claiming the benefits of this section, or make a material misrepresentation of fact in connection with claiming the benefits of this section for any return, amended return or claim for credit or refund, whether or not such misrepresentation is with the knowledge or consent of the person authorized or required to present such return, amended return or claim for credit or refund, shall pay a penalty not exceeding ten thousand dollars.

§ 2. This act shall take effect immediately.

Jean Parker Phifer AIA
Architect

10-9-01

212-586-4333

WTC

Telefax

Thomas Phifer and Partners
180 Varick Street
New York, NY 10014

Telephone: 212 337 0334
Telefax: 212 337 0603

To	*From*
John Dyson	Jean Phifer
Company	*Date*
	October 1, 2001
Job Name	*Job Number*
Art Commission	
Telefax Number	*Number of pages, including this sheet*
212-586-0340	7

Message

Dear John:

I attach some correspondence I've received from Adrian Benepe, the DPR Borough Commissioner for Manhattan.

Larry Lustig

* His friend, the accomplished photographer Joel Meyerowitz, whose work on the World Trade Center site has recently appeared in the New Yorker, is seeking to record the site devastation for the Municipal Archives and the Museum of the City of New York. Joel is having trouble gaining access to the site without having an official, city-sanctioned pass. His work is invaluable, as it is not for press purposes but for the historical record.

Could you help out in gaining him the official status he needs to do the job thoroughly and well? Let me know if you need more information.

Thank you for your earlier fax regarding the Art Commission's role. We stand ready to help in any way we can. I'm thankful you are able to help the city in this crisis.

Best,

Jean

Jean

cc. Barbara Flynn, D/M Harding's office

AOL Anywhere

ScreenName

sign-out

Main | My AOL | Mail | People | Search | Shop | Channels | Devices

Ameritrade

AOL Mail

Download Now | Close | Keep As New | Delete | Prev 2 of 3 Next

Include original text in Reply.

Subj: Fw: Request letter for photography
Date: Mon, 1 Oct 2001 1:26:32 PM Eastern Daylight Time
From: "adrian benepe" <abenepe@nyc.rr.com>
To: <jpphifer@aol.com>

09=22=01Letter_to_R_Macdonald.zip (7340 bytes)

Reply | Reply All | Forward | Address Book

Jean:

Here's the first message from Joel Meyerowitz that described his initial project. He succeeded in gaining a Press Pass and a "Red Zone" pass as well as a letter from Robert MacDonald. He has been able to gain entry most of the time, although he is frequently stopped and told that no photographing is allowed in the area.

As I mentioned, he wants to produce a large-format archival record of the disaster area and the recovery, and donate the body of work to the Municipal Archives and the Museum of the City of New York. He would like to have some "official designation" so that he can move freely through the zone. He also proposes a larger effort employing a group of photographers (not photo-journalists) to be able to complete this huge amount of work.

Mr. Meyerowitz believes he can arrange donation of film and maybe processing, but the larger effort he envisions might require some public or private funding.

Is there an appropriate person in City government or City Hall who would appreciate the importance of this work and might be willing to help expedite it?

Please let me know if he can provide any additional information. I will e-mail separately his other message describing his larger proposed project.

Adrian

----- Original Message -----
From: >Joel Meyerowitz
To: >abenepe@nyc.rr.com
Sent: Saturday, September 22, 2001 11:45 AM
Subject: Request letter for photography

Dear Adrian,

Here's a copy of the letter I sent to Robert MacDonald. I included a brief bio/resume and described the streets and area of my survey. In the email I mentioned that I knew you hoping that that would add some seriousness to my request.

Thanks,

Joel

PS I'm adding the letter in text should you not be able to open a Word doc.

9/22/2001

Robert MacDonald
Director
The Museum of the City of New York

Dear Mr. MacDonald,

At this moment we have a disaster which will-and already has-changed us irrevocably. Its occurrence was broadcast in real time to the far reaches of the world, but its aftermath is stringently protected from view. So awesome, complex and disturbing a vision needs to be described, History demands it. Every generation in photography's 160 years has produced image makers who-sensing the import of the moment-made work that lasted and ultimately defined that time.

I am ready to do this work. This effort is not for commerce or news-making. I have no sponsor. I am prepared to produce an archive of the Aftermath for deposit in the Museum of the City of New York, or the Municipal Archive, or whatever institution is appropriate. I will work with an 8x10 inch wooden view camera and color film; the same instrument with which many of my 13 books and hundreds of exhibitions were produced.

I would like free and frequent access (day and night) to the Zone around the periphery of the disaster. I am not asking for access to the immediate area where search and rescue operations are in progress as it is clear that unnecessary people would only be in the way. I would like to make a programmatic survey starting from Morris St. moving north, from Broadway to the river, photographing the streets, buildings, and parkland.

Your help is deeply appreciated as time is of the essence.

Sincerely,

Joel Meyerowitz

P.S. A brief resume is attached.

BIOGRAPHY: JOEL MEYEROWITZ

BORN: 1938, New York City

SELECTED EXHIBITIONS

1980 Stedelijk Museum, Amsterdam
1981 San Francisco Museum of Modern Art
1985 "A Summer's Day," Hong Kong Arts Centre
1989 "The White Nights," Cleveland Museum of Fine Arts
1990 "Large Prints & Early Work," 2 Part Show, James Danziger Gallery, New York
1991 "A Summer's Day," Art Forum Museum of Modern Art, Tokyo
1992 "Bay/Sky," James Danziger Gallery, New York
1994/95 "Joel Meyerowitz: "On the Street, Color Photographs, 1963-1973," The Art Insitute of Chicago
1995 "The Nature of Cities," Bonni Benrubi Gallery, New York
1997 "At The Water's Edge," Bonni Benrubi Gallery, New York
1998 "Seminal Works," 3 Photographers, James Danziger Gallery, New York

SELECTED BOOKS

1978 "Cape Light," New York Graphic Society
1980 "St. Louis and the Arch," New York Graphic Society
1983 "Wild Flowers," New York Graphic Society
1986 "A Summers Day," Times Books, Random House
1993 "Bay/Sky," Bulfinch Press
1993 "The Nutcracker," Little Brown & Co.
1994 "The Nature of Cities," Editore Motta
1994 "Bystander; A History of Street Photography," Bulfinch Press

SELECTED PUBLICATIONS

1973 Szarkowski, John. "Looking at Photographs," New York, Museum of Modern Art
1977 Kozloff, Max. "Joel Meyerowitz," Aperture. Number 78, 1977
1981 Lisbet, Nelson. "Seeing the Light," American Photographer

1983 Hass, Robert, "Joel Meyerowitz and Plays of Light," CreativeCamera and Photography, Jan. 1983
1995 View Camera Magazine
1997 Doubletake Magazine

SELECTED AWARDS

Guggenheim Foundation
C.A.P.S. New York State Arts Fellowship
National Endowment for the Arts Fellowhip
National Endowment for the Humanities

BIOGRAPHY

Joel Meyerowitz was born in New York in 1938. He began photographing in 1962. He is a "street photographer" in the tradition of Henri Cartier-Bresson and Robert Frank, although he works exclusively in color. As an early advocate of color photography (mid-60's) he was instrumental in changing the attitude toward the use of color photography from one of resistance to nearly universal acceptance.. His first book "Cape Light" is considered a classic work of color photography and has sold more than 100,000 copies during its 20 year life. He is the author of eleven other books including "Bystander: The History of Street Photography". His work has appeared in over 120 exhibitions in museums and galleries around the world.

He has recently produced and directed his first film, "POP", an intimate diary of a three week road trip he made with his son Sasha and his father, Hy. This odyssey has as its central character an unpredictable, street wise and witty 87 year-old with a failing memory. It is both an open-eyed look at aging and a meditation on the significance of memory.

--------------------Headers --------------------
Return-Path: <abenepe@nyc.rr.com>
Received: from rly-yd04.mx.aol.com (rly-yd04.mail.aol.com [172.18.150.4]) by air-yd04.mail.aol.com (v80.17) with ESMTP id MAILINYD410-1001132631; Mon, 01 Oct 2001 13:26:31 -0400
Received: from nyc.rr.com (nycsmtp2fb.rdc-nyc.rr.com [24.29.99.78]) by rly-yd04.mx.aol.com (v80.21) with ESMTP id MAILRELAYINYD44-1001132530; Mon, 01 Oct 2001 13:25:30 -0400
Received: from 13z8x2 ([24.168.22.175]) by nyc.rr.com with Microsoft SMTPSVC(5.5.1877.357.35); Mon, 1 Oct 2001 13:25:27 -0400
Message-ID: <002301c14a9e$69cb3da0$af16a818@nyc.rr.com>

AOL Anywhere

ScreenName Sign-Out

Main | My AOL | Mail | People | Search | Shop | Channels | Devices

AOL Mail[SM]

Close | Keep As New | Delete | Prev 3 of 3 Next

Subj: Fw: Letter I sent to R. MacDonald last night
Date: Mon, 1 Oct 2001 1:31:21 PM Eastern Daylight Time
From: "adrian benepe" <abenepe@nyc.rr.com>
To: <jpphifer@aol.com>

Include original text in Reply.

Reply

Reply All

Forward

Address Book

Jean:
Here is a more recent e-mail that describes some of the difficulties that Mr. Meyerowiz has encountered in his work. Getting him some kind of "official archival photographer" status for the City would be helpful. Any ideas?
Adrian

----- Original Message -----
From: "Joel Meyerowitz" <jmeyerowitz1@nyc.rr.com>
To: <abenepe@nyc.rr.com>
Sent: Wednesday, September 26, 2001 1:48 AM
Subject: Letter I sent to R. MacDonald last night

> Dear Robert,
>
> It's 1:30 am and I've just returned from almost 8 hours down in the
> zone. It's a Brueghal/Bosch landscape with thousands of workers doing
> their dance, while high tech machinery of enormous scale
> whirls,crushes and arcs through the night. Nighttime is particularly
> powerful, with vast banks of movie lights set high on cranes the
> whole area is lit with an eerie, acid-etched light in which the many
> scenes are dazzlingly displayed; mountains of steel and cables and
> plumbing enveloped in smoke and steam and spray (I saw a rainbow
> hover in the mist falling from a fire hose- a 50 foot rainbow! At
> night!). There is also a vision of the city behind the destruction
> that appears as though seen through a scrim (and in fact many of the
> buildings are covered in protective red screening) which is the
> result of the constant updraft of vapor from the continuous fires
> burning in the pile, as well as the buried steam pipes which cannot
> be turned off. I have been up in buildings and out on terraces and
> will ride a crane tomorrow to the top of the pile.
>
> It is awesome! I feel privileged to be there bearing witness to such
> a momentous event. In fact I am the ONLY photographer there. And
> although I am managing to do it it's not easy. There are checkpoints
> everywhere and once I step out of the main zone (and it's a struggle

> to enter there too) I am confronted with over- zealous Guardsman and
> young cops, and NOBODY can read! I show them the letter I'm carrying
> and they want to wave it off as if it's a scam. They bar my way. I
> fight like crazy and of course they don't want to be challenged-they
> are Authority! Finally I was taken under the wing of a bunch of
> detectives from the bomb and rescue squad-just by chance, plus the
> fascination the old wooden camera carries. They suggested that we get
> someone in the Governors' office to put out a bulletin to all sectors
> that a photographer, special to the city and this undertaking, is on
> the scene and can go everywhere-I think the Governors' office must
> control the National Guard. Actually a Guardsman Captain said
> something similar as he escorted me out of his zone; "Let the
> Governors' men tell me it's OK and then it's OK". Can we do that?
>
> Do you have any sway with that bunch? Can somebody put out an alert
> that I'm doing something necessary, or can we get a special badge
> that legitimizes my effort? I see now that it is truly the right
> thing to be doing (and for the long term). Their resistance and
> ignorance would deprive the future of any record of this-except for
> the hundreds of workers who are snapping away like mad- and we need a
> comprehensive, thought-out and executed survey. I know how to do this
> because I did it for St.Louis (for Jim Wood the then Director and now
> my friend) and because there is precedent with the work of Marville
> who photographed Hausmanns public works and of course Atget at the
> turn of the century and Sullivan in the Civil war and Jackson
> defining the opening of the West. These are some of my heros and they
> give me the motivation to pursue this. But our governing leaders are
> blind to the need and the value. How do we wake them up and get the
> appropriate permission? Every day more of the margins are being
> cleaned up and they won't let me in there, so we are losing ground.
>
> I am building a library of images already which we can use as
> ammunition if we need to, but if I continue to be limited to one side
> of the pile at ground zero it won't be rich enough. And you know in 6
> months this will be cleaned up and a greensward will be in place for
> awhile, and the stages of all these changes are part of the larger
> story. I also plan to do a deep, portrait archive of all these
> skilled workers who embody the best of American "can do".
>
> As you can see I'm excited and somewhat frustrated as I learn both
> how exciting its potential is and how uncertain my legitimacy appears.
>
> Let me know if you have any ideas about this as I'm going back in
> tomorrow-the bomb guys are taking me on their tour of buildings.
>
> With gratitude,
>
> Joel

--------------------Headers --------------------
Return-Path: <abenepe@nyc.rr.com>
Received: from rly-ye02.mx.aol.com (rly-ye02.mail.aol.com
 [172.18.151.199]) by air-ye05.mail.aol.com (v81.8) with ESMTP id
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 by rly-ye02.mx.aol.com (v80.21) with ESMTP id
 MAILRELAYINYE24-1001133046; Mon, 01 Oct 2001 13:30:46 -0400
Received: from 13z8x2 ([24.168.22.175]) by nyc.rr.com with Microsoft

Flynn, Barbara

From: Bershad, Deborah
Sent: Friday, October 05, 2001 1:30 PM
To: Flynn, Barbara
Subject: RE: oct 9th meeting

WTC

Dear Barbara,

Great. Thanks for the update on that.

FYI -- Cultural Affairs had a meeting this morning re: WTC Memorial with a variety of arts non-profits and City agency personnel. The gist of the meeting was that the public arts community wants to offer their assistance and expertise for any types of memorials or commemorative works. All of these entities would like to work cooperatively to ensure that NYC gets the most appropriate memorial(s) possible, with the recognition that many of the firehouses and police stations, as well as certain neighborhoods, may want a memorial to commemorate their dead apart from the probable larger memorial that will be developed for the WTC site. They will continue to meet with DCA over the next few months, with the idea of organizing a March 11th event. I'll keep you up-to-date.

In addition, a number of organizations as well as the percent program have been receiving proposals from various individuals for memorials and don't know what to do with them. I agreed that the Art Commission would provide storage space for these proposals until such time as a permanent entity is formed that might want to review them. If you have any questions or concerns, please let me know.

Thanks,
Deborah

-----Original Message-----
From: Flynn, Barbara
Sent: Friday, October 05, 2001 1:16 PM
To: Bershad, Deborah
Subject: oct 9th meeting

Dear Deborah,

Bob is on his way to City Hall - I hope to get his comments on both the Shea Stadium and Nobel monumet for the october 9th meeting.

... for Ms. Brodsky - not this week and perhaps not next week. As soon as we can get the Mayor to focus on issues such as appointments, it will be done. I will call Jean at her office.

Barbara

Flynn, Barbara

From: Bershad, Deborah
Sent: Monday, September 24, 2001 5:07 PM
To: Flynn, Barbara
Subject: WTC Memorial

Dear Barbara,

Just a heads up -- I have heard from a number of organizations that they would like to preserve a portion of the WTC buildings for possible use in the reconstruction of the site and/or a memorial. I believe that MAS will be contacting D/M Coles regarding this, and that some of the Art Commission members may be contacting D/M Harding as well. Thought you'd like to know.

Sincerely,
Deborah

Deborah Bershad
Executive Director
Art Commission of the City of New York
City Hall, New York 10007
212-518-0351
dbershad@cityhall.nyc.gov
nyc.gov/artcommission

ART COMMISSION OF THE CITY OF NEW YORK

September 24, 2001

Deputy Mayor Robert M. Harding
City Hall
New York, NY 10007

Re: World Trade Center Memorial

Dear Deputy Mayor Harding:

I am writing to urge the administration to take steps now to preserve a portion of the exterior facade of the south tower of the World Trade Center for possible future use in a memorial to the victims of the attack.

Although design of any memorial will take considerable time and care, it is important to preserve some portions of the original facade before total demolition of the site in the event it is decided in the future to incorporate a piece of the original building in a memorial.

The Art Commission is concerned that the nature and number of any future memorials on this site and throughout the city be carefully considered. We stand ready to work with other city and state agencies to ensure that new construction on the WTC site be of the highest quality, and that any memorials be appropriate and sensitive to the memory of those who died.

I will call you to discuss how we may work together on this important endeavor.

Sincerely,

Jean P Phifer

Jean Parker Phifer, AIA
President

cc. John Dyson

RECEIVED
SEP 2 2001

CITY HALL • NEW YORK NEW YORK 10007 • (212) 788 • 3071

The Iconic Power of an Artifact

By Philippe de Montebello

Even as the rubble is slowly — and ever so agonizingly — being hauled from the remains of the World Trade Center, a debate is under way about what might be built on the ravaged site of the almost incomprehensible destruction of Sept. 11.

From many in the business community has come a plea to summon our most defiant optimism and erect a new skyscraper, perhaps even a replica of the once-controversial twin towers. At the other end of the spectrum, Pete Hamill, the New York Daily News columnist, has urged that a park be encouraged to blossom there.

From others we hear an equally compelling proposal: Dedicate this now sacred ground to a work of art memorializing the thousands of victims of this month's horrors. Some have already begun speaking of commissioning such a work.

But no matter what form the reconstruction of the site takes, New York should make a commitment now to preserving the searing fragment of ruin already so frequently photographed and televised that it has become nearly as familiar to us as the buildings that once stood there. This is the huge, skeletal and jagged steel fragment of the World Trade Center and its facade that still stubbornly stands in the midst of the utter destruction of ground zero.

Though tilted slightly, it somehow survived, emerging from the fire and smoke of Sept. 11 — inexplicably durable, still pointing to the heavens and now a fitting, realistic and moving monument to those who died there. Already an icon, it should stand forever as a sculptural memorial, incorporated into whatever other structures or landscapes are chosen as fitting for this site.

A fragment of the trade center should be saved.

There is ample precedent for this approach. Coventry enshrined its blitzed cathedral; and Berlin and Hiroshima, among other cities, converted ruins into monuments.

The World Trade Center catastrophe will unquestionably challenge artists, as well it should. Great new art may yet provide us with solace, hope and healing.

But the surviving remnant already constitutes a solemn and authoritative statement. It will almost surely need to be dismantled, but whatever our business and government communities decide to build on its hallowed ground, serious consideration should be given to preserving and reinstalling this imposing vestige.

A relic of destruction, it could become a testament to renewal. As a symbol of survival, it is already, in *its own way, a masterpiece* — and so it should remain. □

Philippe de Montebello is director of the Metropolitan Museum of Art.

NYTimes 09/25/01

RECEIVED SEP 2 . 2001 Deputy Mayor for Economic Development and F...

'01 Finance #15

Bob —
10-9-01
where are we.

WTC

DRAFT

MEMORANDUM IN SUPPORT

LEGISLATIVE REFERENCE

TITLE AN ACT to amend the administrative code of the city of New York, in relation t authorizing the postponement of tax deadlines

SUMMARY OF PROVISIONS Section 1.

Section one of the bill adds new Section 11-130 to Title eleven of the Administrative Code of the City of New York, which, in the event of a Presidentially declared disaster or a disaster emergency declared by the Governor, will give the Commissioner of Finance authority to postpone for a period of up to ninety days certain tax deadlines for taxpayers affected by the disaster who are unable to meet applicable filing or payment deadlines as result of the disaster. The provision would apply to all taxes administered by the Commissioner of Finance other than the tax on real estate. The bill would allow the Commissioner of Finance to grant relief comparable to that allowed to the New York State Commissioner of Taxation and Finance by Tax Law Section 171, paragraph twenty-eight.

Under the new provision, the deadlines that may be extended are: (1) filing returns, (2) paying tax or any installment of tax, (3) filing a request for a conciliation conference, or a petition with the New York City Tax Appeals Tribunal, for a credit or refund or for a redetermination of a deficiency, or filing an exception to review a decision of the Tribunal, (4) allowing a credit or refund, (5) filing a claim for credit or refund, (6) assessing an underpayment of tax, (7) giving or making a notice of demand for payment of tax, (8) collecting a tax by levy or otherwise, (9) bringing a suit by the City in respect of a tax, and (10) any other act required or permitted by applicable law or by a regulation promulgated by the Commissioner thereunder. The provision also would allow the Commission of the Finance to waive interest on any tax payment deferred under the authority of the provision.

The provision contains a special rule for determining interest on overpayments of tax that is designed to ensure that taxpayers do not lose interest on an overpayment as a result of filing a refund under an extension granted under this provision. However, the special interest on overpayment provision also preserves the Department of Finance's existing authority with respect to paying overpayments without interest within three months of a refund claim. The effect of this special rules is to hold both the taxpayer and the Department harmless with respect to interest on any overpayment of tax claimed under an extension granted pursuant to the new provision.

If a taxpayer is not entitled to the benefits of any extension authorized by the Commissioner under the new provision but files a return, or makes a payment, within the extension period but after the original due date, existing late filing and late payment penalties will apply. Under the new provision, if such a taxpayer makes a material misrepresentation of fact in claiming the benefits of any such extension, in addition to the otherwise applicable late filing or late payment penalties, the Commissioner may assert a penalty equal to two hundred percent of the otherwise applicable penalties, in effect tripling the otherwise applicable penalties. The provision also authorizes the Commissioner to impose a penalty of up to $10,000 on any paid tax preparer who makes a material misrepresentation of fact in connection with claiming the benefits of any relief under the new provision.

-over-

The bill would be effective immediately.

REASONS FOR SUPPORT Under current law, the Commissioner of Finance has only limited authority to extend certain due dates for tax returns and certain tax payment dates; the Commissioner also cannot extend other periods of taking administrative or legal action such as the limitation period for protecting an assessment or disallowance of a refund. Moreover, the Commissioner's existing authority differs from on tax to another. Finally, the Commissioner has authority under existing law to waive late filing and late payment penalties where reasonable cause for the delay is shown, the Commissioner cannot waive the accrual of interest.

This bill is necessary to authorize the Commissioner to postpone for a brief, reasonable period of time certain tax deadlines for taxpayers who are unable to meet those deadlines due to a disaster declared by the President or Governor. The scope of relief provided by the bill generally mirrors the relief that may be granted by the State and by the IRS under current law. The bill would allow the Commissioner to provide consistent relief from tax deadlines across all taxes administered by the Commissioner other than the tax on real estate. The Commissioner needs the flexibility to provide immediate and appropriate relief from tax deadlines for taxpayers adversely affected by a disaster, but the penalty provisions in the bill will discourage abuse of any relief so granted.

Accordingly, the Mayor urges the earliest possible favorable consideration of this proposal by the Legislature.

Respectfully submitted,

ANTHONY P. PISCITELLI
Legislative Representative

ISC/dgb
S:Finance15-01
9/24/01

Draft dated 9/21/01 '01 Finance #15

AN ACT to amend the administrative code of the city of New York, in relation to authorizing the postponement of tax deadlines

The People of the State of New York, represented in Senate and Assembly, do enact as follows:

Section 1. Chapter 1 of title 11 of the administrative code of the city of New York is amended by adding a new section 11-130 to read as follows:

§11-130. a. In the case of a taxpayer who is determined for federal tax purposes under the provisions of section seven thousand five hundred eight-A of the internal revenue code to be affected by a presidentially declared disaster, or who is determined by the commissioner of finance to be affected by a presidentially declared disaster or by a disaster emergency declared by the governor, the commissioner of finance shall have authority to provide that a period of up to ninety days may be disregarded in determining, with respect to any tax administered by the commissioner of finance, other than any tax on real estate, in respect of any liability (including any interest, penalty, additional amount, or addition to the tax) of any such taxpayer who is determined by the commissioner of finance to be unable to meet applicable filing or payment deadlines as a result of such disaster:

Whether any of the following acts with respect to any tax administered by the commissioner of finance, other than any tax

on real estate, were performed within the time prescribed therefor:

1. filing any return of tax;

2. payment of any tax or installment thereof or of any other liability to the commissioner of finance, in respect thereof;

3. filing a request for a conciliation conference or a petition with the tax appeals tribunal for credit or refund or for redetermination of a deficiency, or application for review of a decision rendered by the tax appeals tribunal;

4. allowance of a credit or refund of tax;

5. filing a claim for credit or refund of tax;

6. assessment of tax;

7. giving or making any notice or demand for the payment of any tax or with respect to any liability to the commissioner of finance in respect of tax;

8. collection, by the commissioner of finance, by levy or otherwise of the amount of any liability in respect of tax;

9. bringing suit by the city, or any officer on its behalf, in respect of any liability in respect of tax; and

10. any other act required or permitted under the applicable law or under rules prescribed thereunder by the commissioner of finance with respect to any tax.

b. Special rule for overpayments. If a period of time has been disregarded pursuant to subdivision a of this section with respect to any return, amended return or claim for credit or refund filed by a taxpayer and such return, amended return or

claim for credit or refund is timely filed (determined after the application of such subdivision a), for the purposes of determining the interest due to such taxpayer on an overpayment of tax on which interest is allowed by any provision of this title:

1. Such return, amended return or claim shall be deemed to have been filed on the last day preceding any period disregarded pursuant to such subdivision a, and

2. If such overpayment is refunded or credited within three months after such return, amended return or claim is filed (determined without the application of paragraph 1 of this subdivision b), then no interest shall be allowed for a period of three months from the date such return, amended return or claim is deemed to be filed after the application of paragraph 1 of this subdivision b.

c. Presidentially declared disaster. For purposes of this section, the term "presidentially declared disaster" means any disaster which, with respect to an area, resulted in a subsequent determination by the president of the United States that such area warrants assistance by the federal government under the disaster relief and emergency assistance act.

d. Notwithstanding anything contained in this title to the contrary, subdivisions a and b of this section shall not apply to any person who files a return, amended return or claim for credit or refund containing a material misrepresentation of fact in connection with claiming the benefits of this section with the

intent that tax, or interest or penalties thereon, shall be evaded, and any such person shall be subject to a penalty equal to two hundred percent of any otherwise applicable additions to tax. The penalty imposed under this subdivision shall be in addition to any otherwise applicable additions to tax. The commissioner of finance shall have the power, in his or her discretion, to waive, reduce or compromise any penalty under this subdivision d.

e. Any person who, with the intent that tax, or interest or penalties thereon, be evaded, shall, for a fee or other compensation or as an incident to the performance of other services for which such person receives compensation, aid or assist in, or procure, counsel, or advise the preparation or presentation under, or in connection with any return, amended return or claim for credit or refund containing a material misrepresentation of fact in connection with claiming the benefits of this section, or make a material misrepresentation of fact in connection with claiming the benefits of this section for any return, amended return or claim for credit or refund, whether or not such misrepresentation is with the knowledge or consent of the person authorized or required to present such return, amended return or claim for credit or refund, shall pay a penalty not exceeding ten thousand dollars.

§ 2. This act shall take effect immediately.

Flynn, Barbara

From: malufl@finance.nyc.gov
Sent: Thursday, October 11, 2001 6:58 PM
To: BFLYNN@CITYHALL.NYC.GOV
Subject: WTC Damage Listings

WTC DAMAGE REPORT.XLS

WTC CONDO DAMAGE REPORT.XLS

FYI--Finance's Property Division is planning to release the attached listings of buildings in the WTC area to some non-City organizations that we work closely with Finance (i.e., REBNY, ORPS, etc.) The information provided is essential "public domain" from our assessment file but it also incorporates excerpts from the DOB/DDC report on building conditions.

Glenn Borin recommended release to those with a legitimate interest, as he: (1) did not see anything sensitive, (2) believes the press may already have the building data, and (3) already provided the information to OMB and EDC.

Visit the NYC Department of Finance online at www.nyc.gov/finance

AREA CODES:
B = Battery Park City
I = Inside Zone
O = Outside Zone
W = World Trade Center

Operations Research Group
WTC Disaster Study
Allbase file as of 05/22/01

(Non-Condos)

B	Block	Lot	E	Address	Area Code	Color Code	Comments	TC	BC	Off Cls	Res. Units	Total Units	Total Bldgs	Land sf	Bldg sf	Sty	Building Name	Excd 1	Excd 2	Fin 01/02 FMV	Fin 01/02 Actual AVT	Fin 01/02 Actual EXT
1	52	21		120 LIBERTY STREET	I	YELL	High potential for structural damage	2	D0		21	24	1	5,166	57,845	13		0	0	4,800,000	2,160,000	-
1	52	22		141 GREENWICH STREET	I	YELL	No visible structural damage/significant glass breakage	4	Y1		-	1	1	4,381	8,008	3		2133	0	2,050,000	922,500	922,500
1	52	30		112 TRINITY PLACE	I	YELL	Bldg safe/Clean-up roof, glass & north façade/re-glaze	4	K9		-	-	1	2,662	13,300	5		0	0	2,500,000	1,125,000	-
1	53	2		99 WASHINGTON STREET	I			4	G1		-	1	1	5,165	35,034	10		0	0	2,610,000	1,174,500	-
1	53	3		103 WASHINGTON STREET	I			4	K4		6	7	1	2,287	9,900	4		0	0	1,160,000	522,000	-
1	53	4		105 WASHINGTON STREET	I			4	P9		-	3	1	4,613	23,030	6		0	0	1,400,000	630,000	-
1	53	6		109 WASHINGTON STREET	I			2	C7		16	17	1	2,361	9,565	5		0	0	947,000	426,150	-
1	53	12		111 WASHINGTON STREET	I			4	G1		-	1	1	11,255	77,000	6		0	0	5,750,000	2,587,500	-
1	53	23		123 WASHINGTON STREET	I	GRN	No access/canopy damage/broken glass/cornice bent	4	O1	B	-	43	1	14,217	131,486	11		0	0	12,100,000	5,445,000	-
1	53	28		114 GREENWICH STREET	I	GRN	No access/canopy torn/dust & debris/loose light	2	D8	B	102	102	1	8,486	82,007	13	FRANKLIN WAREHOUSE	1925	0	11,800,000	5,310,000	3,757,500
1	53	33		110 GREENWICH STREET	I			2	D8		59	60	1	6,085	57,941	13		1925	0	9,900,000	4,455,000	2,818,233
1	53	35		108 GREENWICH STREET	I			4	O1	B	-	12	1	2,488	15,744	7		0	0	2,140,000	963,000	-
1	53	36		106 GREENWICH STREET	I			2	C7		16	19	1	2,796	10,950	5		0	0	1,030,000	463,500	-
1	53	37		102 GREENWICH STREET	I			4	K9		-	7	1	4,664	23,320	5		0	0	1,410,000	634,500	-
1	53	38		98 GREENWICH STREET	I			4	K9		-	6	1	4,537	21,097	5		0	0	1,560,000	702,000	-
1	53	39		96 GREENWICH STREET	I			2A	S5		5	8	1	1,820	4,040	4		0	0	650,000	292,500	-
1	53	40		94A GREENWICH STREET	I			4	K4		4	6	1	1,784	5,448	4		0	0	1,110,000	499,500	-
1	53	41		94 GREENWICH STREET	I			2A	S9		3	5	1	1,709	5,382	4		0	0	1,150,000	496,800	-
1	54	1		5 ALBANY STREET	I	BLUE	Loss of middle collumns & 3 fls/poss collapse/no occ	4	O4	A	-	15	1	66,222	1,415,086	39	ONE BANKERS TRUST P	0	0	178,333,333	80,250,000	-
1	55	2		5 WASHINGTON STREET	I			4	O3	B	-	-	3	30,080	449,355	17		0	0	30,600,000	13,770,000	-
1	55	14		71 WEST STREET	I			2	D8	B	192	199	1	22,437	250,471	17		1925	0	38,100,000	17,145,000	12,150,000
1	55	16		80 WEST STREET	I	GRN	Bsmt 8" water/damaged canopies/metal fascia damage	4	H2		-	-	1	20,161	417,322	37	MARRIOT FINANCIAL	0	0	88,888,888	40,000,000	-
1	56	1		130 CEDAR STREET	I	BLUE	Access restricted/high potential for structural damage	4	O3	B	-	15	1	10,927	111,600	12		0	0	6,000,000	2,700,000	-
1	56	4		87 WEST STREET	I		No info	4	O3	B	-	-	1	16,980	349,000	22		0	0	20,700,000	9,315,000	-
1	56	15		148 WASHINGTON STREET	I			4	G6		-	1	1	16,032	36	1		0	0	8,100,000	3,645,000	-
1	56	20		155 CEDAR STREET	I		No info	4	M1		-	1	1	1,215	2,591	4	ST. NICHOLAS CHURCH	1021	0	1,230,000	553,500	553,500
1	56	21		97 WEST STREET	I			4	G6		-	-	-	2,747	-	-		0	0	1,400,000	630,000	-
1	58	1		1 WORLD TRADE CENTER	W	GREY/ RED	N & S tower destroyed/3 (full),4,5 & 6 (partial) collapse	4	O4	A	-	-	6	833,945	13,868,981	110	WORLD TRADE CENTER	6120	0	2,400,000,000	1,080,000,000	1,080,000,000
1	58	1			W		ID# P2521-C Bank of America	4														
1	58	1			W		ID# P22-A Verizon	4														
1	58	1	E	PATH STATION	W		ID# E499 / ID# 1459-E57	3	U7		-	-	-	-	-	-	PATH STATION	0	0	34,500,000	-	-
1	63	1		10 CORTLANDT STREET	I			4	K9		-	4	2	6,086	20,241	3		0	0	5,040,000	2,268,000	-
1	63	3		14 CORTLANDT STREET	I	YELL	Severe window damage-falling glass danger	4	O3	A	-	5	1	25,838	647,875	34	14-22 CORTLANDT STR	1985	0	73,100,000	32,895,000	2,340,000
1	63	6		19 CHURCH STREET	I	YELL	Significant glass breakage/inspection required	4	K3		-	1	1	12,358	49,109	3		0	0	8,300,000	3,735,000	-
1	63	12		5 DEY STREET	I			4	O3	B	-	33	1	4,723	66,686	16		0	0	4,860,000	2,187,000	-
1	63	13		189 BROADWAY	I	YELL	Debris & dust	4	K2		-	9	1	4,621	9,242	2		0	0	4,000,000	1,800,000	-
1	63	15		187 BROADWAY	I	GRN	Debris/missing façade (calotex pieces?)	4	K2		-	2	1	2,510	[illegible]	2		0	0	2,160,000	972,000	-
[illegible]	[illegible]	[illegible]		[illegible] BROADWAY	I	GRN	Dust & debris/water west side/dryout panels bank	2A	D7		4	5	1	1,942	9,108	5		1925	0	1,200,000	540,000	181,580
1	63	17		181 BROADWAY	I	GRN	Dust & debris/chip on corner	4	K9		2	9	1	2,589	15,129	7		0	0	2,240,000	1,008,000	-
1	63	18		179 BROADWAY	I	GRN	No access/exterior debris & dust	4	K9		-	3	1	2,520	13,820	6		0	0	2,220,000	999,000	-
1	[illegible]	[illegible]		177 BROADWAY	I	GRN	No access/exterior debris & dust	4	K9		-	2	1	2,486	14,100	5		0	0	2,160,000	972,000	-
[illegible]	[illegible]	[illegible]		[illegible] BROADWAY	I	GRN	No access/ext debris & dust/9" missing cmr stone	4	K9		-	2	1	2,440	11,859	5		0	0	2,740,000	1,233,000	-
1	63	21		173 BROADWAY	I	GRN	Deteriorated 2 fl window heads & jams/debris	4	K2		-	7	1	2,132	4,264	2		0	0	3,530,000	1,568,500	-
1	64	12		69-75 LIBERTY	O	YELL	No visible damage/roof clean-up required	4	O3													
1	64	16		2-4 MAIDEN LANE	O	YELL	No visible damage/roof clean-up required	4	O3													
1	65	2		63 NASSAU STREET	O			4	K9		-	5	1	1,065	4,905	6		0	0	614,000	276,300	-

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WTC

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Allbase file as of 05/22/01

10/12/01 10:25 AM

(Non-Condos)

B	Block	Lot	E	Address	Area Code	Color Code	Comments	TC	BC	Off Cls	Res. Units	Total Units	Total Bldgs	Land sf	Bldg sf	Sty	Building Name	Excd 1	Excd 2	Fin 01/02 FMV	Fin 01/02 Actual AVT	Fin 01/02 Actual EXT
1	16	1		22 BATTERY PLACE	B			4	Y7		-	1	1	83,100	32,000	3	PIER A BATTERY PARK	2191	1985	9,800,000	4,410,000	4,410,000
1	16	3		MARGINAL STREET	B			4	Z9		-	1	1	2,612,214	3,000	1	MERRILL LYNCH	2191	0	214,000,000	96,300,000	96,300,000
1	16	10		18 1 PLACE	B			4	Z9		-	2	1	64,432	34,100	-	BATTERY PARK CITY	2191	0	19,700,000	8,865,000	8,865,000
1	16	12		MARGINAL STREET	B			4	Z6		-	-	-	237,948	-	-	BATTERY PARK CITY	2191	0	4,750,000	2,137,500	2,137,500
1	16	15		50 BATTERY PLACE	B			2	D8		208	208	1	31,141	230,765	9	BATTERY PARK CITY50	2191	0	44,000,000	19,800,000	19,800,000
1	16	20		70 BATTERY PLACE	B			2	D8		99	99	1	29,700	230,765	9	BATTERY PARK CITY	2191	0	44,000,000	19,800,000	19,800,000
1	16	35		BATTERY PLACE	B			4	V1		-	-	-	35,352	-	-	BATTERY PARK CITY	2191	0	18,500,000	8,325,000	8,325,000
1	16	40		BATTERY PLACE	B			4	V1		-	-	-	45,100	-	-	BATTERY PARK CITY	2191	0	23,000,000	10,350,000	10,350,000
1	16	43		25 BATTERY PLACE	B			4	Z9		105	105	1	42,091	583,000	-	BATTERY PARK CITY	2191	0	77,000,000	34,650,000	11,700,000
1	16	70		225 RECTOR PLACE	B	YELL	Glass damage/no structural damage visible	2	D8		305	305	1	34,776	281,049	23	BATTERY PARK CITY	2191	0	48,600,000	21,870,000	21,870,000
1	16	80		333 RECTOR PLACE	B	GRN	Few broken windows/dusty bldgs	2	D8		232	232	1	28,721	232,000	15	BATTERY PARK CITY	2191	0	40,700,000	21,015,000	21,015,000
1	16	100		350 ALBANY STREET	B	YELL	Some bldgs no damge/one bldg heavy damage	2	D8		1,712	1,720	6	220,732	1,681,621	34	BATTERY PARK CITY	2191	0	267,000,000	120,150,000	120,150,000
1	16	120		200 LIBERTY STREET	B	YELL	Major repairs req'd/glass & façade replacement	4	O4	A	-	1	1	94,530	1,501,878	39	DOW JONES	3390	0	355,000,000	159,750,000	159,750,000
1	16	125		225 LIBERTY STREET	B	BLUE	Major repairs req'd/glass & façade replacement	4	O4	A	-	1	1	199,346	2,267,925	43	MERRILL LYNCH (B BUI	3390	0	478,000,000	215,100,000	215,100,000
1	16	140		200 VESEY STREET	B	BLUE	SE crnr structurally damaged/unsafe for occupants	4	O4	A	-	1	1	82,617	2,149,866	50	AMERICAN EXPRESS BUI	3390	0	423,000,000	190,350,000	190,350,000
1	16	150		250 VESEY PLACE	B	GRN	No visible damage or debris	4	O4	A	-	1	1	103,028	2,084,079	33	MERRILL LYNCH (D BUI	3390	0	434,000,000	195,300,000	195,300,000
1	16	160		MARGINAL STREET	B			4	T2		-	-	-	154,151	-	-		2191	0	3,550,000	1,597,500	1,597,500
1	16	190		RIVER TERRACE	B			2	D8		324	324	1	14,500	331,500	-	BATTERY PARK CITY	6800	0	50,500,000	22,725,000	22,725,000
1	16	200		400 CHAMBERS STREET	B			2	D8		50	50	1	38,225	484,000	27		2191	0	101,000,000	45,450,000	45,450,000
1	16	205		CHAMBERS STREET	B			4	I7		-	220	1	19,800	239,508	14		2191	0	44,000,000	19,800,000	19,800,000
1	16	210		399 CHAMBERS STREET	B			2	D8		340	341	1	10,292	357,000	-		6800	0	86,700,000	39,015,000	39,015,000
1	16	215		345 CHAMBERS STREET	B			4	W1	A	-	1	1	60,085	450,000	10	STUYVESANT H.S.	2191	0	104,000,000	46,800,000	46,800,000
1	16	220		450 NORTH END AVENUE	B			4	Z9		-	1	1	28,206	105,177	25		2191	0	24,900,000	11,205,000	11,205,000
1	16	221		WARREN STREET	B			2	D8		151	151	1	6,323	244,617	25		6800	0	50,800,000	22,860,000	22,860,000
1	16	225		1 NORTH END AVENUE	B			4	O9	A	-	1	1	42,342	502,000	17		6800	0	130,000,000	58,500,000	58,500,000
1	16	250			B			4	H9		-	-	-	-	-	-		6800	0	-	-	-
1	16	260		VESEY STREET	B			4	V1		-	-	-	97,076	-	-		6800	0	20,000,000	9,000,000	9,000,000
1	16	9220		CHAMBERS STREET	O			4	Z9		-	-	1	-	-	-		0	0	-	-	-
1	17	27			O	GRN	Broken windows & ent door/accent wall seperated grnd fl	4	O3											4,000,000	1,800,000	
1	46	1		2 WALL STREET	O	YELL	Some façade & masonry problems/shed required	4	O3	A	-	-	1	8,615	173,159	21	BANK OF MONTREAL BUI	1985	0	19,100,000	8,595,000	-
1	46	3		96 BROADWAY	O			4	O3	A	-	-	1	14,950	343,160	24	BANK OF TOKYO BUILDI	1985	0	35,300,000	15,885,000	4,950,000
1	46	9		14 WALL STREET	O			4	O4	A	-	-	1	32,947	839,749	30	BANKERS TRUST BUILDI	1985	0	87,300,000	39,285,000	1,035,000
1	49	1		75 BROADWAY	I	GRN	No visible damage or debris	4	M1		-	1	1	98,432	15,928	1		1021	0	85,000,000	38,250,000	38,250,000
1	49	2		111 BROADWAY	I		No info	4	O3	B	-	32	1	18,615	432,093	25	THE TRINITY BUILDIN	0	0	32,000,000	14,400,000	-
1	49	2		111 BROADWAY	I		ID# P2458-C MFS Comm Co - emergency power eqpt	4												1,300,000	585,000	
1	50	1		115 BROADWAY	I	YELL	Sidewalk shed buckled & may collapse	4	O3	B	-	33	1	16,620	398,607	21	U.S. REALTY BUILDIN	0	0	28,100,000	12,645,000	-
1	51	1		2 RECTOR STREET	I			4	O3	B	-	10	1	17,626	400,294	27	WALL ST. PLAZA WEST	1985	0	31,000,000	13,950,000	-
1	51	7		68 TRINITY PLACE	I	YELL	Clean-up of roof required/no visible structural damage	4	O9		-	-	1	9,153	63,271	6		1021	0	4,960,000	2,232,000	1,897,200
1	51	13		78 TRINITY PLACE	I	YELL	Clean-up of roof completed/no visible structural damage	4	O9	A	-	5	1	26,800	181,725	7	AMERICAN STOCK EXCH	0	0	18,600,000	8,370,000	-
1	51	14		125 GREENWICH STREET	I		No info	4	O2	B	-	2	1	9,067	89,840	10		0	0	8,540,000	3,843,000	-
1	51	15		88 TRINITY PLACE	I	YELL	Struct ok/broken windows bldg & bridge/ext damage	4	W2		-	2	1	5,682	83,362	15		0	0	9,600,000	4,320,000	-
1	51	17		74 TRINITY PLACE	I	GRN	No access to roof/no visible structural damage or debris	4	O3	B	-	32	1	7,691	150,710	27		1021	0	10,700,000	4,815,000	1,357,830
1	52	1		96 TRINITY PLACE	I	GRN	Heavy amount of roof debris/no visible struct damage	4	W6		-	2	1	10,989	102,591	10		1601	0	11,500,000	5,175,000	5,175,000
1	52	8		133 GREENWICH STREET	I	GRN	Heavy amount of debris on roof/window damage	4	K2		7	16	2	6,109	12,000	2		0	0	2,330,000	1,048,500	-
1	52	10		137 GREENWICH STREET	I	YELL	Heavy roof debris/broken windows/no access	4	K9		6	11	1	3,795	18,319	5		1988	0	3,190,000	1,435,500	225,000
1	52	15		104 TRINITY PLACE	I			4	K2		-	4	1	790	1,580	2		0	0	719,000	323,550	-

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WTC Disaster Study
Allbase file as of 05/22/01

(Non-Condos)

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B	Block	Lot	E	Fin 01/02 Taxbill AVT
1	16	1		-
1	16	3		-
1	16	10		-
1	16	12		-
1	16	15		-
1	16	20		-
1	16	35		-
1	16	40		-
1	16	43		22,950,000
1	16	70		-
1	16	80		-
1	16	100		-
1	16	120		-
1	16	125		-
1	16	140		-
1	16	150		-
1	16	160		-
1	16	190		-
1	16	200		-
1	16	205		-
1	16	210		-
1	16	215		-
1	16	220		-
1	16	221		-
1	16	225		-
1	16	250		-
1	16	260		-
1	16	9220		-
1	17	27		1,791,000
1	46	1		7,696,000
1	46	3		7,180,163
1	46	9		35,915,000
1	49	1		-
1	49	2		13,046,000
1	49	2		
1	50	1		10,339,000
1	51	1		10,764,000
1	51	7		299,160
1	51	13		7,713,000
1	51	14		3,540,600
1	51	15		4,316,000
1	51	17		3,140,532
1	52	1		-
1	52	8		943,700
1	52	10		1,078,100
1	52	15		287,620

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10/12/01 10:28 AM

Boro	Block	Min Lot	Max Lot	Condo #	Address	Area Code	Color Code	Comments	# of Condo Lots	Res. Units	Total Units	# of Bldgs	Sty	Bldg. Sf	Land Sf	Fin 01/02 FMV	Fin 01/02 Act. AVT	Fin 01/02 Act. EXT	Fin 01/02 Taxbill AVT	Building Name
1	16	1001	1240	308	377 RECTOR PLACE	B	GRN	No visible damage or debris	240	239	240	1	-	1,326	16,951	36,804,997	16,562,243	16,562,243	-	
1	16	1301	1302	1163		B			2	-	-	-	-	-	-	125,000,000	56,250,000	56,250,000	-	
1	16	2001	2135	313	320 ALBANY STREET	B	GRN	No visible damage or debris	135	133	135	1	-	11,136	27,838	24,060,002	10,836,003	10,836,003	-	
1	16	2200	2309	385	250 SOUTH END AVENUE	B			110	219	220	1	-	1,052	12,644	17,267,027	7,770,164	7,770,164	-	HUDSON VIEW EAST CO
1	16	2401	2510	360	300 ALBANY STREET	B			110	107	110	1	-	4,295	16,108	15,019,993	6,759,002	6,759,002	-	HUDSON VIEW WEST CO
1	16	2601	2848	371	380 RECTOR PLACE	B	GRN	No visible damage or debris	248	247	248	1	-	1,247	23,910	42,300,004	19,035,014	19,035,014	-	
1	16	3001	3122	398	280 RECTOR PLACE	B	GRN	No visible damage or debris	122	121	122	1	-	502	15,000	17,639,998	7,938,003	7,938,003	-	
1	16	4001	4154	450	300 RECTOR PLACE	B	GRN	No visible damage or debris	154	153	154	1	-	3,166	25,978	21,600,003	9,720,003	9,720,003	-	
1	16	5001	5548	498	200 RECTOR PLACE	B	GRN	No visible damage or debris	548	546	548	1	-	4,750	37,248	97,550,009	43,897,511	43,897,511	-	
1	16	6001	6184	621	21 SOUTH END AVENUE	B			184	182	184	1	-	28,989	45,203	36,799,996	16,560,003	16,560,003	-	
1	16	7001	7303	779	99 BATTERY PLACE	B	GRN	No visible damage or debris	303	293	303	1	-	-	-	54,852,611	24,683,671	24,683,671	-	
1	16	8001	8166	780	2 SOUTH END AVENUE	B	GRN	No visible damage or debris	166	163	166	1	-	-	-	27,940,000	12,573,000	12,573,000	-	
1	47	1001	1002	871	120 BROADWAY	O	YELL	Roof & façade damage/shed req'd	2	-	2	1	41	1,597,965	49,814	161,200,000	72,540,000	-	59,040,000	
1	52	1001	1002	947		I	YELL	High potential for structural damage	2	13	13	-	-	-	-	4,800,000	2,160,000	585,000	1,388,837	
1	52	1101	1113	1034		I	YELL	High potential for structural damage	13	-	-	-	-	-	-	11,300,001	5,085,001	2,216,084	2,751,891	
1	62	1001	1015	1178	1 LIBERTY PLAZA	I	YELL	Structurally sound/major debris/2nd inspection req'd	15	-				1,395,507	68,486	322,600,000	145,260,008			
1	62			1178	1 LIBERTY PLAZA	I		ID# P2611 Royal Bank of Canada-emergency power eqpt								1,000,000	450,000			
1	62			1178	1 LIBERTY PLAZA	I		ID# P2634 ILX Systems - emergency power eqpt								4,000,000	1,800,000			
1	65	1001	1002	21	65 NASSAU STREET	O			2	28	29	1	1	28,550	3,359	3,850,000	1,642,500	12,180	1,617,620	
1	124	1001	1006	1182		I			6	-	-	-	-	-	-	947,018	426,158	-	426,158	
1	132	1001	1134	401	275 GREENWICH STREET	I			132	131	132	1	-	13,266	-	19,199,997	8,640,000	97,440	7,634,479	
1	132	1201	1205	837		I			5	-	-	-	-	-	-	760,000	332,979	3,480	329,499	
1	132	1301	1312	1042		I			12	-	-	-	-	-	-	10,000,000	4,500,000	5,220	4,388,090	
1	132	1401	1406	1069		I			6	-	-	-	-	-	-	840,000	307,705	5,220	302,485	
1	133	1001	1002	114	41 MURRAY STREET	I	GRN	Roof clean-up req'd/no visible damage	2	4	5	1	-	4,750	4,750	1,720,000	764,200	8,700	755,500	
1	133	1101	1105	987	45 WARREN STREET	I	GRN	Roof clean-up req'd/no visible damage	5	4	5	-	5	-	-	1,689,999	760,500	3,480	757,020	
1	133	1201	1206	1024		I	GRN	Roof clean-up req'd/no visible damage	6	-	-	-	-	-	-	680,001	249,408	6,960	242,448	
1	133	1301	1311	1084		I			11	-	-	-	-	-	-	3,085,003	1,388,251	5,220	1,188,884	
1	134	1001	1002	657	253 BROADWAY	I	GRN	No access	2	-	2	1	-	227,034	-	22,900,000	10,305,000	7,380,000	2,190,150	
1	134	1101	1121	1148		I			21	-	-	-	-	-	-	8,000,000	3,600,002	5,220	3,209,106	
1	134	1201	1205	1079		I			5	-	-	-	-	-	-	1,820,008	764,384	1,740	762,624	
1	134	1301	1310	1168		I			10	-	-	-	-	-	-	3,350,132	1,508,838	-	1,508,838	
1	135	1001	1002	25	280 BROADWAY	I	GRN	Existing sidewalk shed/no access	2	63	64	1	1	9,500	9,500	12,250,000	5,512,500	86,411	4,896,621	281 BROADWAY CONDOM
1	135	1101	1105	662	18 WARREN STREET	I			5	4	5	1	-	7,767	2,496	1,490,001	257,045	6,390	250,655	18 WARREN STREET CO
1	135	1201	1203	1131		I			3	-	-	-	-	-	-	29,100,000	13,095,000	-	12,532,797	
1	135	1301	1303	1162		I			3	-	-	-	-	-	-	1,570,000	706,500	-	669,472	
1	136	1001	1007	938		I	GRN	No damage observed	7	-	-	-	-	-	-	2,100,001	945,001	1,740	943,261	
1	136	1101	1103	1007		I			3	-	-	-	-	-	-	6,100,000	2,745,001	108,315	1,836,073	
1	136	1201	1206	1128		I			6	-	-	-	-	-	-	2,740,000	1,233,000	-	1,103,243	
1	137	1001	1129	401	275 GREENWICH STREET	I	GRN	11 sty/little roof debris/no damage	129	128	129	1	-	13,266	-	17,650,000	7,942,499	105,890	6,887,336	
1	137	1201	1210	658	150 CHAMBERS STREET	I	GRN	No visible structural damage or debris	10	8	10	1	-	4,843	3,750	1,850,000	314,146	22,044	292,104	150-152 CHAMBERS ST

DAMAGE CODES:
GREY = Destroyed
RED = Partially Collapsed
BLUE = Major Structural Damage
YELLOW = Damaged But Stable
GREEN = Inspected But Not Affected
WHITE = Not Affected

M. Antic alt'd version 3

WJC

CONTACT: Jim Connelly, EVP
201-547-3650

FOR: Fred Alger Management, Inc. **For Immediate Release**

FRED ALGER MANAGEMENT SIGNS LEASE FOR NEW YORK CITY HEADQUARTERS OFFICE

- - Firm to Return to New York City Before End-of-Year - -

Morristown, New Jersey, October 9, 2001 – Fred Alger Management, Inc. announced today that it has signed a lease for a new Manhattan headquarters, to be located in the Constable Building at 111 Fifth Avenue. Fred Alger Management's previous New York City office was destroyed in the September 11, 2001 attack on the World Trade Center.

"Like everyone else, we are doing our best to both come to terms with the destruction that occurred on September 11 and move constructively forward," said Fred M. Alger, Chairman and President. "New York City is the world's financial capital, and has been for decades. For that reason, it made sense for Fred Alger Management to maintain its headquarters there for nearly forty years. There is no question in my mind that New York will recover from the recent terrorist attacks, and will continue and enhance its role as the world's financial capital. For that reason, it now makes sense for us to return. We are a New York City-based firm and will reopen offices in New York City as soon as possible. We expect to open our Manhattan office for business well before the end of the year."

The firm's new Manhattan location will occupy 40,000 square feet, the entire second and third floors of 111 Fifth Avenue. Fred Alger Management's primary research, trading, and client service functions will be located at the new headquarters. Support offices will continue to be maintained in Jersey City and Morristown, New Jersey.

Colliers ABR represented Fred Alger Management, Inc. in the lease negotiations. The Constable Building, 111 Fifth Avenue, is owned by B.J.W. Associates of Manhattan.

Fred Alger Management, Inc. is a leading money management firm.

###

Barbara Flynn
Chief of Staff

Deputy Mayor's Office of Economic Development & Finance

Fax

To: Janel Patterson		**From:** B. Flynn	
Fax: 312-3910		**Pages:** 2 total	
Phone:		**Date:** 10-9-01	
Re:		**CC:**	

☑ **Urgent** ☑ **For Review** ☐ **Please Comment** ☐ **Please Reply** ☐ **Please Recycle**

● **Comments:** Would you pls. add statement (quote) from Mayor - we'd like to send to press tomorrow, 10/10th. Thanks.

Pls. call me - 646 328 7470.

BARBARA

make sure legitimate

She will talk to M. Higgins
D. Lilly.
10-9-01

10-9-01 showed
RMH.

RETAIL COUNCIL of NEW YORK STATE

James A. Quaremba
President
Chief Executive Officer

October 1, 2001

Hon. George E. Pataki
Governor, State of New York
Executive Chamber
State Capitol
Albany, New York 12225

WTC

Dear George:

First, please accept my personal thanks and appreciation – and on behalf of our member stores, that of the state's retail industry – for your leadership and statesmanship over these incredible, difficult past few weeks. Our state will rebuild and succeed thanks to the path you have helped chart since the atrocities of September 11th.

Like so much of our state and local economy, retailers of every size and in every part of New York have suffered a devastating blow as a result of the attacks on the World Trade Center and elsewhere. We're proud of our industry's initial and sustained reaction to the attacks, however. In spite of decimated bottom lines and bleak prospects for their own immediate recuperation, retailers have responded with generous contributions of money, merchandise, and personnel to assist in whatever tangible way they can. These efforts will not diminish.

As you and other elected and civic leaders are advising, the first step toward winning this war is to participate in and rebuild our national economy and return, as soon as possible and as much as possible, to our everyday routines. A difficult and wrenching notion to proffer, yes, but even more difficult to implement.

Every economic indicator suggests sluggish times ahead for industries ranging from retail to hotel to travel to big business. Every analyst agrees that it will take dramatic and large-scale steps to set into motion the long-term process of rebuilding the sustainable level of growth this state and this nation is built upon.

Now more than ever, the retail industry is the centerpiece of this economy. And, we hope you will agree that a strengthened retail economy in New York City and New York State will be a giant step toward the rebuilding of the state and national economy as a whole.

That is why I write today -- to urge you and your colleagues in the New York State legislature to consider a bold, but ultimately affordable and necessary, remedy that would bolster the retail economy and entice consumers back into the marketplace. This would reward both consumer and

Executive Offices: Retail Council Building, P.O. Box 1992, Albany, New York 12201 518-465-3586

retailer for their patience, endurance, and generosity throughout these trying times.

* Our proposal: Kick off the upcoming 'traditional' holiday shopping season with a tax-free week for all items sold in New York State to which state and local sales taxes currently apply.

Given the current circumstances, there are many reasons why this broad investment makes so much sense.

- Consumers need a signal from state government -- in the form of a sales tax-free week at the start of the holiday shopping season -- that now is an appropriate time to shop New York stores enthusiastically. This would boost the potential for tax collection forecasts for the subsequent weeks of the holiday shopping season to be more realistic and achievable.

- Without a targeted catalyst such as that which we propose today, the holiday sales season – clearly the most critical period in the retail calendar – is almost assuredly a disappointment. A bad retail season in December 2001 will unquestionably carry a 'doom-and-gloom' attitude well into 2002. And, depressed sales and lost revenues will soon translate into job losses and business closures, not only for retailers, but also for those who make the products we sell.

- Again, under current conditions, retailers already have downgraded their expectations for holiday shopping activity, rendering current or pre-existing sales tax revenue expectations for the period theoretical at best. And, absent assistance such as that which we propose, resultant payroll tax losses will be substantial, and new claims for unemployment insurance can be expected from those who would otherwise be employed during the holiday shopping season and beyond.

- Manufacturers of consumer goods cannot produce products and employ workers if the retail pipeline clogs due to diminished consumer demand. This proposal would open that pipeline in a dramatic way which New York shoppers – and visitors to New York – will surely appreciate and to which they will respond enthusiastically.

The retail store is where consumer confidence is made manifest. The retail store is the primary point of delivery between manufacturers and consumers. And in New York State – particularly in New York City – the retail store is one of the key factors that lures out-of-town visitors and excites local residents to participate in the economy in a meaningful and necessary way.

Some will ask, "Can we afford to do this?" To which we would respond, "Can we afford not to do it?" The economic consequences of a stagnant retail marketplace - particularly in a state as vibrant as New York - are enormous. Retailers would be hard-pressed to meet even the most pessimistic sales tax revenue forecasts. Lower sales translate into lost jobs and opportunities for new jobs - leading to diminished payroll taxes.

Statisticians can only guess at the sales tax revenue losses that might result from the week. If state and local governments fear a short-term loss from the proposed economic stimulus, we would suggest adding the program to the list of those items reimbursable in whole or in part by current and future levels of aid from the federal government.

Time and again during normal times, New York's shoppers and visitors from other states responded vigorously to tax-free shopping periods. They're clearly the most popular and immediate economic incentives that state government can provide to its citizens. The temporary broad-based tax cut we propose today draws on that past success with confidence that it will reap immediate and sustainable activity across the spectrum and will help return to New York State and New York City a sense of optimism and economic activity that we so badly need.

All of us at the Retail Council are prepared to discuss our proposal with you at your convenience. We urge you to call us with your questions and your comments, and look forward to hearing your thoughts on the idea we propose.

Again, our collective and individual thanks to you and your colleagues for seeing New York State through these unprecedented times. We join all New Yorkers in pledging our continued support for your efforts to rebuild.

Sincerely,

James A. Quaremba
President and CEO
Retail Council of New York State

S5808 STAFFORD

WTC

STATE OF NEW YORK

5808

2001-2002 Regular Sessions

IN SENATE

October 15, 2001

Introduced by Sen. STAFFORD -- (at request of the Governor) -- read twice and ordered printed, and when printed to be committed to the Committee on Rules

AN ACT to amend chapter 15 of the laws of 1998 relating to the extension of state and local deadlines following a state disaster emergency, in relation to the prerequisites, time and scope thereof

The People of the State of New York, represented in Senate and Assembly, do enact as follows:

Section 1. Chapter 15 of the laws of 1998 relating to the extension of state and local deadlines following a state disaster emergency, is amended to read as follows:

Section 1. Notwithstanding any other provision of law to the contrary which relates to the collection of real property taxes, fees, civil fines or other moneys owed to a municipal or district corporation or school district, to the imposition of penalties or interest therefor for a late payment, or to the filing of an application, report, or other document, form or other paper necessary for the processing of an application or other process to fulfill requirements to qualify for, or meet a condition of a government assistance program for persons, businesses or corporations, higher education loans, grants or financial assistance, licenses, registrations or any other programs administered by a municipal or district corporation or school district, during a state disaster emergency as defined by section 20 of the executive law, the governor may, by executive order issued upon the request of the chief executive officer of a municipal or district corporation or school district in the affected area, extend the deadline for payment of any such moneys owed or for the filing of any such applications, reports, or documents by persons residing or located in such areas or by certain classes or categories of persons or entities within the affected areas, which are due during such state disaster emergency from the date the executive order is issued until the date the governor, in consultation with the director

EXPLANATION--Matter in italics (underscored) is new; matter in brackets [-] is old law to be omitted.

LBD12287-02-1

authority to implement the factual findings of state operations, rescinds the executive order which declared the state disaster emergency; provided that the governor, after consultation with the chief executive officer of the municipal or district corporation or school district in the affected area, may extend such deadline for a period of up to thirty days by so providing in the executive order declaring that the state disaster emergency has ceased; provided, further, that no interest or penalties shall accrue during such extension period; provided, however, that the governor may order that the extension period provided for in this section shall not be applicable to certain reporting requirements mandated under state law, the primary purpose of which is to protect the health, safety or general welfare of the public from an imminent threat or danger.

§ 2. Notwithstanding any other provision of law to the contrary, any deadline or date set by state law or regulation for the payment of fees, civil fines or other moneys owed to the state, for the imposition of penalties or interest therefor for a late payment made after such date, or for the filing of an application, report or other document, form or other paper necessary for the processing of an application or other process to fulfill requirements of, qualify for, or meet a condition of a government assistance program for persons, businesses, municipalities or corporations, higher education loans, grants or financial assistance, licenses, registrations or any other programs, administered by state government agencies, divisions, departments or offices, shall, where such deadline or date occurs during a state disaster emergency as defined by section 20 of the executive law, upon the issuance of an executive order declaring a state disaster emergency, be extended for persons residing or located in the affected areas or for certain classes or categories of persons or entities within the affected areas, for a period of time from the date of the executive order declaring a state disaster emergency to the date that the governor, in consultation with the director of state operations, rescinds the executive order declaring the state disaster emergency; provided that the governor may extend such deadline for a period of up to thirty days by so providing in the executive order declaring that the state disaster emergency has ceased; provided, however, that the governor may order that the extension period provided for in this section shall not be applicable to certain reporting requirements mandated under state law, the primary purpose of which is to protect the health, safety or general welfare of the public from an imminent threat or danger.

§ 3. Where the provisions of this act have been invoked in connection with a state disaster emergency declared by the governor, the state shall provide aid to each affected municipal or district corporation or school district, whichever is appropriate, to compensate it for the loss of interest or other investment income reasonably attributable to the extension of the period for the payment of moneys; provided, that in no case shall such aid exceed the moneys that would have been collected during the extension period or periods declared by the governor pursuant to section one of this act, which shall not exceed thirty days from the date that the governor rescinded the executive order declaring a state disaster emergency, multiplied by an annualized interest rate of six percent. Such aid shall be payable upon the audit and warrant of the comptroller.

not reimburs City

§ 4. Notwithstanding the provisions of sections one through three of this act, the governor may, whenever he or she determines that a state disaster emergency so requires:

(1) issue an executive order extending a deadline in an affected municipal or district corporation or school district without a request therefor from the chief executive officer of such municipal or district corporation or school district;

(2) direct that an extension period shall end on a date certain, which date shall be specified in the executive order initially directing such extension, provided that the extension period so granted may be further extended by one or more subsequent orders; or

(3) act in accordance with the provisions of subdivisions one and two of this section.

§ 5. This act shall take effect immediately and shall be deemed to have been in full force and effect on and after January 7, 1998.

§ 2. This act shall take effect immediately and shall be deemed to have been in full force and effect on and after September 11, 2001.

LANDRY&KLING
MEETINGS AT SEA

Fax

To:	Barbara Flynn	Date:	10/11/01
Company:	City of New York	Fax #:	(212) 518-0239
From:	Donna Swenson ds	Fax #:	(305) 668-8956
Subject:	FLOATING HOTEL	No. of pages:	1 (including cover)

Barbara: We are aware of another issue in the city that will continue through the winter and into spring. That issue is housing............for demolition teams, demolition offices, workers of all kinds, health care givers, or government offices, families displaced from apartments, and others. The "Song of Flower" is available for docking on lease charter.

It is smaller (than the Renaissance ship available for office space) with 124 cabins. The ship restaurant would be open for cafeteria style meals. There would be adequate public space for rest and work breaks. The health club would be accessible for renewal and exercise.

The "Song of Flower" offers an immediate solution: inclusive self contained space, docked in close proximity to the financial district.

Estimated pricing per over-night room would be considerably under $100. per night.

FEMA, at present, is assisting displaced families......this ship would be an opportunity for subsidized space.

Thank you again, for your interest and look forward to hearing from your office.

WTC

No Housing

1390 South Dixie Hwy #1207 Coral Gables FL 33146 T 305 661 1880 T 800 448 9002 F 305 661 0977

BARBARA FLYNN
CHIEF OF STAFF

Deputy Mayor's Office of Economic Development & Finance

Fax

To: Gina Fini		**From:** Matt Campese	
Fax: 956-4732		**Pages:** 5	
Phone:		**Date:**	
Re: TKTS		**CC:**	

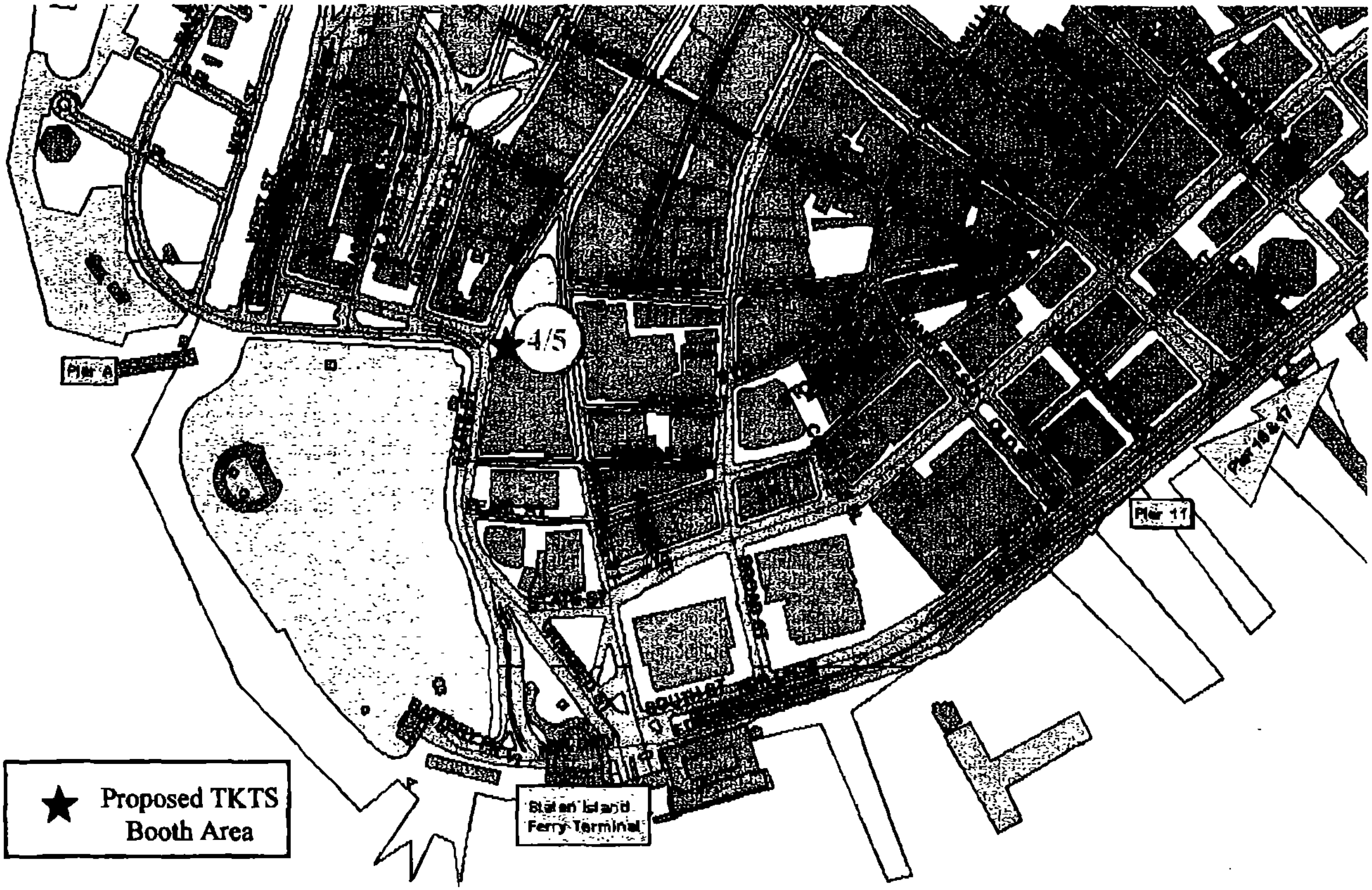
☐ Urgent ☑ For Review ☐ Please Comment ☐ Please Reply ☐ Please Recycle

• **Comments:**

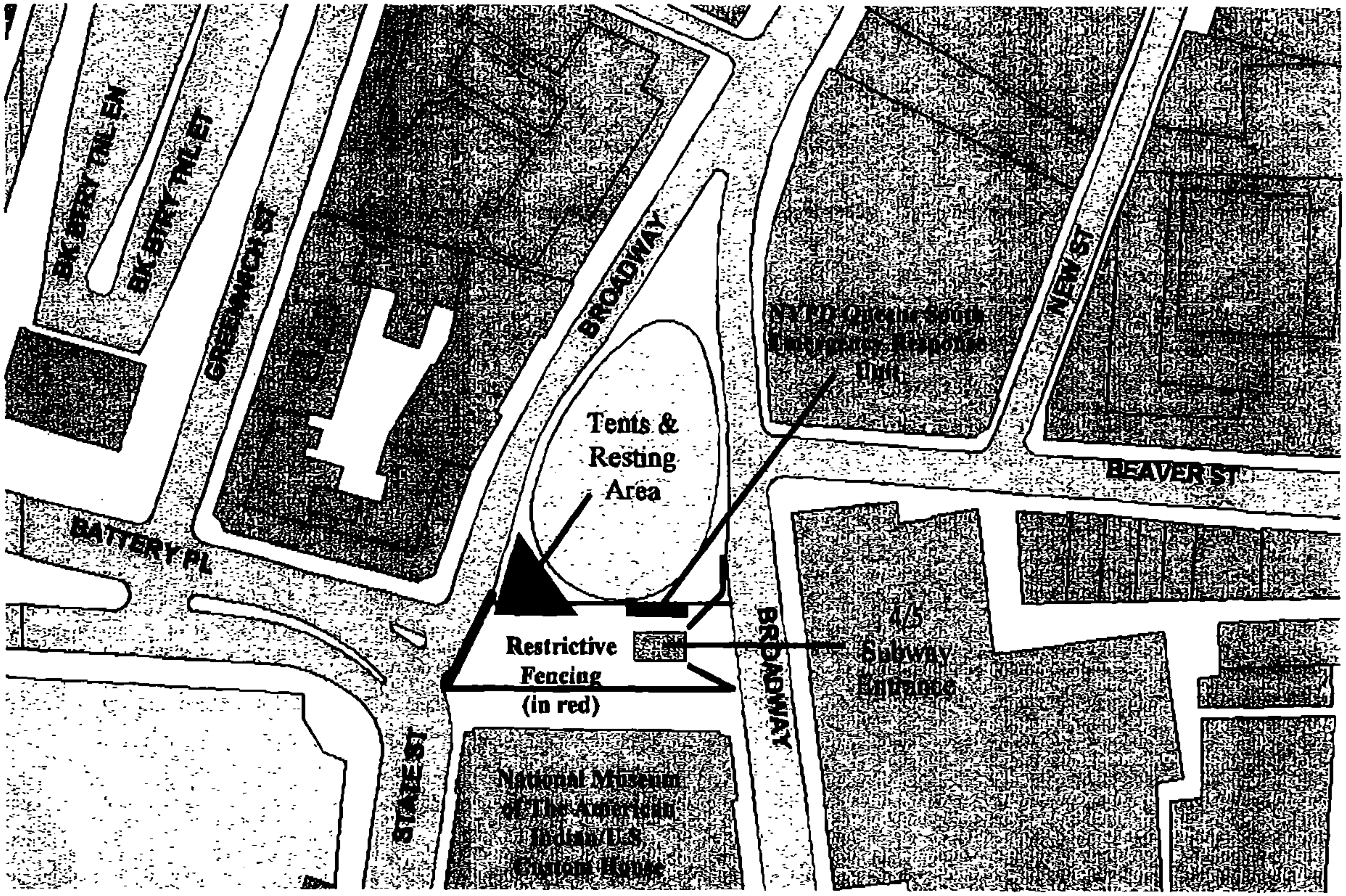
MONDAY

WTC

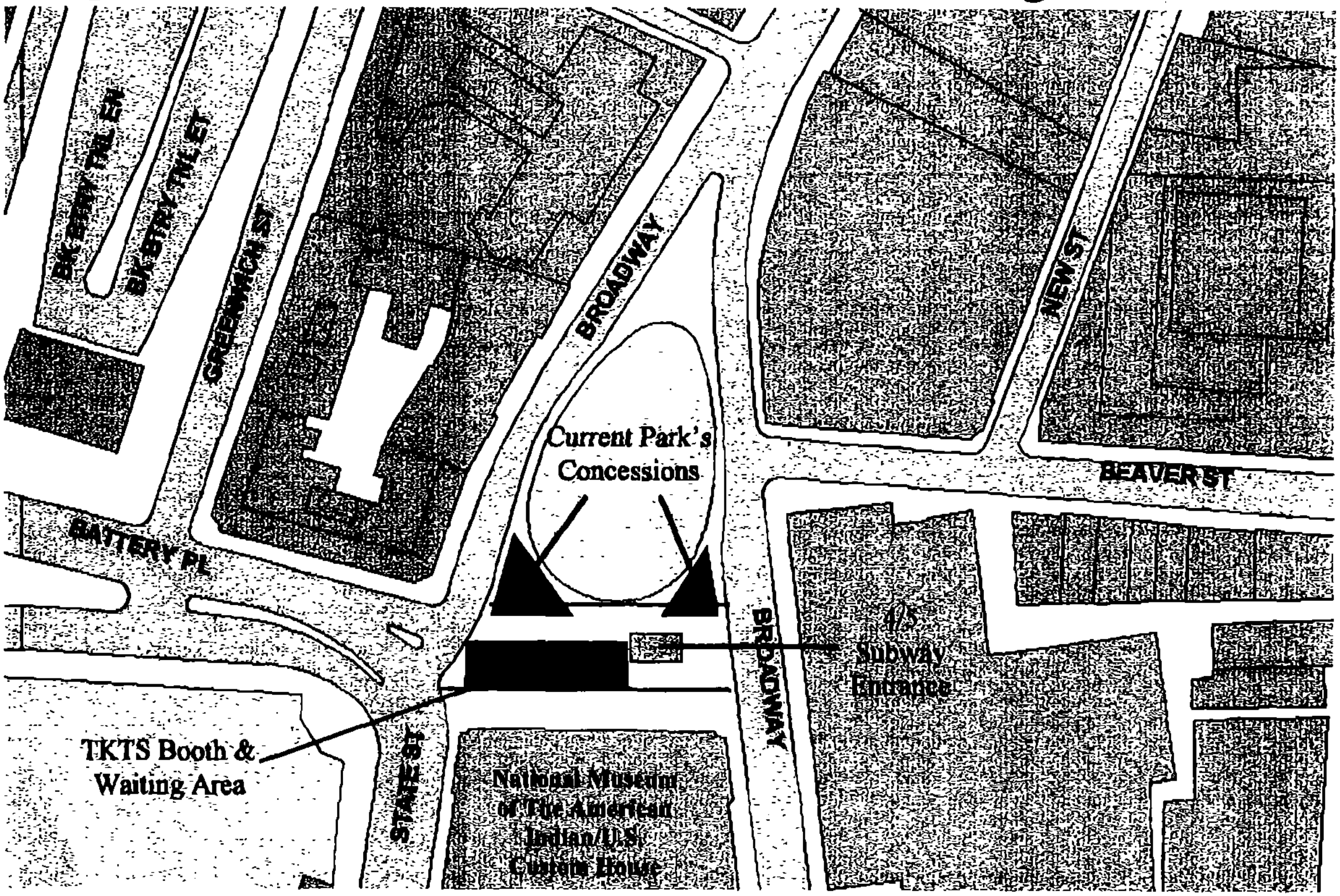
Proposed TKTS Location at Bowling Green Park & Surrounding Area

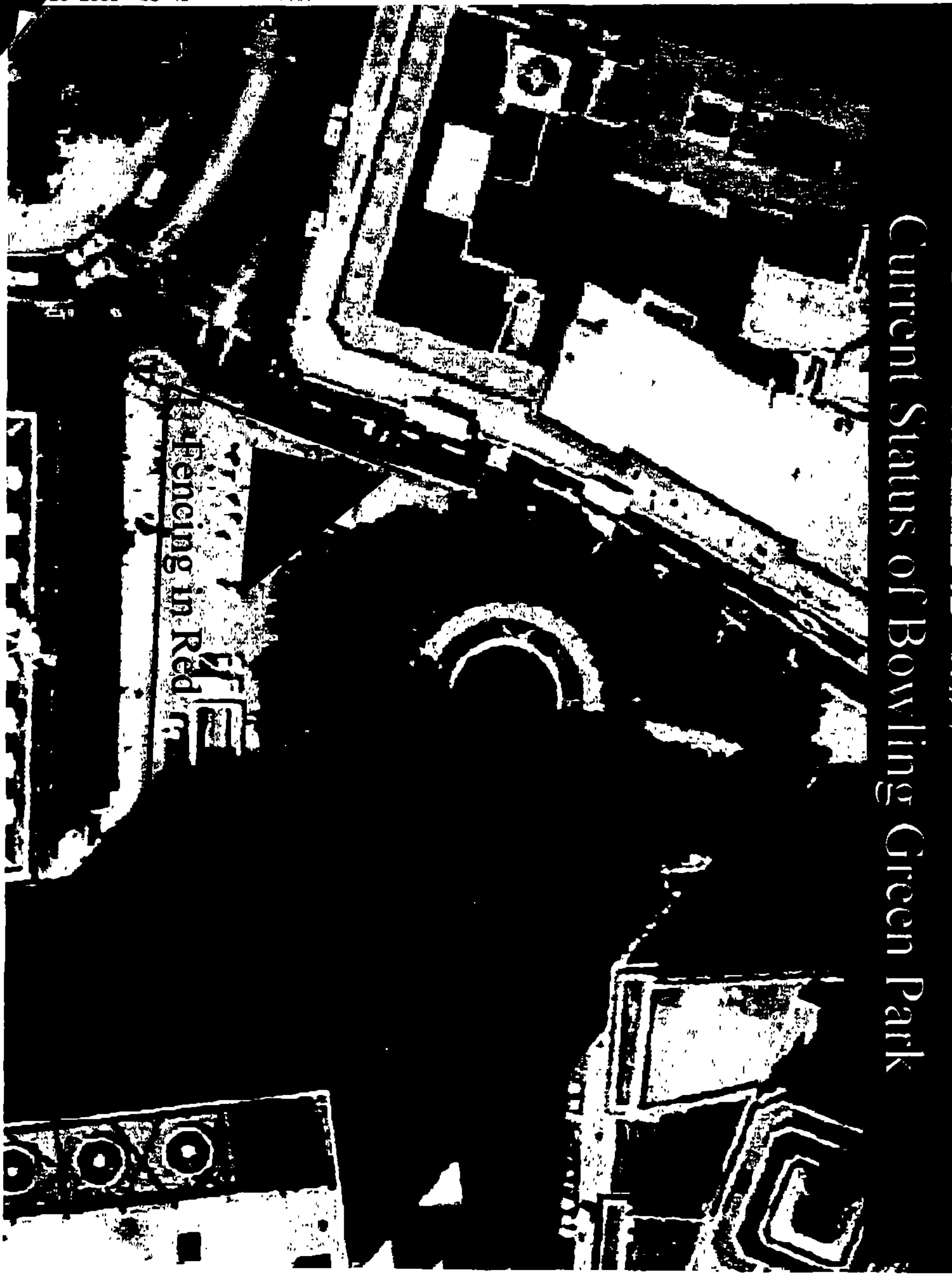


Current Status of Bowling Green Park



Proposed Location for TKTS at Bowling Green Park




Current Status of Bowling Green Park
Fencing in Red

Flynn, Barbara

From: eristoffa@finance.nyc.gov
Sent: Wednesday, October 10, 2001 12:21 PM
To: RHARDING@CITYHALL.NYC.GOV
Cc: BFLYNN@CITYHALL.NYC.GOV
Subject: WTC Tax Issue

I wanted to alert you to an interesting issue that has surfaced.

As you know, Lehman Brothers, Deloitte, and perhaps other companies displaced by the WTC attacks have taken large blocks of hotel rooms as temporary office space. The basic question is whether these occupancies are subject to (a) the City and State sales and hotel taxes (about 18%) and/or (b) the commercial rent tax (3.9%).

WTC

Although part of the question may be mooted if companies qualify for the hotel tax's "permanent resident" exemption (after 180 days of occupancy), it remains a serious issue that will draw the attention of REBNY, the Hotel Association and others. Our preliminary analysis indicates that the hotel and sales taxes apply, but not the CRT. This may not be the equitable result. We are researching our interpretive and local law options, and will consult with the State as well. We will offer a recommendation as soon as possible.

'01 FINANCE #15

HOLD WTC

D R A F T

MEMORANDUM IN SUPPORT

LEGISLATIVE REFERENCE

TITLE AN ACT to amend the administrative code of the city of New York, in relation t authorizing the postponement of tax deadlines

SUMMARY OF PROVISIONS Section one of the bill adds new Section 11-130 to Title eleven of the Administrative Code of the City of New York, which, in the event of a Presidentially declared disaster or a disaster emergency declared by the Governor, will give the Commissioner of Finance authority to postpone for a period of up to ninety days certain tax deadlines for taxpayers affected by the disaster who are unable to meet applicable filing or payment deadlines as result of the disaster. The provision would apply to all taxes administered by the Commissioner of Finance other than the tax on real estate. The bill would allow the Commissioner of Finance to grant relief comparable to that allowed to the New York State Commissioner of Taxation and Finance by Tax Law Section 17, paragraph twenty-eight.

Under the new provision, the deadlines that may be extended are: (1) filing returns, (2) paying tax or any installment of tax, (3) filing a request for a conciliation conference, or a petition with the New York City Tax Appeals Tribunal, for a credit or refund or for a redetermination of a deficiency, or filing an exception to review a decision of the Tribunal, (4) allowing a credit or refund, (5) filing a claim for credit or refund, (6) assessing an underpayment of tax, (7) giving or making a notice of demand for payment of tax, (8) collecting a tax by levy or otherwise, (9) bringing a suit by the City in respect of a tax, and (10) any other act required or permitted by applicable law or by a regulation promulgated by the Commissioner thereunder. The provision also would allow the Commissioner of Finance to waive interest on any tax payment deferred under the authority of the provision.

The provision contains a special rule for determining interest on overpayments of tax that is designed to ensure that taxpayers do not lose interest on an overpayment as a result of filing a refund under an extension granted under this provision. However, the special interest on overpayment provision also preserves the Department of Finance's existing authority with respect to paying overpayments without interest within three months of a refund claim. The effect of this special rule is to hold both the taxpayer and the Department harmless with respect to interest on any overpayment of tax claimed under an extension granted pursuant to the new provision.

If a taxpayer is not entitled to the benefits of any extension authorized by the Commissioner under the new provision but files a return, or makes a payment, within the extension period but after the original due date, existing late filing and late payment penalties will apply. Under the new provision, if such a taxpayer makes a material misrepresentation of fact in claiming the benefits of any such extension, in addition to the otherwise applicable late filing or late payment penalties, the Commissioner may assert a penalty equal to two hundred percent of the otherwise applicable penalties, in effect tripling the otherwise applicable penalties. The provision also authorizes the Commissioner to impose a penalty of up to $10,000 on any paid tax preparer who makes a material misrepresentation of fact in connection with claiming the benefits of any relief under the new provision.

The bill would be effective immediately.

-over-

REASONS FOR SUPPORT Under current law, the Commissioner of Finance has only limited authority to extend certain due dates for tax returns and certain tax payment dates; the Commissioner also cannot extend other periods of taking administrative or legal action such as the limitation period for protecting an assessment or disallowance of a refund. Moreover, the Commissioner's existing authority differs from on tax to another. Although the Commissioner has authority under existing law to waive late filing and late payment penalties where reasonable cause for the delay is shown, the Commissioner cannot waive the accrual of interest.

This bill is necessary to authorize the Commissioner to postpone for a brief, reasonable period of time certain tax deadlines for taxpayers who are unable to meet those deadlines due to a disaster declared by the President or Governor. The scope of relief provided by the bill generally mirrors the relief that may be granted by the State and by the IRS under current law. The bill would allow the Commissioner to provide consistent relief from tax deadlines across all taxes administered by the Commissioner other than the tax on real estate. The Commissioner needs the flexibility to provide immediate and appropriate relief from tax deadlines for taxpayers adversely affected by a disaster, but the penalty provisions in the bill will discourage abuse of any relief so granted.

Accordingly, the Mayor urges the earliest possible favorable consideration of this proposal by the Legislature.

Respectfully submitted,

ANTHONY P. PISCITELLI
Legislative Representative

ISC/dgb
S:Finance15-01
10/12/01

Draft dated 9/21/01 '01 Finance #15

AN ACT to amend the administrative code of the city of New York, in relation to authorizing the postponement of tax deadlines

The People of the State of New York, represented in Senate and Assembly, do enact as follows:

Section 1. Chapter 1 of title 11 of the administrative code of the city of New York is amended by adding a new section 11-130 to read as follows:

§11-130. a. In the case of a taxpayer who is determined for federal tax purposes under the provisions of section seven thousand five hundred eight-A of the internal revenue code to be affected by a presidentially declared disaster, or who is determined by the commissioner of finance to be affected by a presidentially declared disaster or by a disaster emergency declared by the governor, the commissioner of finance shall have authority to provide that a period of up to ninety days may be disregarded in determining, with respect to any tax administered by the commissioner of finance, other than any tax on real estate, in respect of any liability (including any interest, penalty, additional amount, or addition to the tax) of any such taxpayer who is determined by the commissioner of finance to be unable to meet applicable filing or payment deadlines as a result of such disaster:

Whether any of the following acts with respect to any tax administered by the commissioner of finance, other than any tax

on real estate, were performed within the time prescribed therefor:

1. filing any return of tax;

2. payment of any tax or installment thereof or of any other liability to the commissioner of finance, in respect thereof;

3. filing a request for a conciliation conference or a petition with the tax appeals tribunal for credit or refund or for redetermination of a deficiency, or application for review of a decision rendered by the tax appeals tribunal;

4. allowance of a credit or refund of tax;

5. filing a claim for credit or refund of tax;

6. assessment of tax;

7. giving or making any notice or demand for the payment of any tax or with respect to any liability to the commissioner of finance in respect of tax;

8. collection, by the commissioner of finance, by levy or otherwise of the amount of any liability in respect of tax;

9. bringing suit by the city, or any officer on its behalf, in respect of any liability in respect of tax; and

10. any other act required or permitted under the applicable law or under rules prescribed thereunder by the commissioner of finance with respect to any tax.

b. Special rule for overpayments. If a period of time has been disregarded pursuant to subdivision a of this section with respect to any return, amended return or claim for credit or refund filed by a taxpayer and such return, amended return or

claim for credit or refund is timely filed (determined after the application of such subdivision a), for the purposes of determining the interest due to such taxpayer on an overpayment of tax on which interest is allowed by any provision of this title:

1. Such return, amended return or claim shall be deemed to have been filed on the last day preceding any period disregarded pursuant to such subdivision a, and

2. If such overpayment is refunded or credited within three months after such return, amended return or claim is filed (determined without the application of paragraph 1 of this subdivision b), then no interest shall be allowed for a period of three months from the date such return, amended return or claim is deemed to be filed after the application of paragraph 1 of this subdivision b.

c. Presidentially declared disaster. For purposes of this section, the term "presidentially declared disaster" means any disaster which, with respect to an area, resulted in a subsequent determination by the president of the United States that such area warrants assistance by the federal government under the disaster relief and emergency assistance act.

d. Notwithstanding anything contained in this title to the contrary, subdivisions a and b of this section shall not apply to any person who files a return, amended return or claim for credit or refund containing a material misrepresentation of fact in connection with claiming the benefits of this section with the

intent that tax, or interest or penalties thereon, shall be evaded, and any such person shall be subject to a penalty equal to two hundred percent of any otherwise applicable additions to tax. The penalty imposed under this subdivision shall be in addition to any otherwise applicable additions to tax. The commissioner of finance shall have the power, in his or her discretion, to waive, reduce or compromise any penalty under this subdivision d.

e. Any person who, with the intent that tax, or interest or penalties thereon, be evaded, shall, for a fee or other compensation or as an incident to the performance of other services for which such person receives compensation, aid or assist in, or procure, counsel, or advise the preparation or presentation under, or in connection with any return, amended return or claim for credit or refund containing a material misrepresentation of fact in connection with claiming the benefits of this section, or make a material misrepresentation of fact in connection with claiming the benefits of this section for any return, amended return or claim for credit or refund, whether or not such misrepresentation is with the knowledge or consent of the person authorized or required to present such return, amended return or claim for credit or refund, shall pay a penalty not exceeding ten thousand dollars.

§ 2. This act shall take effect immediately.

THE CITY OF NEW YORK
OFFICE OF THE MAYOR

ANTHONY P. PISCITELLI
DIRECTOR
STATE LEGISLATIVE AFFAIRS

75 Park Place
New York, NY 10007
(212) 788-2619

111 Washington Avenue
Albany, New York 12210
(518) 447-5200

DATE 10/12/2001

TO: Barbara / Bob FAX# 212-518-0239

FROM: Ingrid

SENDERS TEL. # (518) 447-5200 • (212) 226-7400 7500

NUMBER OF PAGES FOLLOWING COVER SHEET: 6

2 pg memo
4 Pg bill

This bill includes all city business income tax.

I spoke directly w/ Adam & he wants to wait & see how many taxpayers cannot pay.

MEMORANDUM FROM

BARBARA FLYNN
Chief of Staff
Office of the Deputy Mayor for Economic Development and Finance

John Fair #312-3837

no great demand for cruise ship short-term; he reached out to brokers 7 companies he's dealing w/ — no one is interested

10-12-01 Don't told him

WTC

LANDRY&KLING
MEETINGS AT SEA

Fax

To:	Barbara Flynn	Date:	10/11/01
Company:	City of New York	Fax #:	212-5180239
From:	Donna Swenson	Fax #:	(305) 668-8956
Subject:	Floating Corporate Campus	No. of pages:	6 (including cover)

Barbara: Thank you for your assistance. Since I want to get this information off to you quickly, I won't go into detail. Joyce Landry, President of Landry and Kling, will be in NY on Monday and would appreciate an appointment in your offices.

However, I will prepare a cover letter more in-depth and fax to you before lunchtime.

I spoke with Jonathan Fair last week. I believe that he may have been waiting for us to list the "property". As of now, we are considering the ship as "brick and mortar" and will list on Multiple Listing.

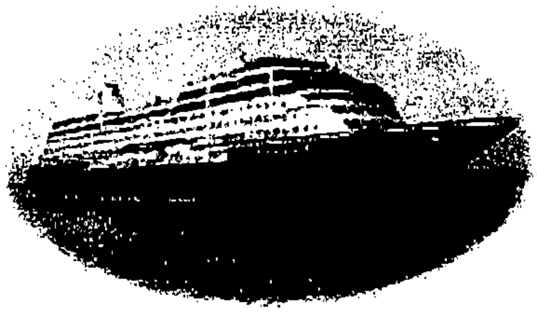
I look forward to hearing from you office. Time is of the essence to assist in preventing so many jobs fleeing to new Jersey and elsewhere that will never return to the city. With so much office space lost, I understand that there are rising rents, adding to the pressure on businesses. We continue to believe that we have a feasible, economical, viable solution.

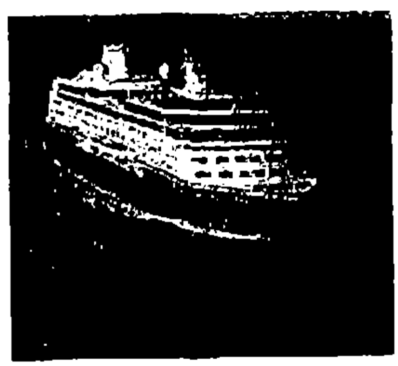
Thank you, Barbara.

ED

Thank you for your interest Jo

1390 South Dixie Hwy #1207 Coral Gables FL 33146 T 305 661 1880 T 800 448 9002 F 305 661 0977





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Coral Gables, FL 33146
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LANDRY&KLING
MEETINGS AT SEA

FLOATING CORPORATE CAMPUS

LEASE A FIRST CLASS SHIP

SHIP OFFERED AT FINANCIALLY FEASIBLE PRICING

TURN-KEY OFFICE DESIGN AND OCCUPANCY WITHIN 2 WEEKS

STUNNING & ELEGANT,DESIGNED IN THE CLASSIC OCEAN LINER STYLE

UNIQUE OPPORTUNITY

As an alternative to the needed office space in downtown Manhattan, we have Renaissance Cruise's new R-Class ship to offer. This ship could quickly be converted to a large volume of attractive, unique office space.

There are several piers available in Manhattan and throughout the entire New York Port area. This vessel would offer temporary space of approximately 300,000 to 400,,000 square feet and could be contracted as a short term solution of 1-3 years or long term, providing space, 4-10 years.

The following special features make the Renaissance R-Class ship a viable solution for a tenant most interested in major office space.

Following is a brief list of the "floating office campus" special features:

- Inclusive self contained space
- Close proximity to the financial district
- Immediate solution
- Employee relocation in contiguous space
- Tenant-designed floor space to include:
  Employee workstations
  Executive conference rooms
  Meeting rooms
- Public space for special events
- Fitness Center and Spa
- Outdoor Running Track
- Restaurants/deck area
- Increased security and safety

We are offering the ship at a very feasible and acceptable price point. Depending on the length of contract, the owner is open to favorable negotiations.

Please call us for colored photos of the vessel and a detailed breakdown of available square footage. Thank you for your interest.

Renaissance Ship Highlights

Renaissance Cruises' R-Class ship features an elegant interior decor, designed in the style of the classic ocean liners of the 1920's and 1930's. Decorative touches such as detailed ceiling cornices, wrought iron staircase railings, leather-paneled walls, and tromp l'oeil ceilings give the feel of old-world warmth and comfort.

Floating Corporate Campus: The R-class Ship offers temporary office space of approximately 300,000 – 400,000 square feet. As a solution to the shortage of critical office space in Manhattan, the vessel is available under secure contract for 1–3 years short term or 4–7 years long term.

The ship accommodations and other function space can easily be converted to executive conference rooms, private employee workstations, executive offices, meeting rooms, etc. Most offices feature balconies, windows, ample closet and storage space, private baths, and individual thermostats.

Dining: There are four restaurants on board ship each with a unique theme décor. The former Panorama Café will serve as an employee cafeteria, featuring indoor as well as outdoor deck seating. The three other restaurants could be utilized as food outlets or redesigned per tenant request.

Public Space: The R-Class ship offers an outstanding variety of public space which can be utilized for a reception desk, client reception area and a business center. The ship lounge areas will accommodate large groups for meetings or special events.

Shipboard Facilities: There is a wide selection of facilities on-board the R-class ship, including a Fitness Center & Spa, outdoor Fitness Track, and traditional English-style library. Other shipboard outlet areas will be converted per tenant office design.

All decks are easily accessible via several elevator banks.

Cost per square footage: The ship is offered at a very feasible and acceptable price point. Depending on the length of contract, the owner is open to favorable negotiations.

Ship Facts
R 1-5 "Floating Office"

KEY FACTS

Formerly Operated by:	Renaissance Cruises
Year built:	1999
No. of offices	342
Registry:	Liberia
GRT (Tonnage):	30,200
Number of decks:	9
Length / Draft:	593.7 ft. / 19.5 ft.

OFFICE TYPES

OFFICE TYPES	No. of Rooms	Square Footage
Meeting Room w/ wraparound balcony	10	786-962
Board Room or Exec. Office w balcony	52	322
*Executive Office with balcony	170	216
*Office w/window (2 workstations)	85	146-165
*Office without window (2 workstations)	25	156
*Private offices		
TOTAL ROOMS:	342	

FUNCTION ROOMS & CAPACITIES

FUNCTION ROOMS & CAPACITIES		Square Footage
Bullpen	338	6,814
Conference Room	345	6,916
The Grill**	92	2,606
Italian Restaurant**	90	2,558
Cafeteria (indoor/outdoor)	152/194	4,943/ 5,380
Outdoor Deck Space:	130 +	13,936
Function Space A:	194	6,474
Function Space B:	65	1,204
Function Space C:	38	1,400
Function Space D:	36	1,300
Function Space E:	25	744
Library	37	1,383
Reception Hall	16	2,686

*** Possible food outlets, meeting rooms or offices*

OFFICE FEATURES

All Offices Include:

- Ample closet and storage space
- Private Bathroom
- Individual Thermostat
- Workstation/desk area
- Phone lines/dataports

FACILITIES

Four Passenger Elevators	Casino***
Fitness Center	Duty Free Shop***
Outdoor Running Track	Gift Shop***
Library	Photo Gallery***
Beauty Salon**	Spa***

****Space can be utilized per tenant request.*

LANDRY&KLING
MEETINGS AT SEA

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www.landrykling.com

LANDRY&KLING
MEETINGS AT SEA

Fact Sheet

Type of Company:

As one-of-a-kind business to business resource for cruising.
Landry & Kling organizes customized cruise programs and full-ship charters worldwide.
providing extraordinary experiences for:

- Dockside Charters/Floating Hotels
- Corporate Incentive Cruises
- Ship Charters & Meetings at Sea
- Board Meetings/Conventions
- Shipboard Trade Shows

Experience:

Landry & Kling was founded in 1982 to exclusively serve the corporate market. Our clients are Fortune 500 and 1000 companies, as well as smaller independent meeting planners. destination management companies, and special event companies. Landry & Kling works with all cruise lines and in worldwide destinations. handling groups & charters for up to 15,000 people.

Ownership:

Originally founded by Joyce Landry & Josephine Kling.
Landry & Kling Inc. is a subsidiary of Travel Services International Inc. (TSI). a leading specialized distributor of travel products, and a subsidiary of Airtours plc, which is traded on the London Stock Exchange.

Staff:

Landry & Kling currently employs a full-time staff of more than 20 in Miami. plus addition sales representatives across the US. In addition, the company regularly draws on supplemental professional travel directors with cruise experience for on-site management.

Range of Services:

Ship Site-Selection and Cruise Program Management

Location:

Landry & Kling. Inc. is located in Coral Gables (Miami) Florida, *The Cruise Capital of the World*, to conveniently serve as a liaison between our worldwide clientele and cruise line management ashore. and aboard Florida-based ships.

Founders' Background:

Beginning in 1970, Joyce Landry and Josephine Kling held marketing and sales management positions with Royal Viking Line in San Francisco, and with the Delta Queen Steamboat Company and Holland America Line in New York City. The two pioneered the concept of cruise travel specialization, forming a one-of-a-kind business with the experience and contacts necessary to offer corporate clients an insider's edge in every aspect of program development and cost control for business events at sea.

The Floating Hotel Concept: Confidently recommend the right choice for your accommodation needs knowing that we have selected a shipboard venue that can deliver what you require: employees work stations, meeting facilities, and security—all in close proximity to the financial district. We have arranged similar dockside charters for organizations like the Digital Corporation (Compaq). the American Heart Association, and more.

Client List (partial):

Arrow Electronics
BMA Financial
Caterpillar
COMPAQ
E D S
General Electric Appliances
Harley Davidson
Honeywell
Jaguar Cars Inc.
Kawasaki Motors Kellogg
Corp. U.S.A.
Kinko's
Lane Bryant
Manulife Financial
MasterCard
Merck
Merrill Lynch
Miller Brewing
Motorola
Pagenet
Prudential Bache
RadioShack
Rank Xerox
Shaklee Corporation
Siemens
Toyota
Washington Mutual Bank

LANDRY&KLING
MEETINGS AT SEA

Fax

To:	Barbara Flynn	Date:	10/11/01
Company:	City of New York	Fax #:	(212) 518-0239
From:	Donna Swenson	Fax #:	(305) 668-8956
Subject:	FLOATING HOTEL	No. of pages:	1 (including cover)

Barbara: Since you are so kind to pass our project information to Robert Harding regarding the "floating corporate campus" and "floating hotel" in NY harbor – I've included addition comments:

One point of interest:

Due to the business situation at this time, Renaissance Cruises has offered their ships at a very feasible and acceptable square footage price point. (information sent to you earlier) Renaissance Corporate officers state – "placing one ship for lease in New York could *save* this company". We at Landry and Kling have been passionate in relating this opportunity to officials in your city.

For Renaissance, a leasing decision would provide tremendous positive ramifications for a major corporation.

Again, thank you for your interest and look forward to hearing from a member of your team.

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A Nation Challenged

WEDNESDAY, OCTOBER 10, 2001

The New York Times

WTC

City and State Ask the U.S. For $54 Billion For Recovery

By JAMES C. McKINLEY Jr.

Gov. George E. Pataki and Mayor Rudolph W. Giuliani announced an ambitious plan yesterday, asking the federal government to provide $54 billion worth of incentives, tax breaks and direct subsidies to rebuild New York State's economy, redevelop Lower Manhattan and help businesses hit hard by the World Trade Center attack.

The plan includes tax exempt bonds for developers who want to build office space in the devastated zone, grants to persuade employers to keep their offices in Manhattan and a wish list of transportation projects around the state to stimulate the economy and create jobs.

One of the pieces least likely to gain traction in Congress is the request to bail out the city and state governments with as much as $12 billion in additional aid to make up for state and city tax revenues lost because of the attacks.

Both Mr. Pataki and Mr. Giuliani stressed that the extraordinary disaster suffered in New York called for extraordinary measures.

They urged President Bush and federal lawmakers to set aside differences and to recognize that the terrorist assault was an attack on America, not just New York, and was intended to cripple the nation's economy. Rebuilding the nation's financial capital, they said, was crucial to saving the country's economy.

"The economic recovery of New York must be a catalyst to help drive the economy of the country," the governor said. "To do that we need the support of Washington."

Representatives and senators from New York, however, said it would be hard to persuade their colleagues in Congress, especially Republican leaders who tried to block the $17.5 billion granted to New York as a preliminary emergency package last month, to approve many of the measures the governor and the mayor have requested. The size of the package alone had some lawmakers worried; some officials had tried earlier to rein in the request to make it more palatable to the Republican House.

Mr. Giuliani, who announced a hiring freeze and $1 billion in cuts in his budget address yesterday, acknowledged that he and Governor Pataki risked losing credibility if they asked for too much.

"The federal aid that we ask for should be honestly connected to the World Trade Center," the mayor said. "If we lose that principle in the debate then we're going to lose."

Even before the governor and mayor released the detailed plan, Senator Don Nickles of Oklahoma, the second-ranking Senate Republican, expressed skepticism about increasing aid.

Other big states around the country are also watching their economies and tax revenues sink, and Congress is worried about paying for the war effort and antiterrorist

Continued on Page B13

Continued From Page B1

measures.

"This is going to be an extremely difficult request," said Representative John E. Sweeney, an upstate Republican close to the governor. "We are going to be facing whole slews of members from all parts of the country saying, 'Why just New York? Why just the Northeast?'"

Senator Charles E. Schumer, a Democrat, said: "This is a very heavy lift, but working with the governor, the mayor and the Congressional delegation, we will do everything humanly possible to get as much of this as we can."

Some in the New York delegation said that, given the regional resistance to bailing out New York, the aid package outlined by the governor

Stressing an extraordinary disaster in a bid for extraordinary relief.

and the mayor yesterday had little chance of success unless President Bush lobbied for it.

1/3

A White House spokesman, Ari Fleischer, said the Bush administration would study the plan. "The White House will continue to work with New York on funding needs," he said, "and we will help New York obtain funding as needs arise."

The $17.5 billion already appropriated was to pay for hauling away debris, recovering victims and rebuilding public infrastructure. Yesterday, Mr. Pataki estimated the actual cost for those tasks would be closer to $34 billion.

The governor also asked Congress and the White House to approve $20 billion to stimulate the state economy.

About $2 billion would go for grants, tax exempt bonds and tax breaks to entice developers to build in Lower Manhattan and to persuade companies to keep their workforces in the state. The plan would set up a Liberty Zone in Lower Manhattan where these incentives would be available.

For workers who were displaced by the disaster, the governor is asking for another $3 billion in federal aid to defray the costs of health coverage, unemployment insurance and worker's compensation.

Another element that many said

The Price Tag

The cost estimate for the Sept. 11 attack is almost $54 billion.

	In millions
Basic Rescue, Recovery and Rebuilding	
Immediate response	$14,739
Redevelopment of Lower Manhattan	18,839
Economic Recovery and Revitalization	
World Trade Center recovery zone	$ 2,000
Supporting families and dislocated workers	3,000
Aid to replace lost tax revenue	12,000
Transportation projects	3,000
Security (*cost to date*)	$100

Note: Cost estimates are preliminary and do not include possible insurance offsets.

Source: New York State Budget Division

The New York Times

was likely to receive a cool reception was a $3 billion plan for transportation projects around the state, many of them initiatives in a transportation bond act last year. "Nobody can understand why this thing would include a transportation wish list of unrelated projects," one federal official said.

In the city, such aid could go, however, for a new PATH terminal in Lower Manhattan, finishing the engineering work for a future Second Avenue subway and completing the design of a link between the Long Island Rail Road and Grand Central Terminal.

But the plan also includes a high-speed rail link between Schenectady and New York City, bridge repairs upstate and modernizing crossings along the Canadian border.

The city and state are also asking Washington to give them as much as $12 billion in additional federal aid to make up for the tax revenue the state and city are likely to lose over the next 18 months.

The Pataki administration estimates the state could lose $1 billion to $3 billion in the fiscal year ending April 1, and $2 billion to $6 billion in the next year, depending on how the economy fares.

Mr. Giuliani said yesterday that the city would lose at least $1 billion in tax revenues between now and the end of the city's fiscal year on July 1. His administration has said an additional $2.5 billion might be lost in the

2/3

following year.

Carole Stone, the state budget director, said the state would prefer that the federal government simply give an unrestricted grant to make up for the lost revenues. But she said the state also might ask Congress to change Medicaid and welfare formulas to funnel more money to New York.

Federal disaster aid has never before been used to help fill gaps in state and city budgets and some members of Congress are concerned about setting such a precedent, lawmakers said.

Mr. Giuliani, in his budget address, pointed out that every year, the city sends $9 billion more to Washington in tax collections than it receives in aid and that cutting federal taxes would be the best way to spur the economy. "Let's think like capitalists, not like communists," he said.

For his part, Mr. Pataki said the state's future hinges in large part on how much aid it can obtain from Washington. Surrounded by some of the city's most powerful business and labor leaders yesterday, he declared that everyone in the country understood that the terrorists were not singling out one state or city.

"It was really an attack upon America that took place in New York," he said. "And that's why we have no qualms about asking America to help with our economic recovery efforts."

3/3

WTC

Dear Colleague:

The World Trade Center tragedy has forced a layer of uncertainty to the City's *immediate* economic future in addition to the already impending national economic slowdown. The difficulty of assessing the repercussions of the disaster is already being reflected in the widely varying estimates discussed in the media. Much of the difficulty, especially in forecasting the economic impact on employment and income arises because such a catastrophic event is unprecedented in its magnitude.

I think and you will probably agree with me that there is a need for us to get together and exchange our viewpoints and ideas on where we stand. Perhaps we will all benefit by listening to the various approaches and methodologies that our other colleagues are using in deriving assumptions and in developing their forecasts.

I would like to invite you to join us at a conference on October 11 to discuss the impact of the World Trade Center disaster on the City's economy. The attachment to this E-mail shows the list of participants, specific topics of discussion and other pertinent information.

Thank you.

Yousuf Rahman
Chief Economist
New York City Office of Management & Budget
(212) 407-8903
917 559 7629
Yousufomb@yahoo.com

PLACE OF CONFERENCE: **Real Estate Board of New York**
570 Lexington Avenue at 51st Street
Harry Helmsley Board Room (2nd Floor)

DATE & TIME: **October 11, 2001**
10 am – 1 pm

Post-it® Fax Note 7671	Date 10/10/01 # of pages 3
To Ingrid Carr	From Frank Joseph
Co./Dept. Legisl. Affairs	Co. DOF
Phone #	Phone # 212-380-8827
Fax # 518-462-5870	Fax #

OCT-10-2001 16:51 NYC LEG OFFICE 212 566 0925 P.03/04

ASSESSING THE ECONOMIC IMPACT OF THE WTC DISASTER ON NEW YORK CITY

Welcome Address: (10 – 10:15am)	David Rubenstein Deputy Director, NYC Office of Management & Budget
Introduction: (10:15 – 10:45am)	Yousuf Rahman Chief Economist, NYC Office of Management & Budget David Burtess Chief Econometrician, NYS Division of the Budget

Discussion Topics:

EMPLOYMENT (10:45 – 11:30am)
Moderator: Ray Rosen
Senior Economist, Federal Reserve Bank of New York

OUTPUT, INCOME, TAX REVENUE (11:30am – 12:00pm)
Moderator: Larian Angelo
Deputy Director/Chief Economist, New York City Council

REAL ESTATE (12:00 – 12:30pm)
Moderator: Greg Heym
Chief Economist, Real Estate Board of New York

TOURISM (12:30pm – 1:00pm)
Moderator: Ruth Nadler
Chief Economist, New York City & Co

List of Invitees

1. Eugene Spruck, Port Authority of NY-NJ
2. Qiang Xu, Dave Burtess, NY State Division of the Budget
3. James Parrott, Fiscal Policy Institute
4. Ray Rosen, Federal Reserve Bank of New York
5. Mark Goloven, Chase Manhattan JP Morgan
6. Tom Spitznas, Spitznas & Associates
7. Paula Forys, Cushman & Wakefield
8. Michael Slattery, Greg Heym, Real Estate Board of New York
9. Insignia/ESG
10. Mike Brisson, OSDC
11. Lenny Lowell, FCB
12. Ronnie Lowenstein & George Sweeting, IBO
13. Supratim Bhaumik, EDC
14. John Tepper Marlin, City Comptroller's Office
15. Marsha Van Wagner, CBC
16. Ruth Nadler, New York City & Company
17. Jim Diffley, DRI-Regional
18. Steven Cochrane, RFA-Regional
19. Larian Angelo, New York City Council
20. Peter Brooks, Ernst & Young, Kenneth Leventhal Group
21. Mike Hyman, Department of Finance
22. James Brown, NYS Department of Labor
23. David Rubenstein, Yousuf Rahman, Steven Giachetti, Joshua Goldstein, John Grathwol, Deborah Brosen, Chandra Ganesh, New York City OMB.

WILSON, ELSER, MOSKOWITZ, EDELMAN & DICKER LLP
150 East 42nd Street, New York, New York 10017-5639 Tel: (212) 490-3000 Fax: (212) 490-3038

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www.wemed.com

September 26, 2001

WTC

Ms. Barbara Flynn
Chief of Staff to Dep. Mayor Robert M. Harding
City Hall
New York, New York 10007

Dear Barbara:

We have been asked to assist Marsh USA Inc. in their application to DDC, a copy of their letter is enclosed.

I would pay particular attention to Paragraph #6 in the letter which makes this request all the more personal and touching.

I would appreciate you sharing this letter with Deputy Mayor Harding and asking him what, if anything, can be done on behalf of Marsh.

Thanks very much for your assistance.

Sincerely,

Peter A. Piscitelli

Enclosure

SEP-26-2001 12:33 MARSH McLENNAN 212 345 4548 P.01

2U

FAX – 518-0239

Facsimile Transmittal Sheet

Marsh USA Inc.
38th Floor
1166 Avenue of the Americas
New York, NY 10036
212 345 3154 Fax: 212 345 3706

MARSH
An MMC Company

Date:	September 26, 2001	**Pages, with cover:**	
To:	Peter A. Piscitelli, Partner	**Fax:**	953 5149
Company:	Wilson, Elser, Moskowitz, Edelman & Dicker LLP		
From:	Catha Pavloff		
Subject:	**WTC Emergency Clean Up/Project Specific Insurance Program**		

Dear Peter:

As per your discussion with Jack Flug, please see attached.

I will call you as soon as possible to discuss.

Thank you very much for your support.

Sincerely,

Catha Pavloff

Catha Pavloff
Senior Vice President

345-3154

Cc: Harold Moskowitz, Partner (Via Fax 490-3038
Jack Flug, Managing Director, Marsh

Document4

Therefore, we ask that you appoint the joint venture as the Broker of Record for all markets providing risk management and insurance products and services for this project. At this point, our primary market would probably be AIG because of their experience and capabilities on projects of this magnitude.

We want to be involved. We need to be involved. We have more combined talent then any of our competitors. We are eager to unite with AON in the same spirit as the city (and the country) has united in the past two weeks.

We thank you for the opportunity and for your consideration of this proposed approach.

Sincerely,

Catha Pavloff

Catha Pavloff
Senior Vice President
FINPRO

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Catha Pavloff
Senior Vice President

Marsh USA Inc.
38th Floor
1166 Avenue of the Americas
New York, NY 10036
212 345 3154 **Fax:** 212 345 3706
Catha.G.Pavloff@marsh.com

MARSH
An MMC Company

September 24, 2001

Ms. Allison L. Wright
Risk Manager/IRMU
Department of Design and Construction
30-30 Thomson Avenue
Long Island City, NY 11101

Subject: WTC Emergency Clean up/Project Specific Program

Dear Allison:

I recognize that you are in an extraordinarily difficult position, balancing business at hand with the emotional reactions of everyone involved. I hope that this is not interfering with your primary concern, which is the health and welfare of the men and women who have been working and will continue to work at the site.

No one can empathize more with your situation than the people at Marsh and AON who are trying to conduct business while overcoming grief and a profound sense of loss. We now, more than ever, are acutely aware that a focus on the people of our organization and their welfare takes priority over any other issues.

We also understand that whatever decisions the Department of Design and Construction (DDC) makes about insurance and risk management issues must be done expeditiously.

After Ursula Knowles (Marsh) and Kevin Noonan (AON) toured the site on Saturday with other brokers and carriers , they informed us and several of our colleagues of your desire to receive a conceptual response from all carriers/brokers by 6pm, Monday, September 24, 2001.

It is our understanding that Allied and AIG provided an unsolicited quote to the DDC last week and that the remaining insurance carriers were assigned to AON, Marsh and Willis.

These are the facts. What cannot be disregarded are the emotional aspects of the entire situation. Of the 6,600 (approx.) missing people, AON and Marsh's combined loss of personnel represents approximately 10%. Together, we had approximately 3,000 employees working in the World Trade Center and over 500 of them are still missing or confirmed dead.

Therefore, in an unprecedented move, AON and Marsh have agreed to joint venture to provide risk management and associated brokerage services for this project. As a result of our commitment to the City, we are seriously considering contributing a portion of our combined profits to one of the associated charities or to a memorial.

AON/Marsh has a tremendous interest in developing the insurance program that will help to provide financial security to those involved in the important work of providing a safe, orderly and thorough cleanup of the site. However, in order to do this effectively and to build the capacity that is necessary, we need access to all markets.

STADTMAUER BAILKIN LLP

COUNSELORS AT LAW

850 THIRD AVENUE
NEW YORK, NY 10022

TELEPHONE: 212.751.8600
FACSIMILE: 212.980.9578

September 12, 2001

Honorable Rudolph Giuliani
Mayor City of New York
City Hall
New York, N.Y., 10007

Dear Mayor Giuliani:

As every other member of the New York community, we were shocked and saddened by the tragic events at the World Trade Center. And, like everyone else in our city, we want to do everything we can to rebuild this community.

We believe that each company, each institution, each individual should contribute to this mission to the extent they are able, with the skills and resources that they each uniquely can offer. Our partners and staff are best able to contribute our knowledge of economic development and our outreach to the business community in this area. Every member of this firm offers, on a full *pro bono* basis, our services to you, to your administration and to the State, to assist in the planning and implementation of programs and resources needed to (i) assist the displaced businesses in setting up again in New York City; and (ii) rebuild the devastated but strategically critical area of Lower Manhattan.

New York is a great city. Its greatness lies in its people, and their ability to respond to tragedy with resolve, creativity and compassion. We are at your disposal to help in any way we can, with every resource we have.

Sincerely,

Stadtmauer Bailkin

STADTMAUER BAILKIN LLP

By: Michael D. Bailkin
Steven Barshov
Jay Biggins
Richard Bowers
Tracy Capune
Marshall Cohen
Joseph DelSindaco
David Fernandez
Kenneth Gordon
Susan Harte
Suzanne Joyce
Joseph Lacy
Melissa, Mancuso
Christine Mooney
Kathy Mussio
Jennifer Padnick
Louis Perfetto
Steven Polivy
Jerry Reichelsheimer
Steven Sinacori
David Stadtmauer
D'juro Villaran-Rokovich
Howard Zipser

Copies: Robert Harding
Michael Carey

STADTMAUER BAILKIN LLP

COUNSELORS AT LAW

850 THIRD AVENUE
NEW YORK, NY 10022

TELEPHONE: 212.751.8600
FACSIMILE: 212.980.9578

September 12, 2001

Honorable Rudolph Giuliani
Mayor City of New York
City Hall
New York, N.Y., 10007

Dear Mayor Giuliani:

As every other member of the New York community, we were shocked and saddened by the tragic events at the World Trade Center. And, like everyone else in our city, we want to do everything we can to rebuild this community.

We believe that each company, each institution, each individual should contribute to this mission to the extent they are able, with the skills and resources that they each uniquely can offer. Our partners and staff are best able to contribute our knowledge of economic development and our outreach to the business community in this area. Every member of this firm offers, on a full *pro bono* basis, our services to you, to your administration and to the State, to assist in the planning and implementation of programs and resources needed to (i) assist the displaced businesses in setting up again in New York City; and (ii) rebuild the devastated but strategically critical area of Lower Manhattan.

New York is a great city. Its greatness lies in its people, and their ability to respond to tragedy with resolve, creativity and compassion. We are at your disposal to help in any way we can, with every resource we have.

Sincerely,

Stadtmauer Bailkin

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