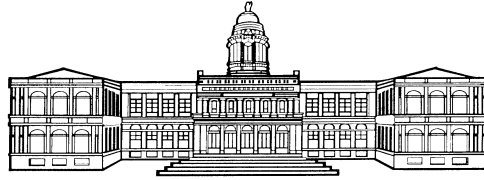


THE COUNCIL OF THE CITY OF NEW YORK

Finance Division



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Analysis of the Community Development  
Block Grant and the American Recovery and  
Reinvestment Act of 2009

May 11, 2009

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# Community Development Committee

## Overview

### Community Development Block Grant

The U.S. Department of Housing and Urban Development (HUD) administers the Community Development Block Grant (CDBG) program, which was established by Congress in 1974, to revitalize neighborhoods and promote economic development. Using a formula basis, HUD provides annual grants to municipalities and states to fund housing rehabilitation and maintenance, public services, public facilities and infrastructure improvements, economic development activities and related planning and administrative costs. The goal of CDBG is to provide housing, social services, education, and economic opportunities to low- and moderate-income persons.

Since Fiscal 1998, New York City has received, on average, \$247 million annually in CDBG funding. For Fiscal 2009 CDBG funding is roughly \$276.98 million and Fiscal 2010 CDBG funding is \$256.56 million.

### American Recovery and Reinvestment Act

On February 17, 2009, President Obama signed into law the American Recovery and Reinvestment Act of 2009 (ARRA). For the Executive Fiscal 2010 Budget, the City will receive \$48.315 million in ARRA funds. The ARRA funds are budgeted on a city fiscal year and a calendar year basis.<sup>a</sup> In total, for City Fiscal Year 2010 (CFY 2010), the City's Community Development funding budget is \$304.88 million, which is comprised of \$256.56 million in Community Development Block Grant (CDBG) funds and the additional \$48.315 million in ARRA funds. The CFY 2010 Community Development funding is 10 percent (\$27.9 million) more than the appropriated funding for CFY 2009 due to the ARRA funding.

The following chart illustrates a comparison of Community Development funding for Calendar Fiscal Years 2009 and 2010. Included in the CFY 2010 are the ARRA funds as noted by the asterisks (\*\*\*)

### **Summary of Community Development Programs and Funding for Calendar Fiscal Years 2009-2010, including ARRA funds**

*(Dollars in millions)*

COMMUNITY DEVELOPMENT PROGRAMS	CFY 2009	CFY 2010 including ARRA funds
HPD Emergency Shelters	\$11.863	\$11.311
<b>Total Housing Assistance</b>	<b>\$11.863</b>	<b>\$11.311</b>
Targeted Code Enforcement	\$36.142	\$47.166
Housing Litigation Division	\$7.586	\$8.165
Neighborhood Preservation Consultants	\$1.827	\$1.209
<b>Total Code Enforcement</b>	<b>\$45.555</b>	<b>\$56.540</b>
Emergency Repair Program	\$39.444	\$46.557 ***
Alternative Enforcement Program	\$24.636	\$12.802
7A Program	\$1.374	\$1.465
Primary Prevention Program	\$0.480	\$0.682
<b>Total Rehabilitation</b>	<b>\$65.934</b>	<b>\$61.506</b>

<sup>a</sup> City Fiscal Year is from July through June. Calendar Fiscal Year is from January through December.

Emergency Demolition Program	\$4.362	\$12.104***
<b>Total Clearance</b>	<b>\$4.362</b>	<b>\$12.104</b>
In Rem Handyperson Contract	\$0.561	\$0.477
In Rem Superintendent Contract	\$0.312	\$0.342
In Rem Material Management and Procurement	\$0.807	\$0.705
In Rem Property Management Program	\$4.064	\$4.639
In Rem Building Maintenance and Repair Program	\$2.102	\$1.623
In Rem Building Maintenance and Repair Project Support	\$1.915	\$1.752
<b>Total In Rem Property Management</b>	<b>\$9.761</b>	<b>\$9.538</b>
In Rem Alternative Management	\$28.080	\$28.349
<b>Total In Rem Alternative Management Program</b>	<b>\$28.080</b>	<b>\$28.349</b>
HPD Fair Housing Services Program	\$0.973	\$1.036
<b>Total Fair Housing</b>	<b>\$0.973</b>	<b>\$1.036</b>
HPD Administration	\$8.768	\$8.399
<b>Total Administration</b>	<b>\$8.768</b>	<b>\$8.399</b>
<b>TOTAL HOUSING PROGRAMS</b>	<b>\$175.296</b>	<b>\$188.783</b>
Neighborhood Vacant Lot Clean-Up Program	\$19.098	\$21.126
<b>Total Sanitation Services</b>	<b>\$19.098</b>	<b>\$21.126</b>
Prospect Park Special Administrator's Office	\$0.523	\$0.579
Van Cortlandt/Pelham Bay Parks Special Administrator's Office	\$0.478	\$0.511
Minipools	\$0.633	\$0.694
Green Thumb	\$0.857	\$0.908
Graffiti Removal in Parks and Playgrounds		\$0.388***
<b>Total Parks &amp; Recreation Services</b>	<b>\$2.491</b>	<b>\$3.080</b>
Safe Horizon	\$3.614	\$3.614
Elderly Safe-At-Home Program	\$0.225	\$0.225
Commission on Human Rights Law Enforcement Program	\$2.014	\$2.115
<b>Total Criminal Justice &amp; Legal Services</b>	<b>\$5.853</b>	<b>\$5.954</b>
Housing Authority Senior Resident Advisor Program	\$0.450	\$0.450
Day Care Center Services	\$3.292	\$3.292
Homeless Outreach and Housing Placement Services	\$0.553	\$0.553
Beacon School Program	\$6.300	\$6.300
DHS Homeless Families Services	\$4.000	\$4.000
DHS Single Adult Services		\$5.689***
<b>Total Health Care &amp; Social Services</b>	<b>\$14.595</b>	<b>\$20.284</b>
MOPD Housing Services	\$0.355	\$0.365
Elderly Minor Home Repair Program	\$0.362	\$0.362
Narcotics Control Program	\$1.583	\$1.618
<b>Total Housing Services</b>	<b>\$2.300</b>	<b>\$2.345</b>
<b>TOTAL SERVICE PROGRAMS</b>	<b>\$44.337</b>	<b>\$52.789</b>

Fiscal 2010 Executive Budget

HPD Program Planning	\$2.863	\$3.153
HPD Housing Policy Analysis and Statistical Research	\$1.731	\$1.775
HPD Neighborhood Preservation Offices	\$7.013	\$8.517***
Rent Guidelines Board Support Staff	\$0.470	\$0.470
Economic Policy and Analysis Program	\$0.815	
Economic Development Corporation Project Planning	\$0.508	
DCP Information Technology	\$3.170	\$3.343
DCP Comprehensive Planning	\$12.423	\$14.028
LPC Planning	\$0.502	\$0.570
Scorecard Program	\$0.435	\$0.460
<b>TOTAL PLANNING PROGRAMS</b>	<b>\$29.930</b>	<b>\$32.316</b>
Neighborhood Human Rights Program	\$3.767	\$4.024
Building Maintenance for Youth Training Program	\$0.153	\$0.165
Adult Literacy Program	\$5.000	\$2.525
Neighborhood Improvement Program		\$1.170***
<b>TOTAL EDUCATION PROGRAMS</b>	<b>\$8.920</b>	<b>\$7.884</b>
Graffiti-Free NYC	\$1.290	\$2.890***
Avenue NYC	\$1.958	\$2.619
Empowerment Zone Administration	\$0.208	\$0.102
NYC Business Solutions	\$1.008	\$0.937
<b>TOTAL ECONOMIC DEVELOPMENT PROGRAMS</b>	<b>\$4.464</b>	<b>\$6.548</b>
Land Restoration Program	\$0.555	\$0.602
Bronx River Project	\$0.206	\$0.222
<b>Total Open Space Programs</b>	<b>\$0.761</b>	<b>\$0.824</b>
Upgrade of HRA Facilities	\$2.938	
Code Violation Removal in Schools	\$5.000	\$10.000***
DFTA Senior Center Improvements	\$2.166	\$2.189
Day Care Upgrade Project Support	\$0.274	\$0.000
Charlton Garden Retaining Wall Restoration		\$0.500***
<b>Total Neighborhood Facilities</b>	<b>\$10.378</b>	<b>\$12.689</b>
<b>TOTAL PUBLIC FACILITIES &amp; IMPROVEMENTS PROGRAMS</b>	<b>\$11.139</b>	<b>\$13.513</b>
Landmarks Historic Preservation Grant Program	\$0.187	\$0.176
Community Arts Development Programs	\$0.138	\$0.138
<b>TOTAL LANDMARKS PRESERVATION &amp; CULTURAL AFFAIRS PROGRAMS</b>	<b>\$0.325</b>	<b>\$0.314</b>
<b>TOTAL ADMINISTRATON</b>	<b>\$2.564</b>	<b>\$2.728</b>
<b>TOTAL CDBG</b>	<b>\$276.975</b>	<b>\$304.875</b>

\*\*\*CDBG programs with ARRA funds.

**ARRA Analysis**

The following chart illustrates the ARRA programs and funding and by city agency:

**Summary ARRA Programs and Funding for Calendar Fiscal Year 2010**

*(Dollars in millions)*

<b>ARRA PROGRAMS</b>	<b>CFY 2010</b>	<b>City Agency</b>
<b>Rehabilitation:</b> Emergency Repair Program	\$19.462	HPD
<b>Clearance:</b> Emergency Demolition Program	\$3.384	HPD
<b>Total Housing Programs</b>	<b>\$22.846</b>	
<b>Neighborhood Facilities:</b> Code Violation Removal in Schools	\$10.000	DOE
<b>Neighborhood Facilities:</b> Charlton Garden Retaining Wall Restoration	\$0.500	Parks
<b>Total Public Facilities &amp; Improvements Programs</b>	<b>\$10.500</b>	
<b>Parks &amp; Recreation Services:</b> Graffiti Removal in Parks and Playgrounds	\$0.388	Parks
<b>Health Care &amp; Social Services:</b> DHS Single Adult Services	\$5.689	DHS
<b>Total Service Programs</b>	<b>\$6.077</b>	
HPD Neighborhood Preservation Offices	\$4.832	HPD
<b>Total Planning Programs</b>	<b>\$4.832</b>	
Graffiti-Free NYC	\$2.890	EDC
<b>Total Economic Development Programs</b>	<b>\$2.890</b>	
Neighborhood Improvement Program	\$1.170	HRA
<b>Total Education Programs</b>	<b>\$1.170</b>	
<b>TOTAL ARRA</b>	<b>\$48.315</b>	

Of the ARRA's \$48.315 million, roughly 47% (\$22.85 million) will go to housing emergency repairs and roughly 22% (\$10.5 million) will go to the removal of code violations in schools. Three programs—the Emergency Repair Program, the Emergency Demolition Program, and the HPD Neighborhood Preservation Offices—will be funded by both CFY 2010 CDBG and ARRA funds. The Graffiti-Free NYC, Code Violation Removal in Schools, DHS Single Adult Services, Graffiti Removal in Parks and Playgrounds, Neighborhood Improvement Program, and the Charlton Garden Retaining Wall Restoration are all solely funded by the ARRA funds for CFY 2010. The ARRA funds are included in each of the respective city agency for the Fiscal 2010 Executive Budget and are for one year funding only, and programs will be administered citywide.

## **ARRA Program Description**

The following is a program description of the ARRA funded programs:

### **Emergency Repair Program (\$19.462 million)**

When a landlord fails to correct an immediately hazardous Class “C” violation in a multi-unit residential building, Housing Preservation Development (HPD’s) Emergency Repair Bureau will make the repair. Work includes heat and hot water repairs, plumbing, electrical, window guards, fire escapes, and lead-based paint hazard reduction/abatement. The owner is subsequently billed for the work. In addition, this program monitors repairs in city-owned properties. With the \$27.1 million in CDBG funds and \$19.46 million in ARRA funds, HPD’s Emergency Repair Program total funding for CFY 2010 is \$46.56 million, which is 18 percent more than the \$39.44 million appropriated in CFY 2009.

### **Emergency Demolition Program (\$3.384 million)**

The Demolition Unit within HPD’s Division of Maintenance has the authority to perform emergency demolitions when an owner fails to do so pursuant to a Department of Buildings (DOB) declaration of emergency, as established by the New York City Administrative Code that requires the treatment of any structure that may become “dangerous or unsafe, structurally or as a fire hazard, or dangerous or detrimental to human life, health, or morals.” Pursuant to DOB guidelines, this would include deteriorated residential and commercial structures determined to be unsafe and/or debilitated in any area, including urban renewal areas. The Demolition Unit is responsible for surveying the site, providing a scope of work, and overseeing and approving all demolition, cleaning, and grading of land. ARRA funds will be used for all full and partial demolition of privately-owned residential and commercial properties, and some City-owned properties. With the \$8.72 million in CDBG funds and \$3.38 million in ARRA funds, HPD’s Emergency Demolition Program total funding for CFY 2010 is \$12.10 million, which is almost triple the \$4.36 million appropriated in CFY 2009.

### **HPD Neighborhood Preservation Offices (\$4.832 million)**

HPD’s Neighborhood Preservation Offices, located in the Bronx, Brooklyn East, Brooklyn West (which also covers Staten Island), Manhattan, and Queens, identify residential buildings at risk of abandonment at an early stage in the process and then develop a range of interventions designed to improve building conditions and prevent owner abandonment. Buildings are selected for assessment mainly in Community Districts judged to be in particular distress. Additionally, buildings are referred through several citywide initiatives such as Targeted Cyclical Enforcement Policy, Major Owners, Alternative Enforcement Program, and Third Party Transfer. The Neighborhood Preservation Offices also monitor distressed properties and work with community-based nonprofit organizations through the Neighborhood Preservation Consultants Program. With the \$3.69 million in CDBG funds and \$4.83 million in ARRA funds, HPD’s Neighborhood Preservation Offices total funding for CFY 2010 is \$8.52 million, which is 21 percent more than the \$7.01 million appropriated in CFY 2009.

### **Code Violation Removal in Schools (\$10 million)**

The Department of Education (DOE) will use \$10 million of ARRA funds to prevent or remove code violations in New York City schools. The activities may include the installation, repair, or replacement of emergency lighting, elevator guards, corridor doors, door closers, fire rated doors and hardware, panic hardware, fire alarm systems, fire suppression systems, fire extinguishers, sprinklers/standpipes, radiator shields, potable water systems, sewage systems, kitchen ventilation/exhaust systems, and heating/cooling/refrigeration systems; flame-proofing curtains; building elevator and sidewalk elevator upgrades; and the repair of bleachers, retaining walls, interior masonry, plaster, damaged flooring,

ceilings, electrical fixtures, and wiring. The \$10 million in ARRA funds is double the \$5 million appropriated for DOE's Code Violation Removal program in CFY 2009.

DHS Single Adult Services (\$5.689 million)

The Department of Homeless Services' (DHS) Adult Services uses several funding sources to provide a continuum of programs for single homeless adults. These programs, which aim to return clients to permanent housing, include Street Outreach, Drop-In Centers, Safe Havens, Temporary Emergency Shelter, and Housing Placement Services.

Adult Services operates temporary, emergency shelter and related social services in nearly 50 facilities, with a total of 7,211 beds throughout the City. Four shelters are directly operated by DHS Adult Services staff, and the remaining is operated by contracted nonprofit providers. ARRA funds will cover nonprofit shelter provider contracts for CFY 2010.

All of the Adult Services programs, either directly, through subcontract, or by referral, offer numerous services that meet the needs of individuals who are homeless and help them to achieve permanency as rapidly as possible. Such services include medical, mental health, substance abuse treatment, job training, employment, entitlement/benefits enrollment assistance, and housing placement.

Neighborhood Improvement Program (\$1.17 million)

The Human Resources Administration (HRA) has instituted a pilot program aimed at reducing the effects of the mortgage crisis in fragile neighborhoods while providing valuable work experience and employment services for hard-to-employ cash assistance recipients. Participants conduct minor repairs on foreclosed or abandoned properties, remove rubbish and graffiti, and work with local commercial districts to keep the areas clean. Using ARRA funds, HRA and the Center for New York City Neighborhoods (CNYCN) will provide part-time, transitional jobs to an additional 240 participants during CFY 2010. Following participants' completion of the program, HRA will make available post-program job placement services. Participant training will also be made available by an HRA-contracted employment vendor.

Graffiti-Free NYC (\$2.89 million)

Graffiti-Free NYC (GFNYC), which is administered by the Economic Development Corporation (EDC), will use ARRA funds to provide graffiti removal for affected privately-owned industrial, commercial, and residential properties citywide. There is no cost to property owners. GFNYC employs unique, state of the art spray painting equipment that paints 10 times the area of traditional methods at a substantially reduced cost. This equipment is placed on small trucks, which provide the mobility to more easily reach areas marred by graffiti. The trucks are also outfitted with pressure-washing equipment when painting is not appropriate (e.g. on natural stone surfaces). New Yorkers can call 311 to obtain graffiti-removal services.

Graffiti Removal in Parks and Playgrounds (\$388,000)

The Department of Parks and Recreation (DPR) cleans graffiti in playgrounds and parks. ARRA funds will be used to increase graffiti removal activities in low- and moderate-income areas throughout the City, with a particular emphasis on the areas of the South Bronx, East New York in Brooklyn, and Jamaica in Queens. Funds will cover the staffing, supplies, equipment, and vehicles necessary to increase services in these areas.

Charlton Garden Retaining Wall Restoration (\$500,000)

Charlton Garden, which is located at East 164<sup>th</sup> Street between Cauldwell Avenue and Boston Road in the Bronx, is a neighborhood park that serves the predominantly low- and moderate-income area of the South Bronx. In conjunction with a capital renovation of the park, ARRA funds will be used to rebuild the retaining wall at the south end of the park, which leans outward and presents a potential hazard to the surrounding community. DPR will administer this project.

**CDBG Program Description**

Please refer to Appendix A for a program description of all CDBG programs.



# Appendix A

**CDBG Program Descriptions**

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**COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM  
PROGRAM AND PROJECT DESCRIPTIONS**

**HOUSING PROGRAMS**

*HOUSING ASSISTANCE*

HPD EMERGENCY SHELTERS

The Department of Housing Preservation and Development's (HPD) Division of Property Management (DPM) operates the Emergency Housing Response Team (EHRT) and Client and Housing Services (CHS), which provide temporary emergency shelter and housing relocation services to residential tenants displaced as a result of fires or vacate orders issued by the Department of Buildings, Fire Department, Department of Health, or HPD.

Emergency Response

DPM contracts and coordinates with the American Red Cross (ARC) on emergency response and sheltering services for displaced households. ARC, as a first responder, assesses human services needs, including re-housing and sheltering needs. ARC provides initial shelter services through their contracted hotels for the first two to three days of displacement. During this time, ARC attempts to relocate households back to their units of origin or with friends and relatives. Households that are not relocated by ARC would be referred to HPD or the Department of Homeless Services as appropriate. ARC hotel costs for households who are eligible for HPD services are reimbursable through the HPD contract.

Shelter Placement

EHRT's Central Intake assesses ARC-referred households for eligibility and assigns shelter placements based on unit and household size, matching school affiliation, other community support systems, and other special needs as appropriate. Households with children are placed in one of three Family Living Centers located in three boroughs (one in Manhattan, one in Brooklyn, and one in the Bronx). Households with no children are placed in privately-owned hotels in four boroughs (Manhattan, Bronx, Brooklyn, and Queens) that have entered into a verbal agreement with HPD for sheltering services.

Case Management and Housing Relocation Services

Storage Services

EHRT Responders coordinate with clients and their case managers to provide storage services through a contracted vendor for clients who have furniture and other items that are not needed during their stay in shelter. Clients must arrange to remove their stored items upon shelter exit.

Family Living Centers (FLC)

Each FLC is staffed by social service contractors and HPD Relocation Managers. Contractors provide case management services to ensure a household's housing and relocation readiness. Services include benefits advocacy, employment and/or vocational assistance and support, counseling and referrals for other needed services, documentation gathering, and family support activities.

Hotels

Households residing in participating hotels are serviced by CHS Case Managers who provide case management services to ensure a household's housing and relocation readiness and to assist in identifying and securing alternative permanent housing. Services include housing search and

placement, applying for subsidized housing programs and rent subsidies, benefits advocacy, employment and/or vocational assistance and support, counseling and referrals for other needed services, documentation gathering, and family support activities.

DPM also contracts with the Center for Urban Community Services (CUCS), which primarily works with households who have resided in hotels for more than two years. CUCS provides full case management services as described above. With expertise in mental health and substance abuse issues, CUCS has begun to provide early intervention services for newly displaced households with members who display significant health issues that may otherwise prolong their length of stay in hotels.

#### Homeless Rental Unit

The Homeless Rental Unit (HRU) under CHS coordinates rental processes for apartment units that have been set aside for homeless households. These units are a combination of renovated apartments and newly-constructed apartments in housing projects that have been subsidized by HPD and/or Housing Development Corporation financing.

Displaced households who are income-eligible may apply for these units. HRU coordinates with CHS and FLC's on housing and HRU application submissions, screening appointments, and lease signing appointments.

#### *CODE ENFORCEMENT*

##### TARGETED CODE ENFORCEMENT

CD funds are used by HPD for code enforcement initiatives in deteriorated and deteriorating neighborhoods where 51% of the population are at or below 80% of the area median income. HPD has designated 26 areas in the City as deteriorated or deteriorating, each of which exhibits at least one of the following characteristics of deterioration:

- 15% or more occupied rental units in dilapidated multiple dwellings; or
- 15% or more occupied rental units in multiple dwellings with three or more building defects; or
- 15% or more occupied rental units in multiple dwellings with three or more maintenance deficiencies.

In most cases the areas line up exactly with a specific sub-borough area, as defined by the U.S. Census for purposes of the New York City Housing and Vacancy Survey.

Tenants call 311 to lodge their complaints regarding conditions that violate the Housing Maintenance Code or the Multiple Dwelling Law. The 311 operators work for the Department of Information Technology and Telecommunications (DOITT) and are CD-funded under the Targeted Code Enforcement Program for the time they spend on CD-eligible emergency housing complaint calls from these 26 areas. The 311 operator enters the details of the tenant's complaint into the complaint module of the HPD computer system, which classifies the complaints by severity.

CD funds are used by HPD to provide for housing inspectors, clerical staff, and personnel who perform code-related activities in CD-eligible areas. Located within HPD's Office of Preservation Services, Enforcement Services is one division that performs housing code enforcement-related activities. Enforcement Services is comprised of two Divisions: the Division of Code Enforcement (DCE) and the Division of Maintenance (DOM).

### Division of Code Enforcement (DCE)

DCE is responsible for assuring owner compliance with the New York City Housing Maintenance Code and the New York State Multiple Dwelling Law in privately-owned, multiple-unit dwellings and tenant-occupied apartments in one- and two-family houses throughout the City to promote quality housing for New Yorkers. DCE is comprised of the Code Enforcement Unit, which includes the Borough Office, Special Enforcement Unit, the Lead-Based Paint Hazard Inspection Unit, and the Registration Assistance Unit. Housing inspectors are assigned to both the Code Enforcement and Lead-Based Paint Hazard Inspection Units. With the exception of the Special Enforcement Unit, the Registration Unit, the Lead-Based Paint Hazard Inspection Unit, and those working under the Alternative Enforcement Program, all Division of Code Enforcement units are 80% CD-funded. This percentage is based on a HUD-approved cost allocation plan for the time that inspectors spend on emergency housing complaints in CD-eligible areas.

Clerical staff performs functions such as tenant callback (to verify that a condition still exists prior to sending an inspector out to a building), the processing of owner certifications, and dismissal requests.

Housing inspectors are available 24-hours a day, 7 days a week to respond to emergency conditions; the majority of complaint inspections take place between 12:00 p.m. and 10:00 p.m. Inspectors investigate complaints made by tenants through the 311 system, Housing Court, Community Boards, elected officials, etc. Where appropriate, inspectors issue violations of the New York City Housing Maintenance Code and the New York State Multiple Dwelling Law. Inspectors also re-inspect violations certified as corrected by the owner, conduct dismissal request inspections (for owners wishing to clear their record of existing violations), provide in-office services to tenants and owners, and support the Housing Litigation Division (HLD) and the New York State Housing Court system in tenant-landlord actions. Code Enforcement inspectors also may issue vacate orders and respond to Fire Department- and Buildings Department-issued vacate orders in emergency situations such as fires and structurally unsafe buildings.

During each inspection visit, apart from the complaint condition(s), Code Enforcement inspectors are required to check an apartment for six conditions affecting tenant health and safety:

- Illegal locking window gates or obstruction of a fire escape window;
- Child-proof window guards on non-egress windows;
- Double cylinder locks requiring a key to unlock the door from the inside;
- Local Law #1 of 2004 violations for lead-based paint hazards;
- Lack of smoke detectors; and
- Lack of carbon monoxide detectors.

Inspectors are instructed to issue any immediately hazardous violations that they observe in their line of sight. Upon the issuance of most “C” violations (immediately hazardous violations), requests for emergency repairs are transmitted electronically to the Emergency Services Bureau (ESB).

### Registration Unit

The New York City Housing Maintenance Code requires that all multiple dwelling owners register their property annually with the Department of Housing Preservation and Development (Housing Maintenance Code §27-2097). With the passage of Local Law 56, owners of one- and two-family dwellings will also be required to register if the owner does not live on the premises. The Multiple Dwelling Registration (MDR) process is a pivotal step in the code enforcement and emergency repair process. Without the registration requirement, HPD would be unable to contact owners or managing agents regarding complaints, notices of violation, or emergency repairs. HPD’s

Registration Assistance Unit has primary responsibility for the MDR process. The Registration Unit retrieves suspected owner information for owners who have sold their property to a new unregistered owner, generating suspected owner letters, explaining registration errors, assisting owners with correcting registration errors, processing payments for certified copies of registration forms, and certifying copies of registration forms for both owners and tenants.

#### Special Enforcement Unit

The Special Enforcement Unit (SEU), staffed by housing inspectors and Real Property Managers, provides essential code enforcement support to the Emergency Housing Services Bureau (EHSB). EHSB provides housing and social services to singles and families displaced by fire or otherwise evacuated from unsafe housing. The goal of the unit is to decrease the length of stay of EHSB clients by restoring households to their original apartments more quickly. SEU monitors landlords' performance in correcting the hazardous conditions that caused the vacate order, and performs termination hearings for EHSB households that are no longer eligible for services (either due to the refusal of housing placements, behavioral issues, or any other statutory grounds for termination). SEU also files Code Enforcement vacate orders with the County Clerk's Office to place owners on notice of possible relocation liens that may be filed against their properties as a result of the relocation cost expended by the Agency. The housing inspectors and support staff are CD-funded.

#### Lead-Based Paint Hazard Inspection Unit

Housing inspectors are also assigned to the Lead-Based Paint Hazard Inspection Unit. In addition to inspecting for all violations of the Housing Maintenance Code and Multiple Dwelling Law, these inspectors conduct inspections for lead-based paint hazards with X-Ray fluorescence (XRF) analysis machines. These machines allow the inspector to test peeling/deteriorated painted surfaces for lead content. If the lead content exceeds the level allowed by Local Law #1 of 2004, the inspectors issue a lead-based paint violation, which the landlord cannot contest. These inspectors also re-inspect lead-based paint violations certified as corrected by building owners, as required by Local Law 1 of 2004. Also, a small group of inspectors conduct inspections in buildings where a lead-poisoned child has been identified by the Department of Health and Mental Hygiene. Because these inspectors primarily complete XRF inspections for lead-based paint, the staff assigned to this unit is 100% CD-funded.

#### Division of Maintenance (DOM)

DOM is responsible for emergency repairs, which are CD-funded under the Emergency Repair Program, including lead hazard reduction work in privately-owned residential buildings and for monitoring vendor repair work in City-owned buildings. The primary goal of DOM is to secure voluntary corrective action by the landlord, eliminating the need for direct City involvement. When there is no voluntary compliance, repairs may be made using CD funds.

DOM is comprised of the Emergency Services Bureau (100% CD-funded under Targeted Code Enforcement), the Emergency Repair Bureau (100% CD-funded under the Emergency Repair Program), the Bureau of Environmental Hazards (its inspectors are CD-funded under Targeted Code Enforcement and its Lead Abatement Workers, Construction Project Managers, and Supervisors are funded under the Emergency Repair Program), the Research and Reconciliation Unit (100% CD-funded under the Emergency Repair Program), the Utilities and Fuel Unit (100% CD-funded under the Emergency Repair Program), the Demolition Unit (approximately 85% CD-funded under the Emergency Demolition Program), and the Bureau of Maintenance Procurement (see description under HPD Administration).

DOM's Utilities and Fuel Unit responds to violations issued for a lack of electricity, gas, or fuel.

The unit works with the utility companies to ensure that basic services are restored to buildings where the owner has failed to provide them. This unit is also responsible for arranging delivery of fuel oil in privately-owned buildings in order to provide heat and hot water to buildings for which Code Inspectors have written violations indicating a lack of fuel. The Fuel Unit works closely with the fuel vendors to ensure completion of any additional repair required for restoration of heat and hot water.

#### Emergency Services Bureau

The staff of the Emergency Services Bureau (ESB) is responsible for contacting owners or managing agents for buildings where “C” violations requiring emergency repair(s) have been issued by Code Enforcement Inspectors. These violations are electronically transmitted to the ESB through the HPD Info computer system. In addition, the Intake Unit of the ESB interacts with outside agencies, such as the Department of Health and Mental Hygiene, the Department of Buildings, and the Department of Environmental Protection, when requested to perform emergency repairs such as sewer lines, building seal-ups, and missing or defective window guards.

ESB’s Owner Notification Unit performs research to identify the current owner or managing agent of a property. The sources used to determine ownership include HPD’s Property Registration & Emergency Management Information System (PREMISYS), HPD’s computer system (HPD Info), the Department of Finance, the Department of Buildings, the New York State Division of Housing and Community Renewal, utility companies, and, if necessary, calls to the tenants (using an on-line, reverse telephone directory) to determine to whom they are paying rent.

In cases when the unit successfully contacts the building owner and the owner agrees to perform the emergency repair work, the unit is subsequently responsible for contacting tenants via telephone and mail to determine whether the owner actually complied as agreed. In the standard letter, tenants are instructed to call the unit if the owner does not perform the agreed-upon repairs. If tenants do not respond to the mailing, ESB staff attempts to verify the status of repairs by telephone. If ESB is unable to verify landlord compliance during the day, the Enforcement Call-Back Unit staff attempts to confirm compliance by calling the tenants during evening hours or weekends. If the Enforcement Call-Back Unit is unable to contact the tenants, the Citywide Inspection Unit will attempt at least two inspections to confirm landlord compliance. Whenever the tenants state that no work has been done, or an inspector observes that the condition has not been corrected, the violation is forwarded to the Emergency Repair Program (ERP) for corrective action.

Non-lead-based paint emergency conditions that the owner fails or refuses to abate, or for which an owner cannot be identified, are referred to ERP for correction, either by in-house workers or contractors. All lead-based paint violations that are not certified are forwarded to the Bureau of Environmental Hazards for inspection to verify that work has been done and/or for correction either by in-house workers or contractors. ESB supervisory staff reviews all such referrals to ensure that all avenues for contacting the owner have been exhausted and all necessary information is present on the electronic referral.

#### Bureau of Environmental Hazards

HPD’s Bureau of Environmental Hazards (BEH) within DOM receives lead-based paint hazard violations, issued under Local Law #1 of 2004 by the Division of Code Enforcement, which have not been corrected and certified by the property owner. Under Local Law #1, a “lead-based paint hazard violation” is defined as: “The existence of lead-based paint in any dwelling unit in a multiple-unit dwelling where a child of applicable age resides if such paint is peeling or is on a deteriorated subsurface.” As of October 1, 2006, the applicable age is six or under pursuant to New York City Council Resolution §27-5056.18.

Within 10 days after the certification of a lead-based paint violation, BEH re-inspects all lead-based paint violations not certified by the owner as corrected. The unit may perform XRF testing to verify the existence of lead paint hazard violations that have not already been tested. If a lead-based paint hazard violation exists and the landlord fails to address the condition as required by Local Law #1, BEH may use either in-house staff or contract out for remediation and dust clearance testing. By law, HPD must remediate such conditions not addressed by the owner within 45 days of a re-inspection of the condition. Using the same inspection, scope, and contracting process, BEH also addresses lead-based paint hazards in City-owned residential properties.

BEH is also responsible for processing referrals received from the DHMH Lead Poisoning Prevention Program (LPPP). DHMH referrals are forwarded to the Lead-Based Paint Hazard Inspection Unit in cases where a lead-poisoned child has been identified, and DHMH has been unsuccessful in obtaining compliance from the building owner. BEH may contract out for lead based paint abatement and dust clearance testing.

BEH also conducts asbestos surveys, laboratory analysis of bulk material, and asbestos air sampling for City- and privately-owned buildings. Responsibilities include developing specifications and cost estimates for asbestos and lead abatement activities, and monitoring contractor performance and compliance. This unit also conducts lead dust-wipe tests after lead hazard reduction activities are completed in private and *in rem* buildings.

#### HOUSING LITIGATION DIVISION

HPD has two units that conduct litigation in the Housing Court of the New York City Civil Court: the Housing Litigation Division (HLD) and the Landlord Tenant Litigation Division (LTLT). LTLT is part of the Office of Legal Affairs. The Certificate of No Harassment Unit in the Housing Litigation Division also conducts investigations and, where appropriate, administrative hearings at the Office of Administrative Trials and Hearing.

#### Housing Litigation Division

HLD initiates actions in the Housing Court against owners of privately-owned buildings to enforce compliance with the housing quality standards contained in the New York State Multiple Dwelling Law and the New York City Housing Maintenance Code (the "Housing Code"). The attorneys and support staff assigned to HLD are approximately 75% CD-funded. HLD attorneys also represent HPD when tenants initiate actions against private owners. HPD is automatically named as party to such actions. The goal of all of these court proceedings is to obtain enforceable Orders to Correct, Civil Penalties (fines), and, where appropriate, Contempt Sanctions in order to compel owners to comply with the Housing Code.

HLD institutes a variety of Housing Code compliance cases. When owners do not provide heat and/or hot water to tenants, HPD's Division of Code Enforcement inspectors place violations. HLD then initiates heat and/or hot water cases, seeking orders directing owners to restore the heat and/or hot water. HLD attorneys will also ask that civil penalties be assessed and, in the case of extremely recalcitrant owners, may seek an order of contempt with incarceration.

Comprehensive cases seek the correction of all outstanding violations in a building. Typically, comprehensive cases are initiated against owners of buildings with substantial Housing Code violations or against owners who fail to provide building services. HLD initiates comprehensive litigation against owners of "Single Room Occupancy" buildings (SROs), as well as owners with apartment units.



A comprehensive case could also involve claims against an owner who has filed a false certification or failed to register with HPD as required by law (see below). After a Housing Code violation is placed on a building, the owner has the opportunity to certify that the violation has been corrected. Code Enforcement staff re-inspects the building to determine the validity of that certification. Owners who falsely certify are subject to further fines, and are ordered to correct the outstanding violations. Additionally, owners of multiple dwellings are required to register annually with HPD. This registration requirement is designed to facilitate HPD enforcement efforts by allowing easy identification of building ownership. Owners who fail to register their buildings seriously impede HPD's enforcement efforts.

HLD also brings litigation to have Article 7A Administrators appointed to buildings. The goal of the 7A program is to improve the quality of life for low-income people living in buildings that have experienced severe decay and/or a lack of services because of landlord neglect or abandonment. HLD attorneys seek to have the Court appoint 7A Administrators who will have interim management control, oversee required repairs to privately-owned buildings, and obtain Court authorization for HPD-funded repairs. HLD also represents HPD when the owner seeks to have the 7A Administrator discharged and the building returned to the owner's control.

HLD seeks access warrants based upon violations issued pursuant to Local Law 1 of 2004 by DHMH or HPD, where owners have denied access to HPD inspectors to investigate the presence of lead paint in buildings or to contractors and crews sent by HPD's Emergency Services Bureau to correct overdue lead paint hazard violations. In addition, HLD commences false certification cases, where the owners have falsely certified correction of lead paint violations. The attorneys and staff assigned to the enforcement of Local Law I of 2004 are 100% CD-funded.

HLD also seeks access warrants to permit HPD to inspect and, if appropriate, make emergency repairs in buildings where owners have denied access to HPD inspectors to inspect or have denied access to representatives from HPD's Emergency Services Bureau or its contractors to take necessary action to correct immediately hazardous conditions in a building.

Through its Judgment Enforcement Unit, HLD collects money judgments from owners and tracks Orders to Correct (violation correction) compliance for settlement purposes. In many cases, enforcement of judgments entails locating assets of responsible individuals/companies and restraint and/or seizure of accounts and property.

HLD's Data and Records Management Unit is staffed with administrative personnel who track cases, docket files, make inquiries to outside agencies, file and store case records, and receive and file building violation notices.

Code Enforcement Inspectors work with HLD on its cases and tenant-initiated actions. Inspections directly supporting HLD's litigation efforts are requested at various stages of court proceedings to document and support legal positions. The inspectors are responsible for researching complaints prior to court proceedings, providing testimony in court, and doing case follow-up to ensure compliance with court-ordered actions. Code Enforcement support staff provides clerical back-up for the inspectors from the Code Enforcement borough offices.

#### HLD Administration

Other support staff within HLD oversees and coordinates a number of administrative functions. These functions include data operations, management services, office management, bill processing, and supervision of all administrative units within the Division. Under the Community Development

regulations, these activities are eligible administrative expenses and are thus reflected in the HPD Administration description.

#### Landlord Tenant Litigation Division

The Landlord Tenant Litigation Division (LTLTD) advises the agency on all legal issues concerning residential and commercial occupants of City-owned properties under HPD jurisdiction. Part of the management of the *in rem* properties involves the collection of rent from tenants and ensuring that a safe environment is maintained. LTLTD staff conducts all tenant-related legal actions in buildings managed by the Division of Property Management (DPM). The division litigates Housing Court and Civil Court Cases in which the agency seeks to recover unpaid rent, evict drug dealers or other disruptive tenants, and remove illegal occupants. In addition, LTLTD staff handles a small volume of cases defending DPM against actions brought by tenants in DPM-managed buildings. Both the professional and support staff responsible for these actions are paid for with CD funds as part of the cost of operating *in rem* properties.

#### Certification of No Harassment Unit

Under local law, the owner of an SRO multiple dwelling must obtain a "Certification of No Harassment" from HPD before applying to DOB for a permit to demolish or reconfigure the building. This process is intended to ensure that the owner did not further its proposed demolition or construction project by harassing tenants into leaving. HLD investigates to determine whether harassment occurred during the statutory review period. If HPD determines that there is reasonable cause to believe that harassment occurred, an Office of Administrative Trials and Hearings (OATH) hearing is held at which HLD presents HPD's case. A finding of harassment prevents the owner from obtaining a demolition or alteration permit for three years. HPD also performs this function for applications filed with respect to property in various special zoning districts, including the Special Clinton Zoning District, Greenpoint Williamsburg anti-harassment district, the Special West Chelsea District, the Special Hudson Yards District, and a portion of the Special Garment Center District, which are subject to similar provisions (though not limited to SROs) under the Zoning Resolution.

#### NEIGHBORHOOD PRESERVATION CONSULTANTS

The Neighborhood Preservation Consultants Program is aimed at increasing the involvement of local nonprofits in planning and preserving the City's affordable housing stock, particularly by assisting HPD in implementing its Neighborhood Preservation strategy. Through this program, HPD has contracted with community-based organizations to perform a range of housing preservation functions including educating owners in housing-related matters to maintain or restore buildings to a structurally and fiscally sound condition. The role of the consultants is to assess buildings to determine if they are distressed, develop and recommend remedial and intervention strategies to prevent owner abandonment, assist owners in improving their properties, and encourage owners to pay their taxes.

#### *REHABILITATION*

#### EMERGENCY REPAIR PROGRAM

Community Development Block Grant funds will be used in conjunction with funds from the American Recovery and Reinvestment Act of 2009 to fund the Emergency Repair Program.

HPD's Division of Maintenance's (DOM) Emergency Repair Bureau (ERB) is comprised of the Emergency Repair Program (ERP) and the Demolition Unit (which is CD- and ARRA-funded under the Emergency Demolition Program).

In response to referrals from the Emergency Services Bureau (ESB), ERP works to correct immediately hazardous emergency conditions for which the Division of Code Enforcement has cited an emergency repair generating "C" violations in a privately-owned residential building. In addition, this unit monitors repairs in City-owned properties.

Intake Unit staff are responsible for receiving emergency repair referrals from ESB. Field inspectors are sent to buildings to prepare work scopes for repairs. The field inspectors determine whether the necessary repair work should be assigned to a vendor or to in-house maintenance mechanics. Vendor Tracking Unit staff are responsible for monitoring the progress of jobs awarded to outside vendors. Staff maintains contact with the vendors on all open jobs to ensure that they start and complete their work according to dates established by the Procurement Unit. Vendor tracking staff also arranges for technical staff to inspect contractors' work while in progress and upon completion. In addition, the vendor tracking staff attempts to resolve access issues, tracks service charge requests, and obtains vendor affidavits for both refused access and no access situations.

Repair crews perform the more common repairs such as installing window guards and plastering. The Bureau of Environmental Hazards' lead abatement workers perform all tasks of lead hazard reduction/abatement including room preparation, moving furniture, covering surrounding areas with plastic, removing paint, washing down walls, using HEPA vacuums on various surfaces, and removing window sashes and moldings when necessary.

DOM also uses CD funds to seal vacant, open, and accessible privately-owned residential buildings that threaten the safety of the public. Accessible openings at these buildings are sealed with stucco, plywood, and/or concrete blocks to prevent illegal entry and occupancy, eliminate associated potential fire hazards, and preserve the physical structure of buildings in low- and moderate-income areas. HPD uses City Tax Levy funds for buildings that are not in CD-eligible areas.

Sealing these buildings protects against further deterioration and abandonment of neighborhoods. Boarding up vacant buildings using CD funds is a component of the City's code enforcement effort along with other activities such as public improvement, rehabilitation, and services that are expected to prevent the decline of an area. Sealing activities in *in rem* buildings are eligible for CD funding as part of maintenance initiatives under the In Rem Maintenance and Repair Program.

ERB's Utilities and Fuel Unit responds to violations issued for a lack of electricity, gas, or fuel. The unit works with the utility companies to ensure that basic services are restored to buildings where the owner has failed to provide them. This unit is also responsible for arranging delivery of fuel oil in privately-owned buildings in order to provide heat and hot water to buildings for which Code Inspectors have written violations indicating a lack of fuel. The Fuel Unit works closely with the fuel vendors to ensure completion of any additional repair required for restoration of heat and hot water.

#### Bureau of Maintenance Procurement

The Bureau of Maintenance Procurement has several tasks, including awarding open market orders to vendors, approving and monitoring a vendor panel, and registering requirement contracts between the City and private vendors with the Comptroller's office.

#### Research and Reconciliation

Owners are entitled to question repairs made through DOM. The Research and Reconciliation Unit provides an independent review to ensure that all requirements and procedures were followed appropriately. The office examines ESB and DOM's records to substantiate the charges/liens imposed against privately-owned buildings where DOM has abated an emergency condition.

### ALTERNATIVE ENFORCEMENT PROGRAM

The Alternative Enforcement Program (AEP) is intended to alleviate the serious physical deterioration of the most distressed buildings in New York City by forcing the owner to make effective repairs or have the City do so in a more comprehensive fashion so that emergency conditions are alleviated and the underlying physical conditions related to the emergency Housing Code violations are addressed.

Using criteria set forth in the law, HPD will annually designate 200 different multiple dwellings for participation in AEP. The multiple dwellings selected to participate in the program are high consumers of HPD's enforcement services, which includes the HPD Emergency Repair Program (ERP). This ERP recidivism demonstrates that owners of the multiple dwellings selected for AEP are not correcting the underlying conditions and that more extensive work is required.

As described in the law, an owner will be notified by HPD that, based upon the law's criteria, his or her multiple dwelling has been chosen for participation in AEP. An owner will have four months to repair the violations, pay all outstanding HPD emergency repair charges and liens, submit a current and valid property registration statement, and request an HPD re-inspection. If the owner fails to meet all of the requirements for discharge within the first four months, HPD will perform a building-wide inspection and issue an Order to Correct outlining the building systems that need to be replaced in order to address the underlying conditions and cause of the violations (to minimize recurrence of those conditions). HPD will prepare a scope of work that will address the conditions cited in the Order. Should an owner fail to comply with the Order, HPD will perform the work.

### 7A PROGRAM

As part of HPD's Division of Alternative Management Programs (DAMP), the 7A Program provides loans to fund systems replacement and repair work using both CD and City Capital funds. CD and Tax Levy funds are also used to pay for staff within the 7A Financial Assistance Unit and the Counseling Assistance Unit.

Article 7A of the Real Property Actions and Proceedings Law authorizes the Housing Court to appoint administrators to operate privately-owned buildings where delinquent owners have abandoned their buildings and dangerous conditions exist that affect the life, health, and safety of the tenants. HPD's Housing Litigation Division, upon referral from the 7A Program, brings legal actions against privately-owned buildings where the owner has neglected to provide essential services and maintain the property for its tenants. The 7A Administrator is authorized to collect rents; make repairs necessary to stabilize the building and address hazardous conditions; correct violations; provide heat, hot water, and utilities; and improve rent collections and maintenance services. The buildings that enter the 7A Program are severely distressed and are often buildings in which owners have no interest and, in fact, have abandoned. The 7A Program functions to stabilize and preserve these housing units and provide habitable and affordable housing for the tenants.

7A buildings are generally located in blighted areas. The buildings tend to be under-occupied, and occupants tend to have very low incomes. For the most part, all 7A buildings enter the Program after years of neglect and deferred maintenance. In almost every case, serious emergency conditions exist in these buildings, which, if not corrected immediately, impair the ability of the Administrator to collect rent. The conditions contribute to the rapid deterioration of the building and, ultimately, the loss of those units from the housing stock.

### 7A Intake Liaison

7A Intake Liaison responds to intake referrals by visiting the buildings and conducting an evaluation of the property to determine if the conditions meet the Article 7A Proceeding Law criteria. If a building is recommended for intake, the unit prepares legal documents and refers buildings to HPD's Housing Litigation Division to commence a 7A Proceeding. CD funds pay for the Intake Liaison and Tax Levy is used for the remaining staff members.

### 7A Financial Assistance Unit

7A Financial Assistance (7AFA) loans are available for 7A Administrators to use for substantial stabilization and repair or to replace systems where collected rents cannot support the cost of this work. The 7AFA loans are exclusive to 7A Administrators who, through their court order of appointment, are authorized to borrow funds from HPD. The staff underwrites the loan for the 7A buildings and prepares loan packages. As work is completed, the 7AFA loan and any emergency repair charges take the form of liens that are placed on the property. In addition, the 7A Financial Assistance Unit manages and services the portfolio and is directly involved in the delivery of services. The staff makes sure liens are recorded with the Department of Finance (DOF) and supplies loan balances to facilitate the discharge of the buildings to the owners. CD funds pay for the loan coordinators and staff whose activities support CD-funded loans.

### Counseling Assistance Unit

7A Counselors are involved in reversing emergency conditions and solving building maintenance problems occurring in 7A buildings. These counselors ensure that the buildings do not deteriorate further or develop new emergency conditions. 7A Counselors meet with tenants, coordinate building repair plans, monitor compliance with court stipulations, and work with Administrators to remove Building Code violations. In addition, they conduct emergency inspections as needed and refer Administrators to obtain legal assistance funds to aid them in bringing court proceedings against tenants for non-payment. The staff makes sure that 7A meets all annual building filing requirements such as Lead Local Law 1. The Counseling Unit is primarily Tax Levy-funded.

### 7A Program Services Unit

The Program Services Unit provides Administrators with legal assistance funds to initiate court actions against tenants for non-payment of rent. The staff also reviews applications from organizations seeking court appointment as 7A Administrators. The staff conducts extensive research on owners seeking discharge of buildings that are under 7A Program management. In addition, the staff makes sure that 7A Administrator buildings are registered annually and submit violations for emergency repairs and prepares preliminary documents for the 7A Regulatory Agreement. This unit is Tax Levy-funded.

### PRIMARY PREVENTION PROGRAM

The Primary Prevention Program, a joint initiative between HPD and the Department of Health and Mental Hygiene (DHMH), uses funding from the U.S. Department of Housing and Urban Development (HUD) to offer grants to building owners for lead treatment. CD funds are used for projects in which at least 51% of the households are at or below the low- and moderate-income levels. This initiative addresses a serious environmental threat to young children that results from deteriorated lead-based paint in apartments. The program, part of a broad City strategy to lower the hazards from lead-based paint, provides grants to owners of multi-unit apartment houses and one-, two-, and multi-family homes built before 1960, the year New York City banned the use of lead based paint. In addition to federal funds, the Primary Prevention Program is also supported by City Capital funds to address lead-based paint hazards citywide.

The Program gives owners the means to make their buildings lead-safe through low-level interim treatment work. Treatment concentrates on friction surfaces such as door jams, window sills and wells, and cabinets because friction creates lead dust. Common areas and fire escapes are also treated. Building owners apply for forgivable loans valued at \$9,000 to \$10,000 per apartment, the average cost of lead treatment work. Some units may receive up to \$11,000 in conjunction with other moderate rehabilitation work. Owners, in turn, hire contractors who are trained in EPA certified courses in lead treatment. HPD inspects the work. The loan amount is secured by a mortgage on the property that evaporates after three years, provided the owner is in full compliance with the terms of the loan.

The buildings involved in the initiative must meet the following criteria:

- Multi-unit apartment buildings and one-, two-, and multi-family homes built prior to 1960;
- Household income requirements vary based on funding sources. For CD-funded projects, 51% of the households must be at low- or moderate-income levels (the current threshold for a family of four is \$61,450). For other federally-funded lead project grants, 80% of the households must be very low- and low-income households. It should be noted that the CD terminology “low- and moderate-income levels” is the equivalent of “very low- and low-income levels” used by other federally-funded programs. The owner must continue to rent to these income level tenants for three years in order for the lien to be forgiven;
- Due to the preventive nature of the grant program, buildings with many families with children six years of age or under, including pregnant mothers and families who provide day care services to children six years of age or under for at least six hours a week, are ideal for participation in the grant program;
- Under federal funds, the targeted areas are Central and West Bronx, West Queens, and Bedford Stuyvesant, Crown Heights, East New York, East Flatbush-Flatbush, Williamsburg, and Bushwick in Brooklyn. City funds will support buildings citywide; and
- The owner(s) must be current on all City taxes at the time of identification.

## *CLEARANCE*

### EMERGENCY DEMOLITION PROGRAM

Community Development Block Grant funds will be used in conjunction with funds from the American Recovery and Reinvestment Act of 2009 to fund the Emergency Demolition Program.

The Demolition Unit within HPD’s Division of Maintenance has the authority to perform emergency demolitions when an owner fails to do so pursuant to a Department of Buildings (DOB) declaration of emergency, as established by the New York City Administrative Code. The Code requires the treatment of any structure that may become “dangerous or unsafe, structurally or as a fire hazard, or dangerous or detrimental to human life, health, or morals.” Pursuant to DOB guidelines, this would include deteriorated residential and commercial structures determined to be unsafe and/or debilitated in any area, including urban renewal areas. The Demolition Unit is responsible for surveying the site, providing a scope of work, and overseeing and approving all demolition, cleaning, and grading of land. CD funds are expended for all full and partial demolition of privately-owned residential and commercial properties, and some City-owned properties.

DOB issues Unsafe Building violations for buildings or properties that are dangerous or unsafe throughout the City. If the owner does not correct the unsafe condition, DOB may initiate an Unsafe

Building proceeding in Supreme Court. The court may issue a precept, which is an order to correct the condition. Often the precept provides an owner with options regarding how to ensure the safety of the structure. These options include sealing the property, making repairs such that the condition of concern is addressed, or demolishing the structure. When DOB refers the precepts to HPD, HPD engages a contractor to take the appropriate action to correct the condition. Correcting the condition may include demolition (which would be CD-funded), shoring/bracing (which would be funded by Tax Levy dollars), or sealing for commercial properties (which would be funded by Tax Levy dollars).

#### *IN REM PROPERTY MANAGEMENT*

Through foreclosure for tax delinquency (*in rem*), the City assumed ownership and management responsibility of privately-owned residential buildings. These buildings are most often located within distressed neighborhoods and are in need of various levels of renovation. These programs, administered by HPD's Division of Property Management (DPM), are designed to benefit the low and moderate-income people who occupy these buildings.

#### IN REM HANDYPERSON CONTRACT

Through a competitive process, private vendors bid on contracts to provide services for handypersons (also known as maintenance mechanics) doing work in HPD-managed buildings. Specifically, the contract provides payroll processing for wages and fringe benefits earned by the handypersons (whose wages are also CD-funded), and for labor relations. The handypersons perform the majority of minor repairs, such as fixing doors, installing locks, and replacing plumbing fixtures in City-owned residential buildings citywide. Handypersons also perform repairs such as installing window guards and plastering and fixing plumbing leaks in privately-owned buildings under the Emergency Repair Program. Potential repairs are identified via on-site inspections by HPD's Real Property Managers (RPMs) or by tenants, who then notify the RPM of repairs they believe are needed in their apartment. HPD's maintenance staff (Construction Project Managers) evaluates the condition, draws up a scope-of-work, determines if one or more handypersons can correct the condition, and monitors the work until it is completed. Additional contracted staff provides support for handyperson and maintenance activities, such as materials management, data entry, contract administration, and personnel processing.

#### IN REM SUPERINTENDENT CONTRACT

Under the competitively bid contract with a private vendor as referenced in the section above, superintendents are employed by the vendor to provide services in City-owned residential buildings. CD funds pay for the salaries and fringe benefits of the superintendents, as well as for payroll services provided by the vendor. The superintendents perform on-site janitorial services and alert HPD's Real Property Managers when building problems arise.

#### IN REM MATERIAL MANAGEMENT AND PROCUREMENT

HPD incorporates the stockroom functions for DPM, Bureau of Environmental Hazards (BEH), and the Emergency Repair Program (ERP) into the Material Management and Procurement Unit. The Unit utilizes CD funds to procure tools and materials to support HPD's property management, lead abatement, asbestos abatement, and emergency repair programs. To procure and distribute the majority of materials to site locations for CD-eligible programs, HPD obtains maintenance and repair items from the Department of Citywide Administrative Services (DCAS) and private vendors. CD funds are also utilized for staff to manage these procurements from either DCAS or private vendors. Staff develops specifications, orders supplies, and maintains ongoing contact with private contractors and DCAS to ensure prompt delivery of repair materials to stockrooms. Upon receipt of these materials, staff prepares all necessary paperwork to process the payment requests from the contractors. They are also responsible for the timely distribution of the repair materials and tools upon request from the various

HPD programs, maintaining the ability to respond to emergencies throughout the year. They account for the integrity and security of all procured items and maintain the computer inventory management system.

#### IN REM PROPERTY MANAGEMENT

CD funds pay for HPD's Real Property Managers (RPMs), who are responsible for coordinating the management and maintenance of the City's occupied *in rem* housing stock. The RPMs and related personnel conduct surveys on the condition of an *in rem* building upon intake, prepare work orders, and respond to tenants' requests. They visit tenants regularly and maintain good tenant relations, attend tenant and community meetings, ensure the installation of health and security measures (window guards, smoke detectors, etc.), respond to emergencies, and maintain superintendent services. They inspect completed repairs, validate invoices for payment, secure vacant apartments, update tenant rosters, and coordinate evictions. CD funds also pay for the rent at HPD's field offices that support the *in rem* operations.

#### IN REM BUILDING MAINTENANCE AND REPAIR PROGRAM

Repairs that may require greater skill than is available through the Handyperson or Superintendent Contracts are let to private vendors through open market orders and requirements contracts. Open market orders are used for repairs that cost up to \$100,000. Repairs include plumbing and electrical work, seal-ups, boilers, and roofs. Funds are also provided to renovate common building areas such as hallways. Finally, CD funds pay for the costs of fuel and utilities in *in rem* buildings.

HPD also uses CD funds to provide individuals with training and transitional vocational work in building maintenance through competitively bid contracts. The trainees perform maintenance activities such as rubbish and debris removal and surface preparation/painting in and around occupied *in rem* buildings.

#### IN REM BUILDING MAINTENANCE AND REPAIR PROJECT SUPPORT

Within DPM, CD-funded support staff is responsible for the oversight of maintenance and repair efforts in *in rem* buildings. Responsibilities include:

- Responding to emergency complaints regarding heat and other essential services;
- Organizing, processing, and filing work order requests;
- Performing field inspections, holding technical interviews with potential contractors, and processing contractor pre-qualification applications and re-certifications;
- Inspecting, monitoring, and surveying repairs for *in rem* properties;
- Managing the process of bidding, awarding, and processing of publicly competitive sealed bids above \$90,000; and
- Supervising fiscal support operations and processing invoices for inspection and payment.

#### *IN REM ALTERNATIVE MANAGEMENT*

#### IN REM ALTERNATIVE MANAGEMENT PROGRAM

When tax-foreclosed buildings managed by HPD are ready to be transitioned into ownership by tenants, nonprofit organizations, or private entrepreneurs, they are transferred from the Division of Property Management to the Division of Alternative Management Programs (DAMP). DAMP takes



advantage of community and private sector expertise and is an alternative to long-term City management. The following CD-funded components of this effort help achieve the City's goal of selling the buildings to the tenants, nonprofits, or private entrepreneurs and returning the buildings to the tax rolls.

Tenant Interim Lease

Under the supervision of the Tenant Interim Lease Program (TIL), tenant associations maintain and manage the City-owned buildings in which they live under an interim lease with HPD. The rental income is used to cover operating expenses, limited repairs, and management fees. HPD and the tenants negotiate a comprehensive building rehabilitation plan for repair or replacement of the building's major systems (funded with City Capital). CD funds are used for building stabilization and to offset part of the operating costs, including fuel and utilities, as well as to provide training and assistance for tenants to learn how to establish and manage a co-op. CD funds are also used to pay for relocation services and for the rental costs of apartments in other buildings to which tenants have been relocated due to rehabilitation. The ultimate goal of the program is to sell the building to the tenants. Rents are restructured, if necessary, before the building is sold. Program income is generated through the sale of the buildings to the tenants.

HPD contracts with a nonprofit organization to provide after-sales support services to tenant organizations that have purchased their buildings from HPD. Services provided include technical assistance, rent restructuring, and mediation techniques.

Division of Alternative Management Project Support

Program support is especially important in DAMP. Professional planning and technical staff provides ongoing assistance to the varied groups under contract with HPD. Sales staff oversees the sale of DAMP buildings to tenant associations, nonprofits, and private managers, and provide technical assistance to DAMP building tenants after sale. Other staff performs support functions related to the Neighborhood Redevelopment and the Neighborhood Entrepreneur Programs (funded by Federal HOME funds), and the Neighborhood Homes Program. Support staff in TIL works closely with tenants and monitors their activities from the intake stage, where they assist tenants in putting together TIL applications, throughout a building's tenure in the program. In addition, they provide technical assistance during the sales process.

*FAIR HOUSING*

HPD FAIR HOUSING SERVICES PROGRAM

HPD's Fair Housing Unit provides housing counseling, educational, and mediation services through CD-funded consultant contracts with community-based organizations covering the five boroughs at the following locations:

<u>Group</u>	<u>Borough</u>	<u>Location</u>
South Bronx Action Group	Bronx	384 East 149th Street
Brooklyn Housing & Family Services	Brooklyn /SI	416 Albermarle Road
Chinese-American Planning Council	Manhattan	165 Eldridge Street
New York Urban League	Manhattan	204 West 136th Street
New York Urban League	Queens	89-25 Parsons Boulevard

HPD's Fair Housing Service Consultants provide counseling to individuals and families of low- and moderate-income. The Consultants assist with housing-related issues such as landlord/tenant rights and responsibilities and housing locator services, including accessible housing for people with disabilities.

The Consultants also help clients in determining eligibility for tenancy and/or social service programs. Program clients with jurisdictional discrimination complaints are referred to the New York City Commission on Human Rights for enforcement.

HPD and the Consultants provide dispute resolution services in Brooklyn and Manhattan Housing Courts. This program is designed to facilitate the resolution of landlord-tenant disputes through the use of trained mediators. The goals of the program are to solve routine housing problems and thereby prevent unnecessary displacement of tenants and to assist pro-se litigants, who are unfamiliar with court procedures. The mediation services provided are informal forums for cases that appear not to require direct judicial supervision and/or are likely to be quickly resolved.

Public awareness of Fair Housing Laws is central to promoting fair housing practices and enforcement. HPD and the Consultants plan and implement an annual Citywide Fair Housing Education campaign. This campaign consists of various elements: informational flyers and brochures, the placement of press releases and ads in local papers to advertise consultant services, radio and television broadcasts, and a grassroots effort to interact with the public through workshops and conferences.

CD funds also pay for HPD staff responsible for the management and oversight of the Fair Housing Service Providers. Responsibilities include counselor training, management of Housing Court schedules, contract compliance, providing information on City-assisted housing opportunities, requisition review/approval, and monthly productivity reports.

#### *ADMINISTRATION*

##### HPD ADMINISTRATION

Staff in the following units performs administrative functions for several of HPD's CD-funded programs:

##### Administration and Support

Staff within Administration and Support oversees and coordinates all property management and maintenance operations. They are responsible for the oversight of contractual repairs and for ensuring the proper allocation of resources to the *in rem* program. Automated tracking systems are used to evaluate the progress of work. Staff also interacts with tenants and community groups.

##### Central Operations

This office monitors the performance of city and contractual staff in managing and maintaining City-owned properties. It monitors fuel, utility, and building service needs; maintains and organizes central files for building repair contracts; and prepares scopes of work, work orders, and related documents. Staff interacts with tenants, contractors, and community groups to resolve problems. The Central Operations Office also maintains records regarding rent payments and arrears and monitors spending under the expense and capital budgets.

##### HLD Administration

The support staff within HLD oversees and coordinates a number of administrative functions. These functions include data operations, management services, office management, bill processing, and supervision of all administrative units within the Division.

##### Invoice Review

Units within the Division of Accounts Payable are responsible for receiving, reviewing, and approving all contractor invoices submitted for payment related to the Office of Housing Operations' Repair

Bureau, which includes repair work for both City- and privately-owned properties. In addition, the Division of Accounts Payable reviews invoices and processes vouchers for work done by the Neighborhood Preservation Consultants, utility and fuel payments for *in rem* properties, advertising, supplies, construction, and the Handyman and Superintendent Contracts.

Fiscal ERP Accounting

Program income from the Emergency Repair Program is generated through the collection of owner payments for billed invoices issued by the Fiscal ERP Accounting Unit. When the bill is not satisfied, a lien is placed on the property. The tax lien is removed when the landlord makes full payment or at the time of property sale.

Bureau of Maintenance and Procurement

The Division of Maintenance's Bureau of Maintenance and Procurement, through a pre-qualified vendor list and requirements contract, bids out and awards repair work to private contracts for both privately-owned (under the Emergency Repair Program) and *in rem* buildings.

Timekeeping and Payroll

The Timekeeping Unit tracks and inputs timekeeping data for HPD employees, including review, verification, adjustments, and input of employee time. The unit also tracks and monitors leave balances and issues, processes resignations and terminations, and responds to employee inquiries. The Payroll Unit processes payroll changes for employees, including direct deposit changes, refunds or changes of union deductions, processing of assignment differentials and jury duty payments, research and resolution of discrepancy inquiries, processing of monetary settlements for grievances, and processing of requests for changes in federal, state, and city withholdings. The CD-funded Timekeeping Unit and Payroll Unit staff are assigned to work units comprised of employees who perform only CD program functions, such as the Division of Property Management, Division of Maintenance, and Neighborhood Preservation Offices.

HOME Program Project Support

CD funds support positions for CD-eligible activities funded under the City's HOME Investment Partnership Program (HOME). HOME funds may be used to develop and support rental housing and homeownership affordability through tenant-based rental assistance (which is not eligible as CD project support), rehabilitation, conversion, and acquisition of real property and new construction.

Preservation Planning & Analysis Unit

The Preservation Planning & Analysis Unit (PPA) within the larger Office of Preservation Services is responsible for analysis and preservation planning for all operations and initiatives within the Office of Preservation Services. Using performance based indicators, the unit performs various strategic management assessment analyses and forecasting, which are utilized to alter and re-design program planning in order to achieve the agency's preservation and enforcement mission.

## ECONOMIC DEVELOPMENT PROGRAMS

### AVENUE NYC

The Avenue NYC Program promotes the economic viability of neighborhood business districts. This program is intended not only to help local businesses directly, but also to preserve neighborhoods. The Department of Small Business Services (SBS) funds a limited number of projects that promote commercial revitalization in the areas of planning, commercial development, and district management. The project areas selected for funding are experiencing varying degrees of stagnation, deterioration, or disinvestment, and the income of the area's population is low to moderate. The Program is based on a public/private partnership model of economic development. Projects usually have a local community sponsor, frequently a local development corporation (LDC) comprised of local merchants, property owners, and other community leaders. The sponsor contracts with SBS to carry out the neighborhood revitalization strategy and set the foundation for the area's long-term prosperity.

The Program's goals are:

- To attract, retain, and expand businesses and business opportunities throughout New York's neighborhoods;
- To stimulate private investment;
- To create and retain jobs;
- To foster collaboration among neighborhood businesses and between the business community and government on local economic development initiatives.

In meeting these program goals, staff from SBS assigned to this program work with the local sponsor to plan, develop, and administer comprehensive revitalization. Although each project is designed to reflect the unique characteristics of each neighborhood, the following eligible activities represent some of the basic program elements established to deal with the most common problems confronting commercial streets:

- Neighborhood economic development planning and feasibility studies that assess the needs and strengths of a commercial district. Included in those activities can be planning for commercial development sites strategically located along the corridor, new business targets, and infrastructure improvements.
- Placemaking is a comprehensive program that focuses on creating or enhancing a sense of place that captures or reinforces the unique character of the commercial corridor. The program entails developing a new, or solidifying a current, placemaking strategy that identifies unique attributes of the target commercial district planning. Additionally, it involves planning for projects that capitalize upon unique or distinct characteristics of the area. All of these efforts have the goal of increasing consumer spending in the district.
- Business attraction efforts attract new businesses and investment into the targeted district. Business attraction activities include the creation of commercial business/real estate databases, organization of community planning sessions, analysis of retail mix and business growth opportunities, and coordinated events with the real estate community and property owners to highlight opportunities that exist in the commercial district.
- The Façade Improvement Management Program covers costs related to only design, program administration, and marketing for sponsors that have or will have dedicated funding for capital costs of façade improvement activities. The sponsor will be required to use the services of a design consultant and produce model storefronts with a combination of open mesh security

gates, retractable or faux retractable awnings, high quality storefront signs, and an exterior finish (paint or other material).

- Business Improvement District (BID) planning to explore the creation of a BID in a neighborhood or expansion of an existing BID.
- Merchant organizing will have selected sponsors lead the planning, outreach, and organizing efforts for the creation of a new merchants association or the revitalization of an existing organization in their area. Sponsors are expected to develop a plan for organizing merchants and accomplish concrete organizing milestones within the contract year.
- Special Commercial Revitalization Initiatives will have selected sponsors carry out an innovative program that draws on the strengths and distinctiveness of their respective commercial districts and produces a measureable improvement in the commercial life of the community. Special projects are those that do not duplicate services available elsewhere or fit into one of the other Avenue NYC project categories. Initiatives may include joint projects with multiple organizations, growing new or emerging organizations through capacity building, and/or unique technical assistance programs.
- Website Development will have selected sponsors receive a professionally designed website with design and development services and a series of trainings on how to manage and update a website. SBS will not enter into a contract with a sponsor, but rather a website developer.

In selecting streets for the Avenue NYC Program, the City is guided by the following criteria:

Eligibility

Projects/programs must primarily benefit low- and moderate-income areas; or

Projects/programs must qualify as a planning or capacity building activity.

Need

Indications of decreasing retail activity.

Deteriorating physical conditions of streets and shop fronts.

Inadequate public facilities.

Economic Viability

Population and total family income sufficient to support a viable commercial area.

Sufficient current commercial activity on which to base a revitalization effort.

Existence of other activities that could reinforce commercial revitalization.

Local Support and Capability

Existence of local merchants' groups committed to supporting and participating in commercial revitalization.

Support of local community groups.

Evidence of private financial commitment or interest.

Existence of, or potential for, local organizational capability to participate in implementation.

Following is a list of those areas/sponsors proposed for funding in City Fiscal Year 2010 (7/1/09 to 6/30/10). The program seeks to identify new areas and sponsors but only after evaluating applications and awarding funds. Additional sponsors may be identified during the program year. The boundaries as shown are subject to change depending on project scope.

Bronx

Bathgate

An area bounded by: Tremont Avenue on the north, Claremont Parkway on the south, Third Avenue on the east, and Webster Avenue on the west.

Sponsor: Bathgate Industrial Park Local Development Corporation

Fordham

An area bounded by: 196<sup>th</sup> Street on the north, 183<sup>rd</sup> Street on the south, the Bronx River on the east, and Jerome Avenue on the west.

Sponsor: Bronx Council for Economic Development  
Fordham Road District Management Association  
Belmont Small Business Association

Highbridge/University Heights

An area bounded by: 161<sup>st</sup> Street on the south, Cross Bronx Expressway on the north, Major Deegan Expressway on the west, and the Grand Concourse on the east.

Sponsor: Davidson Community Center

Hunts Point

An area bounded by: 149<sup>th</sup> Street on the south, the Bronx River on the north, the East River on the east, and Bruckner Boulevard on the northwest.

Sponsor: Hunts Point Economic Development Corporation  
The Point Community Development Corporation

Kingsbridge

An area bounded by: 240<sup>th</sup> Street/Van Cortlandt Park on the north, 230<sup>th</sup> Street on the south, Jerome Park Reservoir on the east, and Riverdale Avenue on the west.

Sponsor: Kingsbridge District Management Association  
Kingsbridge/Riverdale/Van Cortlandt Development Corporation

Morris Park

An area bounded by: Pelham Parkway on the north, East Tremont Avenue on the south, the Bronx River on the west, and Hutchinson River Parkway on the east.

Sponsor: Morris Park Local Development Corporation  
Association of Merchants & Business Professionals of Westchester Square

Mott Haven

An area bounded by: 167<sup>th</sup> Street on the north, Bruckner Boulevard service road on the south, Major Deegan Expressway on the west, and Bruckner Boulevard on the east.

Sponsor: Bronx Council on the Arts

Norwood

An area bounded by: 211<sup>th</sup> Street on the north, Amtrak Railroad/East Kingsbridge Road on the south, Jerome Avenue on the west, and Bronx River Parkway on the east.

Sponsor: 204<sup>th</sup> Street/Bainbridge Merchants Association  
Mosholu Preservation Corporation  
Mosholu/Jerome/East Gunhill Road District Management Association

Parkchester

An area bounded by: East Tremont Avenue on the north, Bruckner Boulevard on the south, Castle Hill Avenue on the east, and White Plains Road on the west.

Sponsor: Castle Hill Merchants Association

Pelham Parkway

An area bounded by: Pelham Parkway North on the north, Neill Avenue on the south, Williamsbridge Road on the east, and Bronx Park East on the west.

Sponsor: White Plains Road District Management Association

South Bronx

An area bounded by: Cross Bronx Expressway on the north, the East River on the south, the Harlem River on the west, and the Bronx River on the east.

Sponsor:  
South Bronx Overall Economic Development Corporation  
HUB Third Avenue District Management Association  
161<sup>st</sup> Street District Management Association  
161<sup>st</sup> Street Merchants Association  
South Bronx Community Corporation

Southern Boulevard District Management Association  
Morrisania Revitalization Corporation  
Women's Housing & Economic Development Corporation

Wakefield/Williamsbridge/Olinville

An area bounded by: The City line on the north, East Gunhill Road on the south, Bronx Boulevard on the west, and Bronxwood Avenue/Barnes Avenue/Bissel Avenue/ East 241<sup>st</sup> Street on the east.

Sponsor:  
Northeast Bronx Redevelopment Corporation  
Bronx Business Alliance

West Farms

An area bounded by: Bronx Park South on the north, Cross Bronx Expressway on the south, Bronx River Parkway on the east, and Southern Boulevard on the west.

Sponsor: Aquinas Housing Corporation

Brooklyn

Bedford Stuyvesant:

An area bounded by: Lafayette Avenue/Broadway on the north, Atlantic Avenue on the south, Bedford Avenue on the west, and Ralph Avenue on the east.

Sponsor:  
Bedford Stuyvesant Restoration Corporation  
Bridge Street Development Corporation

Brownsville

An area bounded by: Eastern Parkway on the north, Linden Boulevard on the south, Van Sinderen Avenue on the east, and Rockaway Parkway on the west.

Sponsor:  
Pitkin Avenue District Management Association  
Brownsville Community Development Corporation

Brighton Beach

An area bounded by: Neptune Avenue on the north, the boardwalk on the south, Ocean Parkway on the west, and West End Avenue on the east.

Sponsor: Brighton Beach District Management Association

Bushwick

An area bounded by: Flushing Avenue on the north, Cemetery of the Evergreens on the south, Queens border on the east, and Broadway on the west.

Sponsor:  
OBUSTY Local Development Corporation  
PubliColor  
Ridgewood Bushwick Senior Citizens Council



Clinton Hill

An area bounded by: Flushing Avenue on the north, Atlantic Avenue on the south, Washington Avenue on the west, and Bedford Avenue on the east.

Sponsor: Pratt Area Community Council

Coney Island

An area bounded by: Neptune Avenue on the north, the boardwalk on the south, West 37<sup>th</sup> Street on the west, and West 8<sup>th</sup> Street on the east.

Sponsor:

Astella Development Corporation

Coney Island Development Corporation

Crown Heights

An area bounded by: Atlantic Avenue on the north, East New York Avenue/Lefferts Avenue on the south, Utica Avenue on the east, and Bedford Avenue on the west.

Sponsor:

Brooklyn Economic Development Corporation

Heart of Brooklyn

North Crown Heights Nostrand Avenue Merchants Association

Cypress Hills

An area bounded by: Jamaica Avenue on the north, Liberty Avenue on the south, Eldert Lane on the east, and Granville Payne Avenue (Pennsylvania Avenue) the west.

Sponsor: Cypress Hills Local Development Corporation

Downtown Brooklyn

An area bounded by: Tillary Street on the north, Schermerhorn Street on the south, Adams Street on the west, and Lafayette Avenue, South/North Portland Avenues on the east.

Sponsor:

Metrotech District Management Association

Brooklyn Alliance

East Flatbush

An area bounded by: Rutland Road on the north, Clarendon Road/Ditmas Avenue on the south, Nostrand Avenue on the west, and East 96<sup>th</sup> Street on the east.

Sponsor:

Erasmus Neighborhood Federation

Nostrand Avenue Merchants Association

Utica Church Avenue Merchants Association

East New York

An area bounded by: Atlantic Avenue on the north, Flatlands Avenue on the south, Pennsylvania Avenue on the west, and the Brooklyn/Queens line on the east.

Sponsor:

East Brooklyn District Management Association  
Local Development Corporation of East New York

East Williamsburg

An area bounded by: Brooklyn-Queens Expressway on the north, Flushing Avenue on the south, Newtown Creek on the east, and Union Avenue on the west.

Sponsor:

St. Nicholas Neighborhood Preservation Corporation  
East Williamsburg Valley Industrial Development Corporation  
Woodhull Community District Management Association  
Grand Street District Management Association

Flatbush

An area bounded by: Parkside Avenue on the north, Avenue H on the south, Coney Island Avenue on the west, and Flatbush Avenue on the east.

Sponsor:

Flatbush Development Corporation  
Flatbush Avenue District Management Association  
Church Avenue District Management Association

Fort Greene

An area bounded by: Flushing Avenue on the north, Dekalb Avenue on the south, Flatbush Avenue Extension on the west, and Classon Avenue on the east.

Sponsor:

Myrtle Avenue Partnership  
Myrtle Avenue Revitalization Project

Greenpoint

An area bounded by: Newtown Creek on the north, North 12<sup>th</sup> Street on the south, the Brooklyn-Queens Expressway on the east, and the East River on the west.

Sponsor: North Brooklyn Development Corporation

Midwood

An area bounded by: Avenue H on the north, Avenue R on the south, Ocean Avenue on the east, and Ocean Parkway on the west.

Sponsor:

Midwood Development Corporation  
Kings Highway District Management Association

Northside Williamsburg

An area bounded by: North 12<sup>th</sup> Street on the north, Broadway on the south, Driggs Avenue on the east, and Wythe Avenue on the west.

Sponsor: People's Firehouse

Prospect Heights

An area bounded by: Atlantic Avenue on the north, Washington Avenue on the west, Franklin Avenue on the east, and Empire Boulevard on the south.

Sponsor: TBD

Prospect Lefferts Gardens

An area bounded by: Empire Boulevard on the north, Linden Boulevard on the south, Ocean Avenue on the west, and Nostrand Avenue on the east.

Sponsor:

Prospect Lefferts United for Services  
South Brooklyn/Red Hook/Gowanus

Red Hook

An area bounded by: Buttermilk Channel on the north, the waterfront on the west, Gowanus Bay on the south, and Clinton Street on the east.

Gowanus:

An area bounded by: Fourth Avenue on the east, Court Street on the west, 3<sup>rd</sup> Street on the north, and 20<sup>th</sup> Street on the south.

Sponsor:

South Brooklyn Local Development Corporation  
Southwest Brooklyn Industrial Development Corporation  
Gowanus Canal Community Development Corporation

South Williamsburg

An area bounded by: Broadway on the north, Myrtle Avenue on the south, Kent Avenue on the west, and Throop Avenue on the east.

Sponsor:

ODA Economic Development Corporation  
United Jewish Organizations of Williamsburg

Sunset Park

An area bounded by: Fourth Avenue on the west, Eighth Avenue on the east, 36<sup>th</sup> Street on the north, and 65<sup>th</sup> Street on the south.

Sponsor:

Sunset Park-Fifth Avenue District Management Association  
Carroll Gardens Association

Manhattan

Chinatown

An area bounded by: Houston Street on the north, East Broadway/Park Row on the south, Broadway on the west, and Allen Street on the east.

Sponsor:

Renaissance Economic Development Corporation  
Asian Americans for Equality  
Chinatown Partnership Local Development Corporation

East Harlem

An area bounded by: 142<sup>nd</sup> Street on the north, 96<sup>th</sup> Street on the south, Fifth Avenue on the west, and FDR Drive on the east.

Sponsor: East Harlem Business Capital Corporation

Harlem

An area bounded by: 163<sup>rd</sup> Street on the north, 110<sup>th</sup> Street on the south, Henry Hudson Parkway on the west, and Fifth Avenue/Harlem River Drive on the east.

Sponsor:

125<sup>th</sup> Street District Management Association  
Abysinnian Development Corporation  
Harlem Renaissance Economic Development Corporation  
Greater Harlem Chamber of Commerce  
Harlem Business Alliance  
Harlem Congregation for Community Improvement  
West Harlem Group Assistance

Hamilton Heights

An area bounded by: 155<sup>th</sup> Street on the north, 135<sup>th</sup> Street on the south, Edgecombe Avenue on the east, and Henry Hudson Parkway on the west.

Sponsor: Heritage Health and Housing

Lower East Side

An area bounded by: Houston Street on the north, Grand Street on the south, Allen Street on the west, and FDR Drive on the east.

Sponsor:

Lower East Side District Management Association  
Loisaida Development Corporation

Washington Heights/Inwood

An area bounded by: 220<sup>th</sup> Street on the north, 155<sup>th</sup> Street on the south, Harlem River Drive on the east, and Riverside Drive on the west.

Sponsor:

Washington Heights Inwood Development Corporation

Washington Heights District Management Association  
Audubon Partnership for Economic Development Corporation  
Community League of the Heights  
Northern Manhattan Coalition for Economic Development  
Women's Chamber of Commerce

Queens

Central Astoria

An area bounded by: Astoria Boulevard on the north, 36<sup>th</sup> Avenue on the south, 42<sup>nd</sup> Street on the east, and 31<sup>st</sup> Street on the west.

Sponsor: Central Astoria Local Development Corporation

Corona

An area bounded by: Elmhurst Avenue on the north, Long Island Expressway on the south, Junction Boulevard on the west, and 108<sup>th</sup> Street on the east.

Sponsor:

Queens Economic Development Corporation  
Corona Elmhurst Center for Economic Development  
Corona Community Action Network

Downtown Flushing

An area bounded by: Northern Boulevard on the north, Sanford Avenue on the south, College Point Boulevard on the west, and Parsons Boulevard on the east.

Sponsor: Downtown Flushing Transit HUB District Management Association

Downtown Jamaica

An area bounded by: Hillside Avenue on the north, Liberty Avenue on the south, the Van Wyck Expressway on the west, and 182<sup>nd</sup> Street on the east.

Sponsors:

Greater Jamaica Development Corporation  
Jamaica Center Improvement Association  
165<sup>th</sup> Street Mall Improvement Association  
Sutphin Boulevard District Management Association

Jackson Heights/Elmhurst

An area bounded by: 32<sup>nd</sup> Avenue on the north, 55<sup>th</sup> Avenue/Queens Boulevard on the south, 74<sup>th</sup> Street/Broadway on the west, and Junction Boulevard on the east.

Sponsor:

82<sup>nd</sup> Street District Management Association  
Jackson Heights Beautification Group

Long Island City

An area bounded by: 36<sup>th</sup> Avenue on the north, Newtown Creek on the south, the East River on the west, and 31<sup>st</sup> Street on the east.

Sponsor:

Long Island City Business Development Corporation  
Queens Plaza/Court Square District Management Association

Ridgewood

An area bounded by: Metropolitan Avenue on the north, Cooper Street on the south, Fresh Pond Road/61<sup>st</sup> Street on the east, and the Queens/Brooklyn border on the west.

Sponsor:

Ridgewood Local Development Corporation  
Myrtle Avenue District Management Association

Rockaway Peninsula

An area bounded by: North and south beachfronts, the City line on the east, and Beach 102<sup>nd</sup> Street on the west.

Sponsor:

Rockaway Development and Revitalization Corporation  
Ocean Bay Community Development Corporation

South Jamaica

An area bounded by: 133<sup>rd</sup> Street on the west, 150<sup>th</sup> Street/Sutphin Boulevard on the east, North Conduit Avenue on the south, and Foch Boulevard on the north.

Sponsor: Rockaway Boulevard Local Development Corporation

Sunnyside

An area bounded by: Queens Boulevard on the north, Greenpoint Avenue on the south, 38<sup>th</sup> Street on the west, and 48<sup>th</sup> Street on the east.

Sponsor: Sunnyside Chamber of Commerce

Woodside

An area bounded by: Northern Boulevard on the north, Queens Boulevard on the south, the Brooklyn-Queens Expressway on the east, and 48<sup>th</sup> Street on the west.

Sponsor: Woodside on the Move

Staten Island

Port Richmond

An area bounded by: Richmond Terrace on the north, Anderson/Charles Avenues on the south, Jewett Avenue on the east, and Nicholas Avenue on the west.

Sponsor: Northfield Community LDC of Staten Island

Stapleton/St. George/Tompkinsville

An area bounded by: Richmond Terrace/Wall Street on the north, Vanderbilt Avenue on the south, Jersey Street/ Victory Boulevard/Cebra Avenue/St. Paul's Avenue/Van Duzer Street on the west, and the Narrows (water) on the east.

Sponsor: Downtown Staten Island Council

West Brighton

An area bounded by: Richmond Terrace on the north, Post Avenue on the south, Broadway on the east, and Jewett Avenue on the west.

Sponsor: West Brighton Community Local Development Corporation

Business Improvement Districts (BIDs)

CD funds are also used to assist local sponsors in determining the feasibility of, and planning for, Business Improvement Districts (BID). A BID gives property owners and merchants a means to organize and raise revenue through the use of the City's tax collection powers, "assessing" themselves in order to purchase supplemental services (sanitation, security, promotions, and special events) and capital improvements (street furniture, trees, signage, and special lighting) beyond those provided by the City. A BID is created through a grassroots effort of merchants, business people, and property owners who develop a plan and scope of services for the improvement of a targeted area, garner community support for the plan, and assist with the approval process through the creation of the district. Following are the local sponsors and target areas in which they will undertake BID planning with CD funds in CFY 2010.

Bronx

Burnside Avenue

Burnside Avenue: University Avenue to Valentine Avenue

Westchester Square

East Tremont Avenue: Montgomery Place to Westchester Avenue

Williamsbridge Road: Eastchester Avenue to Westchester Avenue

Lane Avenue: East Tremont Avenue to Westchester Avenue

Westchester Avenue: Blondell Avenue to Commerce Avenue

Brooklyn

Atlantic Avenue

Atlantic Avenue: Hicks Street to Fourth Avenue

86th Street/Bensonhurst

86th Street: 18th Avenue to 25th Avenue

Bedford Stuyvesant

Fulton Street: Bedford Avenue to Marcus Garvey Boulevard

Nostrand Avenue: Halsey Street to Atlantic Avenue

Crown Heights

Utica Avenue: Empire Boulevard to St. John's Place

Gowanus Canal

Court Street: Atlantic Avenue to Hamilton Avenue

Newkirk Plaza

Newkirk Plaza: Foster Avenue to Newkirk Avenue

Foster Avenue: Rugby Road to East 18<sup>th</sup> Street

Newkirk Avenue: Rugby Road to East 18<sup>th</sup> Street

Smith Street/South Brooklyn

Smith Street: Atlantic Avenue to 2<sup>nd</sup> Street

Manhattan

Chinatown

An area bounded by: Broadway on the west, Allen Street on the east, Grand Street on the north, and Worth Street on the south.

Harlem Gateway

Frederick Douglass Boulevard: 110<sup>th</sup> Street to 124<sup>th</sup> Street

Queens

Broadway/Astoria

Broadway: 31<sup>st</sup> Street to 42<sup>nd</sup> Street

Ridgewood

Fresh Pond Road: 68<sup>th</sup> Road to Menahan Street

Rockaway Park

Beach 116<sup>th</sup> Street: Broad Channel Drive to Boardwalk

Rockaway Beach Boulevard: Beach 108<sup>th</sup> Street to Beach 118<sup>th</sup> Street

Woodside

Roosevelt Avenue: 56<sup>th</sup> Street to 62<sup>nd</sup> Street

Woodside Avenue: 57<sup>th</sup> Street to 62<sup>nd</sup> Street

61<sup>st</sup> Street: 39<sup>th</sup> Avenue to Woodside Avenue

Staten Island

West Brighton

Castleton Avenue: Bement Avenue to Bard Avenue

Forest Avenue: Broadway to Route 440

Victory Boulevard: Bradley Avenue to Leonard Avenue

Planning for Financial Sustainability

Planning for Financial Sustainability will be implemented in CFY '10 as a Technical Assistance and Planning program. The goal of the initiative is to help the organizations identify and secure alternative sources of funding in order to increase their financial stability and decrease their reliance on SBS as their sole source of financial support. In addition, SBS is developing additional Technical Assistance



and Planning course work to provide organizational development services to local economic development groups in eligible areas.

### EMPOWERMENT ZONE ADMINISTRATION

The New York Empowerment Zone (NYEZ/Zone), created to revitalize Upper Manhattan and the South Bronx, is an economic development initiative that uses public funds and tax incentives to encourage private investments in these areas. The NYEZ is the only corporate entity of its kind in the nation with a public investment pool of \$300 million equally allocated from the city, state, and federal governments. The NYEZ's goal is to provide its residents with the necessary tools to revitalize their community and build new inroads to economic self-sufficiency.

CD funds will help pay for the Mayor's Office of the New York Empowerment Zone, which manages the City's interest in the Empowerment Zone under the authority of the Deputy Mayor for Economic Development. Its mission is to work with the two Local Development Corporations (LDCs), the Upper Manhattan Empowerment Zone Development Corporation (UMEZ) and the Bronx Overall Economic Development Corporation (BOEDC), to coordinate and approve investments.

The NYEZ will:

- Serve as staff to the Deputy Mayor for Economic Development on all Zone matters related both to the City and the Deputy Mayor's role as Chair of the New York Empowerment Zone Corporation.
- Interface with UMEZ and BOEDC.
- Vet all projects and proposals to be implemented with Empowerment Zone funds.
- Assist the LDCs with Vendex and procurement services.
- Assist and facilitate the LDCs' interaction with State and City government agencies.
- Assist the LDCs in obtaining technical information for preparation of benchmark documentation.
- Assist the Office of Management and Budget in developing the City's annual appropriation to the New York Empowerment Zone Corporation.

CFY 2010 Goals:

- Assist the LDCs in leveraging Empowerment Zone resources for investment in projects that meet both the strategic goals of the LDCs and the City's goals for economic development in the Empowerment Zone.
- Evaluate administrative budgets and levels of support for LDC staff and overhead.
- Evaluate compliance of approved initiatives with contracted benchmarks.
- Evaluate and assess job creation in the Empowerment Zone.
- Assist the LDCs in workforce development and job creation.

The NYEZ has targeted the stabilization and growth of cultural institutions in Harlem and the Bronx as part of an overall strategy to revitalize these areas as unique cultural and shopping destinations. To support business expansion and job creation for local residents, UMEZ and BOEDC have also focused

on implementing development strategies in several industries including ethnic and specialty food manufacturing, recycling, business services, retail, entertainment, and tourism.

Upper Manhattan Empowerment Zone Development Corporation (UMEZ)

UMEZ continues to be instrumental in supporting the economic and cultural revitalization of 125<sup>th</sup> Street and Upper Manhattan. UMEZ investments are facilitating the creation of distinct retail and cultural destinations to provide local residents with jobs and a greater diversity of quality goods and services. EZ funds are also directed to provide entrepreneurs with greater access to capital. UMEZ focuses on:

- Making catalytic investments in large-scale commercial real estate projects by providing bond financing and loans to large-scale projects that generate a significant number of jobs for Upper Manhattan residents and bring much-needed goods and services to Upper Manhattan.
- Assisting entrepreneurs by providing access to low-interest loans for small businesses that are expanding but not traditionally bankable, yet have strong cash flows and demonstrated ability to pay debt service.
- Investing in the cultural industry and promoting tourism by providing technical assistance grants for organizational capacity-building and capital grants for expansion projects in support of emerging and mature arts and cultural organizations.

UMEZ is a key institutional partner in supporting the City's efforts to restore and enhance the historic importance of Harlem as the center of African-American culture and entertainment. For the last five years, the City worked with the community to develop a balanced rezoning framework for strengthening the 125<sup>th</sup> Street corridor as a regional business district and premier arts, entertainment, and cultural destination, while providing affordable housing for local residents. The rezoning is integrated with a strategy designed to encourage more retail and entertainment uses, and to support the creation and expansion of signature cultural and entertainment destinations. To help spur retail development in Harlem, UMEZ has offered no interest, forgivable loans to qualified small businesses through 2009 as an incentive for them to relocate or expand their businesses intersecting at 125<sup>th</sup> Street.

UMEZ has continued to support small businesses through the Business Resource and Investment Service Center (BRISC), which provides access to capital for small businesses, and targeted investments in organizations that provide training and assistance to small businesses and entrepreneurs in Upper Manhattan.

The NYEZ approved a \$1.5 million loan and \$510,352 grant for BRISC. Established first in 1996 and re-established in 2004, BRISC offers \$50,000 to \$250,000 accommodative loans and administers technical assistance resources to unbankable small businesses in the EZ. Since 2004, BRISC has approved 18 loans totaling \$3.13 million, with another six totaling \$1.1 million in the pipeline.

Bronx Overall Economic Development Corporation (BOEDC)

BOEDC maintains its commitment to supporting small business development and promoting environmentally sustainable industries, while also developing new initiatives to provide funding and technical assistance for nonprofit organizations.

In CFY 2010, BOEDC initiatives will include the following:

- Promoting sustainability by providing grants and low-interest loans to businesses to use energy-efficient equipment, solar panels, and other environmental enhancements that will also help reduce operating costs.
- Providing access to low-interest loans for small businesses that are expanding but not traditionally bankable, yet have strong cash flows and demonstrated ability to pay debt service.
- Catalyzing industrial growth in Hunts Point by providing low-interest loans to support capital projects by food-related businesses.

### NYC BUSINESS SOLUTIONS

NYC Business Solutions is a suite of services from the NYC Department of Small Business Services (SBS) that provides small businesses with a range of assistance including access to financing and business planning, incentives and contracting opportunities, navigating government, and assistance finding qualified employees. CD-funded staff develops a curriculum of business training courses for delivery at six NYC Business Solutions Centers, oversees the operation of two vendor markets, and provides direct business counseling at the Customer Service Center and through outreach conducted by the Business Outreach Team.

#### Curriculum Development

Free training in business planning and computer applications is provided to micro-entrepreneurs and small business owners at the NYC Business Solutions Centers citywide, with the goal of providing them with the skills they need to effectively plan, manage, and expand their business. SBS staff supports the development of effective curricula to meet the business owner's needs, manages consultants who conduct classes, and works with NYC Business Solutions Center staff to market and promote the classes. Classes are currently offered in English, Mandarin, and Cantonese.

#### Vendor Markets

NYC Business Solutions provides, at nominal cost, spaces to former street vendors in which they can conduct business legitimately and transition on as entrepreneurs. The program currently sanctions the operation of the Flatbush-Catton Market in Brooklyn.

#### Direct Business Counseling

NYC Business Solutions provides direct business counseling and technical assistance in person at one of six NYC Business Solutions Centers, on the phone via its Customer Service Center, or on-site by its Business Outreach Team. The Business Outreach Team will assist businesses in low- and moderate-income target areas in Queens and Manhattan. Clients may access a range of services including business plan development, financing assistance, legal guidance, workforce development services, and government licensing. NYC Business Solutions staff is able to provide individuals with access to services in English, Spanish, Mandarin, Cantonese, Italian, French, Haitian Creole, Hindi, Urdu, Nepalese, and Tamil.

## SERVICE PROGRAMS

### *SANITATION SERVICES*

#### NEIGHBORHOOD VACANT LOT CLEAN-UP PROGRAM

The Department of Sanitation (DSNY) cleans vacant lots and the surrounding premises of City-owned, abandoned buildings that are littered with garbage, debris, and bulk refuse to meet the City's Health Code standards. CD funds pay for those cleanings that are performed in CD-eligible areas. Monthly cleaning schedules are keyed to community boards and based on the following priorities: health emergencies, preparatory cleaning for other CD-funded lot-related programs, and community board requests.

The program also conducts tire removal operations. In addition to removing a blighting influence, tire removal assists in the effort to battle the West Nile Virus as mosquitoes often breed in water that collects in discarded tires. Tires and metal are recycled to private vendors with a stipulation that they are to be reincorporated as a substitute for goods made from virgin materials.

The Lot Inspection Unit investigates all requests for lot cleaning services, including 311 requests. Lot Inspectors prepare work orders, eliminate duplicate requests, and, where appropriate, refer nonlot-related conditions to the proper agency for corrective action.

The operational procedure of the recovery of top soil is in compliance with the Department of Environmental Conservation's regulations, which monitors soil being transferred from one property to another. Bulk items such as refrigerators, washing machines, stoves, etc., are diverted to source separation/recycling sites rather than to landfills.

During the final quarter of 2008, the Lot Cleaning Division began a new initiative that captures "Diversions". In addition to cleaning vacant lots, crews service other dump out conditions on streets and sidewalks and uncut/unpaved streets, etc. These incidents are identified as being in CD or non- CD areas and recorded accordingly.

CD funds also provide private security for the Neighborhood Vacant Lot Clean-Up Program's operations, for mechanics to repair the program's equipment, and for waste disposal costs for debris removal from CD-eligible areas.

During periods deemed as snow emergencies by the City, CD resources may be re-directed to snow clearing duties. Personnel and equipment will be utilized in CD-eligible areas. Snow clearing work may involve opening streets in the service district to allow for the passage of ambulances, police, and fire vehicles; fuel oil deliveries; food delivery vehicles; public transportation; school buses; and other emergency personnel (non-Sanitation Department) to make emergency repairs to infrastructure such as water mains, sewers, and residential buildings. Personnel and equipment may also be assigned to pedestrian and public safety needs such as the salting and clearing of crosswalks, step streets, bus stops, and fire hydrant areas. When a trash collection backlog develops as a result of a snow emergency, personnel will be used for emergency trash removal for as long as the emergency condition exists. All work will be closely monitored to ensure that lot cleaning resources are used in program areas. A return to lot cleaning duties will be ordered as soon as possible when meaningful and productive work can be accomplished on those properties.

The Neighborhood Vacant Lot Clean-up Program operates in Environmental Target Areas in all five boroughs. Program income is generated from payments by private lot-owners for the cost of lot cleaning services and from interest (fees charged for late payments).

### *PARKS & RECREATION SERVICES*

#### PROSPECT PARK SPECIAL ADMINISTRATOR'S OFFICE

The Prospect Park Special Administrator's Office provides the following services for the Park, which serves the borough of Brooklyn:

- Coordination of conservation and recreation activities;
- Coordination of educational programs;
- Coordination and implementation of volunteer programs;
- Coordination and implementation of special projects and events;
- Administrative and liaison functions with the nonprofit Prospect Park Alliance;
- Public relations and community outreach;
- Coordination of capital planning and investments; and
- Delivery of services to ensure park security and upgrading.

Funds may also be used to purchase equipment when available.

The Prospect Park Audubon Center in the Boathouse has developed a year-round curriculum of urban environmental education programs open to academic groups and the general public. The Center combines exhibits, nature trails, and citizen science projects to meet the varying instructional levels required for educators, students, Parks' employees, and the public.

The Lefferts Historic House interprets everyday life in the farming village of Flatbush as Dutch, African, and Native American children experienced it early in the Nineteenth Century. Through the development of an Exhibit Master Plan, Lefferts offers the most effective interpretation of the House for Brooklyn's children and families through a series of seasonal special events that highlights the traditions of the period and the people.

The Prospect Park Alliance has taken over management of the Prospect Park Parade Ground. With its restored fields, it is a sports center for Brooklyn youth. The Prospect Park Tennis Center's Junior Development program serves the diverse population within Brooklyn communities, including many underserved youth that participate on a scholarship basis. In addition, the Youth Council, based at Bowling Green Cottage at the Parade Ground, participates in a leadership program that includes training in a variety of skills.

A federally-funded user study of Prospect Park indicated the majority of park visitors come from CD-eligible Brooklyn census tracts.

#### VAN CORTLANDT/PELHAM BAY PARKS SPECIAL ADMINISTRATORS' OFFICES

The Van Cortlandt/Pelham Bay Parks Administrators' Offices provides services for two major parks serving low- and moderate-income residents of the Bronx. The Pelham Bay Administrator is covered by Tax Levy funds and the Van Cortlandt Administrator is CD-funded. However, the two administrators collaborate closely and substitute for each other in the absence of one, to the benefit of both parks. The CD-funded Natural Areas Manager is solely dedicated to Pelham Bay Park, while a forest restoration team funded by the Department of Environmental Protection is meeting Van Cortlandt's naturalist needs. Each park also has a CD-funded position dedicated to the area of special events. The remaining staff supports the efforts of both parks through community outreach, wildlife

management, and clerical assistance. The two administrators jointly supervise the office, which offers the following services:

- Coordination of conservation and recreation activities;
- Coordination and implementation of special projects and events;
- Coordination of public programs;
- Coordination and implementation of volunteer programs;
- Administrative and liaison functions with the Van Cortlandt Park Conservancy, the Friends of Van Cortlandt Park, Friends of Pelham Bay Park, and other community and user groups;
- Public relations and community outreach;
- Coordination of capital planning; and
- Delivery of services to ensure park security.

Funds may also be used to purchase equipment when available.

A federally-funded user study of Van Cortlandt and Pelham Bay Parks indicated the majority of visitors to the Parks come from CD-eligible Bronx census tracts. Van Cortlandt Park is adjacent to the Kingsbridge, Norwood, and Woodlawn communities; Pelham Bay Park is adjacent to the neighborhoods of Co-op City, Pelham Bay, and City Island. Both parks are easily accessible by public transportation.

MINIPOOLS

The New York City Department of Parks and Recreation’s Minipool Program offers safe swimming opportunities for children ages 6 to 11, as well as for toddlers accompanied by an adult. CD funds are used to pay for seasonal lifeguards, Parks Enforcement security personnel, and the staff that operate the filtration systems to maintain water quality and perform custodial services. The 11 CD funded Minipools are operated during the summer months and are located near New York City Housing Authority projects. These sites are:

<u>Sites</u>	<u>Locations</u>	<u>Adjacent NYCHA Sites</u>
<u>Bronx</u>		
174th Street Playground	E. 174th St & Bronx River Ave	Bronx River Houses
<u>Brooklyn</u>		
Glenwood Playground	Farragut Road and Ralph Avenue	Glenwood Houses
Jesse Owens Playground	Stuyvesant Av and Lafayette Ave.	Roosevelt Houses, Stuyvesant Gardens Houses
Parham Playground	Dekalb Ave and Clermont Ave	Walt Whitman Houses, Raymond Ingersoll Houses
<u>Manhattan</u>		
Lincoln Playground	E. 135th St and Fifth Ave	Abraham Lincoln Houses, Jackie Robinson Houses
F. Douglass Playground	W. 102nd St & Amsterdam	Frederick Douglass Houses
Tompkins Square Park East	10th Street and Avenue A	Jacob Riis Houses, Lower East Side Houses, Lillian Wald Houses, Samuel Gompers Houses, Baruch Houses

Queens

Astoria Heights Playground 30<sup>th</sup> Rd and 46<sup>th</sup> St Woodside Houses

Staten Island

Douglas MacArthur Park Jefferson St and Dongan Hills Ave Berry Houses  
 Grandview Playground Grandview Ave and Continental Pl Mariner’s Harbor Houses  
 Stapleton Playground Tompkins Av, Hill St and Broad St Stapleton Houses

GREENTHUMB

Established in 1978, GreenThumb remains the nation’s largest urban gardening program, assisting 600 neighborhood groups in the creation and maintenance of community gardens aimed at increasing civic participation and encouraging neighborhood revitalization. GreenThumb was initiated in response to the City’s severe financial crisis during the 1970’s, which resulted in a serious loss of population and housing in neighborhoods throughout the five boroughs. A tremendous amount of public and private land was left vacant, adding an unattractive and unsafe element to these devastated communities. GreenThumb’s assistance helped neighborhood volunteers transform derelict land into active and attractive community resources.

Administered by the Department of Parks and Recreation, GreenThumb provides materials and technical support and manages the license applications for all community garden properties located on City land. Most of these properties are under the jurisdiction of the Department of Parks and Recreation, the Department of Housing Preservation and Development, and the Department of Education.

GreenThumb primarily serves communities through its technical support, general warehouse distribution, seasonal workshops, and distribution of specialty supplies. GreenThumb offers material assistance only to those groups gardening in Community Development-eligible census tracts. This year, GreenThumb continues to focus resources and staff on making capital improvements to permanent Parks garden sites. GreenThumb is replacing poor garden fences and broken sidewalks to the extent funds are available. The goal is to complete all major garden renovations by the end of 2010. This helps to ensure that community gardens remain safe spaces for the community and limits city lawsuit exposure.

GreenThumb annually sponsors its Spring GrowTogether conference with over 70 garden workshops that attract approximately 1,500 city gardeners. In the fall, GreenThumb hosts its annual September Harvest Fair where gardeners show off their summer bounty and compete for blue ribbons in 30 vegetable, flower, and herb categories. GreenThumb links the distribution of all materials to educational workshops that are developed in partnership with gardeners and other greening organizations. All workshops are designed to enhance gardeners’ horticultural, construction, and community development expertise, thus increasing the sustainability of their gardens and communities. In CFY 2010, GreenThumb expects to offer approximately 50 educational workshops and events that will serve approximately 5,000 participants. As part of its educational programming, GreenThumb maintains an informational website, [www.GreenThumbnyc.org](http://www.GreenThumbnyc.org).

The majority of GreenThumb garden communities are located in community districts that request and receive federal financial support for a combination of affordable housing, business development, and open space projects. As a result, active garden sites create a stable force in the community and serve as anchors for area re-development initiatives.

GreenThumb gardeners are interested in public safety, environmental quality, housing, and educational opportunities in their communities. The gardeners either live or work near the garden and many are schoolteachers, students, retirees, local business owners, artists, and/or active community residents. GreenThumb gardens are managed by community and block associations that are interested in improving their neighborhood through a complement of open space, affordable housing, and economic development opportunities.

After 30 years, GreenThumb is a success in responding to a crisis and making a positive contribution in the City's neighborhoods and in the lives of people that live and work there. Over 80% of GreenThumb's current inventory is comprised of permanent community garden resources in New York City. GreenThumb gardens have a track record of community involvement and accomplishment. Registered GreenThumb gardens offer consistent public programming aimed at improving the quality of life for residents of all ages.

### *CRIMINAL JUSTICE & LEGAL SERVICES*

#### SAFE HORIZON

Safe Horizon is a nonprofit organization that provides a continuum of services to New York City crime victims, witnesses, and their families in order to reduce the psychological, physical, and financial hardships associated with victimization. The mission of Safe Horizon is to provide support, prevent violence, and promote justice for victims of crime and abuse, their families, and communities. Safe Horizon offers support and concrete services through its 24-hour Crime Victims Hotline, Domestic Violence Hotline, borough-based community programs in all five boroughs, family and criminal courts, shelters, schools, and police precincts and police service areas throughout the City. Services include: safety assessment and risk management; crisis intervention; advocacy; information and referral; individual, family, and group counseling; document replacement; emergency lock repair; assistance in applying for Crime Victim Board Compensation for uninsured medical care, lost income, and funeral expenses; assistance with obtaining an order of protection; restitution; mediation; transportation for the elderly, disabled, and intimidated victims and witnesses; reception centers; and day-care for children at court. CD-funded services are targeted to low- and moderate-income persons.

Safe Horizon's headquarters is located at 2 Lafayette Street in Manhattan. The Criminal Justice Coordinator's Office provides administrative oversight for the program. The CD-funded office locations are:

#### Brooklyn Criminal Court

Children's Center 120 Schermerhorn Street, 8<sup>th</sup> Floor  
Restitution 120 Schermerhorn Street, 8<sup>th</sup> Floor  
Reception Center 120 Schermerhorn Street, 6<sup>th</sup> Floor  
Complaint Room 350 Jay Street, 20<sup>th</sup> Floor  
Family Justice Center 350 Jay Street, 15<sup>th</sup> Floor  
Felony Domestic Violence Unit 350 Jay Street, 15<sup>th</sup> Floor

#### Bronx Criminal Court

Restitution 215 East 161<sup>st</sup> Street, Room 3-34 D  
Complaint Room 215 East 161<sup>st</sup> Street, Room 3-34  
Reception Center 215 East 161<sup>st</sup> Street, Room M-1

#### Bronx Family Court

Reception Center 900 Sheridan Avenue, Room 6E-38



Children's Center 900 Sheridan Avenue, Room 7-90

Brooklyn Family Court  
Reception Center 330 Jay Street, 12<sup>th</sup> Floor  
Children's Center 330 Jay Street, 1<sup>st</sup> Floor

Domestic Violence Prevention Program (DVPP) Precincts  
Staten Island:  
120<sup>th</sup> Precinct 78 Richmond Terrace

Hotlines  
Domestic Violence Hotline (800) 621-HOPE (4673)  
Crime Victims Hotline (866) 689-HELP (4357)

#### ELDERLY SAFE-AT-HOME PROGRAM

The Elderly Safe-At-Home Program provides services to residents in a cluster of New York City Housing Authority housing developments in the South Bronx with concentrations of elderly residents. The program uses trained paraprofessionals to assist the elderly in a variety of ways. A Supervisor I (SW) provides on-going supervision for the program.

The staff provides crime prevention education; crisis intervention; assistance with benefits and entitlements; referral for transportation services; meals-on-wheels and homecare; and escort to medical facilities, banks, and light emergency shopping. Resident volunteers augment staff support by monitoring the seniors' well being and engaging and assisting other residents in getting involved in community and program-related activities, thus enhancing their safety and viability.

The program sites are as follows:

- McKinley Houses - 731 East 161<sup>st</sup> Street (Provides services to residents of the McKinley and Forest Houses)
  
- Butler Houses - 1408 Webster Avenue (Provides services to residents of the Morris, Butler, and Webster/Morrisania Houses)
  
- Jackson Houses - 799 Courtlandt Avenue (Provides services to the Jackson and Courtlandt Houses)

#### COMMISSION ON HUMAN RIGHTS LAW ENFORCEMENT PROGRAM

The Law Enforcement Bureau of the New York City Commission on Human Rights is responsible for the enforcement of the City Human Rights Law prohibiting discrimination in employment, housing, and public accommodations on the basis of race; color; creed; age; national origin; alienage or citizenship status; gender; sexual orientation; disability; marital status; partnership status; status as a victim of domestic violence; whether children are, may be, or would be residing with a person; conviction or arrest record; lawful occupation; relationship or association; and retaliation. The Law Enforcement Bureau also enforces the law prohibiting bias-related harassment. In accordance with the mandate of the Human Rights Law, the Law Enforcement Bureau provides comprehensive services to members of the public. It addresses their complaints of discrimination through a process that includes intake, investigation, mediation, prosecution, and monitoring. The goal of this multifaceted enforcement mechanism is to vindicate the rights of those complainants who have been victimized by unlawful discrimination and to prevent unlawful discrimination from playing any role in actions relating to employment, housing, and public accommodations.

*HEALTH CARE & SOCIAL SERVICES*

HOUSING AUTHORITY SENIOR RESIDENT ADVISOR PROGRAM

The Housing Authority operates a program through which trained paraprofessionals, called Senior Resident Advisors (SRAs), work in housing developments that are exclusively for elderly and disabled tenants. The Advisors provide 24-hour care at selected live-in sites and 9 a.m. to 5 p.m. coverage at non-live-in sites. The SRAs are available to intervene in crisis situations and provide case management according to the plan devised by the program’s Social Work Supervisor.

Advisors are assisted by a network of trained tenant volunteers, each of whom maintain daily contact with all elderly tenants on their floor. This continuity of care and support prolongs a senior citizen’s period of independent living, eliminates costly institutionalization, and relieves housing managers of the demanding job of meeting the greater needs of the housing project’s elderly population. SRAs have also been an excellent resource and valuable support persons for senior residents who have increased levels of anxiety, fear, and vulnerability as a result of tragedies, such as the attack on the World Trade Center on September 11, 2001. The program operates in 22 NYCHA senior buildings. The following 12 are CD-funded.

<u>Site</u>	<u>Location</u>
<u>Bronx</u>	
Bronx River Addition	1350 Manor Avenue
Randall-Balcom	2705 Schley Avenue
West Tremont Avenue	228 West Tremont Avenue
<u>Brooklyn</u>	
Palmetto Gardens	85 Palmetto Street
<u>Manhattan</u>	
Bethune Gardens	1945 Amsterdam Avenue
Gaylord White	2029 Second Avenue
Harborview Terrace	530 West 55 <sup>th</sup> Street
LaGuardia Addition	282 Cherry Street
Max Meltzer Towers	94 East First Street
Sondra Thomas	102 West 91 <sup>st</sup> Street
<u>Queens</u>	
Conlon-Lihfe Towers	92-23 170 <sup>th</sup> Street
Shelton	89-09 162 <sup>nd</sup> Street

DAY CARE CENTER SERVICES

The Administration for Children’s Services’ (ACS) Division of Child Care and Head Start provides oversight to one of the largest municipal child care systems in the country. Approximately 105,000 children are provided child care services in different types of service settings. The most recent data for group center-based programs operated under contract with the City estimates 23,181 enrollees. CD funds will pay for approximately 393 day care slots in CFY 2010.

All subsidized programs affiliated with ACS' Division of Child Care are designed to ensure that quality services are provided to children. Individualized and group educational instruction, group play, trips, and special projects are a few of the activities offered. A parent advisory committee is an integral part of the program. Community participation is encouraged by the program staff and parents. The goal is to provide a safe learning environment for the delivery of group and family day care services that are designed to address the developmental, social, educational, and nutritional needs of children from ages 2 months to 12 years old.

The following sites will be funded with a combination of CD and non-CD funds:

<u>Site</u>	<u>Location</u>
New Life Child Development	295 Woodbine Street, Brooklyn
As the Twig is Bent	355 East 183 <sup>rd</sup> Street, Bronx
Rena Day Care Center	639 Edgecombe Avenue, Manhattan
Malcolm X Day Care Center	111-12 Northern Boulevard, Queens

### HOMELESS OUTREACH AND HOUSING PLACEMENT SERVICES

A contract with the New York City Department of Homeless Services, in collaboration with the New York City Department of Health and Mental Hygiene, allows Project Hospitality to provide homeless outreach and housing placement services to homeless, mentally ill persons who also may have substance use/dependence problems and occupy the Staten Island Ferry Terminal or other locations throughout Staten Island. The primary goal of the Homeless Outreach and Housing Placement Services Program is to move mentally ill homeless and dually diagnosed clients out of the Ferry Terminal and off the streets into transitional or permanent housing settings. This represents a difference from the outreach approaches of past years, which focused on treatment and housing preparedness. This program now focuses on providing housing accompanied by wrap-around treatment and support services. The program is designed to respond effectively to the psychiatric and substance abuse issues that impair a person's ability to secure housing by arranging housing and treatment services fairly concurrently. If homeless persons need to come indoors to the drop-in center or safe haven first, they are able to receive a full complement of case management, treatment, and support services.

Homeless Outreach and Housing Placement Workers approach, engage, and try to intensively work with homeless people to move them out of the Staten Island Ferry Terminal or off of the streets. Outreach workers engage and counsel such persons, perform assessments, and refer homeless persons to a variety of services to address their most immediate needs. They organize such emergency services as medical detoxification, psychiatric evaluation, bed respite, and emergency health care.

The goal of this model is to reduce the number of homeless persons who live in places not meant for human habitation, in and around the Staten Island Ferry Terminal and throughout the borough of Staten Island, and to expeditiously place them in transitional settings or permanent housing.

### BEACON SCHOOL PROGRAM

The Beacon School Program provides comprehensive services to youth and community residents. Services are provided along major core service areas that include: Academic Enhancement, Life Skills, Career Awareness/School-to-Work Transition, Civic Engagement/Community Building, Recreation/Health and Fitness, and Culture/Art. The core areas are delivered through three distinct activities: structured, drop-in, and community events. Typical program activities include homework help, tutoring, literacy programming, arts and crafts courses, and leadership development opportunities such as the Youth Council. Beacons operate services for youth and community residents year round. All Beacons are required to operate a minimum of 42 hours a week over 6 days, in the afternoons and

evenings, on weekends, school holidays, and during school recess. During the summer, Beacons operate for a minimum of 50 hours per week, Monday through Friday. All Beacons have an Advisory Council consisting of community residents, principals, local police officers, and program participants to foster and enhance communication among all stakeholders and improve community resources.

There are 80 operating Beacon programs located throughout the City. CD funds support the following schools, which serve low- and moderate-income areas.

<u>School</u>	<u>Location</u>
<u>Bronx</u>	
I.S. 117 School of Performing Arts	1865 Morris Avenue 977 Fox Street
<u>Brooklyn</u>	
J.H.S. 50	183 South 3 <sup>rd</sup> Street
J.H.S. 218	370 Fountain Avenue
I.S. 323	210 Chester Street
I.S. 271	1137 Herkimer Street
J.H.S. 291	231 Palmetto Street
J.H.S. 296	125 Covert Street
J.H.S. 126	424 Leonard Street
Dr. Susan S. McKinney Secondary School of the Arts	101 Park Avenue
<u>Manhattan</u>	
M.S. 224	410 East 100 <sup>th</sup> Street
M.S. 328 4	01 West 164 <sup>th</sup> Street
<u>Queens</u>	
P.S. 43	160 Beach 29 <sup>th</sup> Street
I.S. 10	45-11 31 <sup>st</sup> Avenue

#### DHS HOMELESS FAMILIES SERVICES

The Department of Homeless Services (DHS) provides shelter and services to homeless families in its family shelter system. Families in need of assistance receive apartment style units, most of which contain private baths and kitchens. For those apartments that do not have kitchens, DHS provides food service. Services provided to families range from money management, consumer awareness, food management, housekeeping, housing search, transportation, educational planning, job skills, and child care, among others. In their time of crisis, families are placed in a stable environment and given services that are designed to move them toward independence.

Most of the families in the system have active public assistance cases under the Temporary Assistance for Needy Families program. However, DHS does not receive any reimbursement from the Federal government or New York State for the families that do not have active cases. DHS will use \$4 million in CD funds in CFY '10 for the families without active PA cases who will be in the citywide shelter system.

## *HOUSING SERVICES*

### MOPD HOUSING SERVICES

The Mayor's Office for People with Disabilities (MOPD) has responsibility for the administration of two CD-funded programs: Project Open House and Housing, Information, and Education. These are components of MOPD's Housing Services Unit.

#### Project Open House

Under the Project Open House contract, CD funds are used to remove architectural barriers from the homes of New York City residents who have mobility impairments. The extent of the work depends on the physical condition of the applicant and their particular needs. Projects include grab bar installations, main entry components (ramp, chair lift, and door), and kitchen and bathroom modifications. Project Open House affords program recipients greater independence through greater accessibility of their living environment.

The following criteria are used to determine grant recipients:

- Income eligibility under Section 8 income limits.
- Need for increased independence.

#### Housing, Information, and Education

This program seeks to increase opportunities for people with disabilities to obtain or retain accessible, affordable housing. It provides:

- Information and referrals relating to housing discrimination, fair housing laws, and barrier removal programs;
- Technical and legal guidance relating to the design and construction of accessible, affordable housing;
- Technical training, including statutory and regulatory compliance, regarding barrier removal targeted to (but not limited to) housing real estate brokers, landlords, co-op boards, condominium associations, small neighborhood businesses, developers, architects, and engineers;
- Housing referrals to disability advocacy and service organizations that operate housing locator programs and maintain a list of accessible affordable housing; and
- Outreach to architects, builders, and community groups.

### ELDERLY MINOR HOME REPAIR PROGRAM

In recent years, abandonment of privately-owned homes by senior citizens has become a serious concern. Such abandonment has a negative impact on individual citizens, neighborhoods, and the cost of local government services. The causes of senior citizen housing abandonment include the homeowner's lack of money to pay for needed repairs and maintenance, their physical inability to handle the maintenance needs of their property, and the lack of information on available resources and services for home maintenance. As the demographic profile of New York continues to age, and as senior homeowners themselves experience declining health, this social problem will require increasing attention and action. As homes fall into ill-repair, often leading to abandonment, there are substantial public costs as the City deals with increasingly deteriorated neighborhoods and increased social service

costs for displaced individuals. A cost effective approach is to provide senior citizens with the means to maintain their homes, thereby preserving neighborhoods.

This program, administered by the New York Foundation for Senior Citizens, attempts to address many of the conditions that lead to home abandonment. Some of the services that are included are minor home repairs and outreach and coordination with other agencies handling senior citizen problems. The program is available on a citywide basis to persons 60 or older who are at or below the Section 8 income limits.

Household income is defined as: benefits of Social Security, Supplemental Security Income (SSI), pension, employment, rental income, declared interest/dividend income, and contributions from family on a regular basis. Clients must submit photocopies of income and homeownership records (tax bill, mortgage bill, or copy of deed). Condo and co-op clients must have their board's permission for work to be done.

The Elderly Minor Home Repair Program is publicized with the assistance of the Department for the Aging, senior citizens centers, elected officials, and through the use of local newspapers. In addition, flyers are posted in libraries, post offices, and barbershops/beauty salons. Presentations are also given at senior centers, clubs, retiree groups, etc.

#### NARCOTICS CONTROL PROGRAM

The CD-funded Narcotics Control Unit (NCU) identifies and develops information based on field investigations as well as interviews with tenants, property managers, and other informants. This information is corroborated to the greatest degree possible, and then shared by NCU with the NYPD Narcotics Division. Evidence in the form of arrests and related documentation forms the basis of eviction cases against drug dealers. NCU provides property owners and their attorneys with detailed referrals upon which the drug-related eviction cases can be commenced. These are the initial steps taken by NCU at privately-owned buildings and City-owned buildings where drug dealing operations are conducted. Building-wide strategies to root out entire drug operations are routinely developed.

NCU also works regularly with other CD-funded programs at HPD such as the Division of Neighborhood Preservation's Neighborhood Preservation Offices; the Divisions of Code Enforcement, Maintenance, and Lead Abatement; and the 7A Program. Almost 75% of NCU's workload of 650 residential buildings annually comes from other housing programs at HPD. Most of the other referrals come from the NYPD, and the remaining ones come from "311" and HPD's website.

## EDUCATION PROGRAMS

### NEIGHBORHOOD HUMAN RIGHTS PROGRAM

The Community Relations Bureau of the New York City Commission on Human Rights administers the Neighborhood Human Rights Program (NHRP). The Program's goals are to encourage positive inter-group relations among residents of diverse racial, ethnic, and religious backgrounds through community-based activities and reduce discrimination through education, advocacy, and law enforcement. NHRP is implemented citywide through Community Service Centers in all five boroughs.

Staff from the five Community Service Centers operates several projects in school and community settings reflecting the Commission's larger mandate.

- The School Program is available to grades 6-12 and offers classes such as "NYC Human Rights Law", "Sexual Harassment", and "Resolving Conflict". The program also includes presentations for schools and youth organizations. Additionally, Peer Mediation Trainings (8-10-weeks in duration) are available for students at selected middle and high schools throughout the City to establish programs in schools and certify students to serve as peer mediators. These programs reduce conflicts between fellow students before they escalate.
- Immigrant Rights offers workshops to alert immigrant workers, employers, and advocacy organizations to the employment protections provided under the NYC Human Rights Law and relevant federal laws. The immigrant rights curriculum has been tailored for English for Speakers of Other Languages (ESOL) classes and includes a workbook for ESOL teachers and students.
- Project Equal Access educates the disabled community, senior citizens, and others about city, state, and federal laws providing for accessibility in housing and public accommodations. The project also offers advocacy and resolution (structural modifications, policy changes) in individual cases.
- Mortgage Foreclosure Counseling deters discrimination in housing, supports neighborhood stabilization, and detects predatory lending practices through counseling those in danger of defaulting on their mortgages. Groups that are vulnerable to discriminatory lending practices – notably immigrants, African-Americans, and older people – are targeted for education and counseling by Commission field offices. The Commission is a HUD-certified housing counseling agency.

These programs provide expansive community education and link community relations with the Commission's law enforcement functions. The Center's staff also addresses situations of community unrest by assisting groups with leadership development, mediation, and conflict resolution.

The Neighborhood Human Rights Program includes the following broad areas:

#### A. Community Education

- Presentations on the protections against discrimination in employment, housing, and public accommodations to raise awareness of legal rights, increase civic involvement, and help the people in these communities become better connected. As an outgrowth of its 50<sup>th</sup> Anniversary celebration, the Commission developed an annual Civil Rights Public Lecture Series that features prominent thinkers in the areas of civil rights and intergroup relations. The series marked its fourth year in April, 2009.
- School and youth-based programs, including workshops in school classes and peer mediation training for middle and high school students.

- Training for merchants, landlords, consumers, and community leaders on the Human Rights Law.
- Inter-group and community-based activities.

B. Fair Housing - Through the major project areas of equal access and services and fair lending, fair housing activities reduce discriminatory real estate practices.

- Educating the disabled community and senior citizens about their rights to accessible housing and public accommodations, and advocating, in specific cases, through pre-complaint intervention.
- Informing homeowners and prospective buyers about predatory and discriminatory lending practices and providing foreclosure-prevention counseling for homeowners in danger of losing their homes. As a certified Housing Counseling Agency, this includes providing housing and mortgage foreclosure counseling for clients referred by lenders and HUD.
- Educating housing providers (i.e., real estate agents and landlords) and consumers (i.e., tenants at Housing Court and prospective renters or homeowners) on the fair housing laws.
- Cooperating with the Commission's Law Enforcement Bureau in housing investigations to determine the extent of discriminatory real estate practices, including testing of illegal rental and sales practices.

C. Public Outreach - Public outreach is the public face of the Commission and is a part of all programmatic efforts. Outreach efforts consist of locating appropriate audience venues, forming partnerships with relevant community organizations, distributing informational materials summarizing the protections under the Human Rights Law, and publicizing the services of the Commission and its Community Service Centers. The materials include newsletters, infocards, annual reports, resource guides, booklets, brochures, and other multilingual materials. Most of these materials are made available on the Commission's website.

D. Bias Prevention and Response - The Neighborhood Human Rights Program addresses intergroup tensions through mediation and conflict resolution, community-based activities that bring people together, and community leadership development. Anti-bias activities are emphasized in neighborhoods with diverse or shifting populations and new immigrants who face isolation and bias. Staff members conduct community mediation and conflict resolution and provide organizing assistance to block, community, business, religious, and neighborhood/tenant associations and groups.

E. Planning - Planning and research activities support the various project areas in the Neighborhood Human Rights Program through:

- Neighborhood- and/or group-specific projects, such as surveys of each borough to locate housing stock or businesses inaccessible to wheelchair users;
- Collaborative research projects, such as a study of the relationship between incarceration, race, and employment discrimination with Princeton University and a study of the expanded role of Human Rights Commissions with Harvard University;
- Publication of research findings, including making current and archival reports available on DVD;
- Public hearings; and



- Grant writing.

The Community Relations Bureau is based at the Commission's central office at 40 Rector Street, Manhattan. Community Service Centers are located at the following addresses:

<u>Office</u>	<u>Location</u>
Bronx	1932 Arthur Avenue
Brooklyn	275 Livingston Street
Manhattan	40 Rector Street
Queens	153-01 Jamaica Avenue
Staten Island	60 Bay Street

#### BUILDING MAINTENANCE FOR YOUTH TRAINING PROGRAM

CD funds an initiative that targets low- and moderate-income youth between the ages of 17 and 25, providing participants with basic building management, maintenance, and construction skills. HPD's Building Maintenance for Youth Training Program builds upon proven training programs already in place in Housing Education Services.

The training program, an intensive 8-week course, consists of 22 theory classes and 8 hands-on sessions. The 22 theory classes cover human relations, math skills, measuring and reading blueprints, sanitation and recycling, pest control, building security, NYC's Housing Maintenance Code, Lead-Safe Work Practices, general repair techniques, electrical systems, plumbing systems, heating systems, and janitorial responsibilities. In addition, there are components on resume writing and job interviewing skills. Hands-on classes cover: framing, sheet rocking, plumbing installation and repair, electrical wiring and repair, floor and wall tiling, boiler maintenance, and janitorial techniques. Participants who successfully complete this course are certified as Assistant Superintendents in accordance with the New York City Housing Maintenance Code (Section 27- 2055). These certificates may be used as documentation for future employment searches. In addition to the above-mentioned subjects, participants receive a 10-hour OSHA course on safety in the workplace and a 6-hour course on fire safety.

Participants graduating with a 90 or better average and who possess a high school diploma or GED are provided access to EPA Lead Abatement Worker classes, leading to EPA certification as Lead Abatement Workers. With changes in both federal and city lead laws, there is a demand for individuals with this certification.

#### ADULT LITERACY PROGRAM

Through the New York City Adult Literacy Initiative (NYCALI), five City agencies provide basic adult educational services, such as Adult Basic Education and English for Speakers of Other Languages, throughout the five boroughs. Because limited funding has traditionally only allowed these programs to reach about 55,000 individuals per year, NYCALI has been exploring opportunities to reach more residents. Accordingly, CD funds are used to fund the following innovative services within the Department of Youth and Community Development (DYCD) aimed at finding a cost-effective means of significantly increasing the number of beneficiaries.

#### CUNY Television/Video Programming

In response to a large unmet need for English language instruction in the context of important City messages for and about immigrants, the Mayor's Office of Adult Education worked with the City University of New York (CUNY) to create the English as a Second Language Television (ESL TV)

Project. The ESL TV Project comprises a 9-episode series designed to be broadcast on public television. Each of the episodes presents information on how immigrant and low-income New Yorkers can access City services and other resources related to health, education, and other important needs. The show uses a format that is accessible to limited English speaking adults and helps them improve their English by modeling the language and communication skills needed to access services. To better serve New Yorkers who speak no English at all, the show was also dubbed into the most common languages spoken by immigrants in New York City.

Researching, writing, filming, and production of the series was completed in late 2008. The show has been tested in ESL classrooms throughout the City and in other community settings. Feedback from viewers and ESL teachers confirms that the ESL TV Project has achieved its goal of presenting important information that is relevant to low-income and immigrant New Yorkers in ways that support their English language learning.

The project includes a range of print and web materials, as well as DVDs for use in settings such as classrooms, community centers, and City agency sites. Viewers will be able to watch at home and use “self-study” materials, access content on-line, or visit one of a range of community sites hosting viewer groups facilitated by volunteer instructors. It is anticipated that, through the use of the televised series and the ancillary materials, the tens of thousands of adults in New York City who are underserved through current classroom ESL programming will achieve greater English language proficiency and will have more knowledge of information important to their lives and those of their families. While the educational impact on these adults will not be as great as being in a formal ESL class with a trained professional instructor, it is anticipated that this low-cost hybrid approach of distance learning, web-based learning solutions, and volunteer-led discussion groups will reach many New Yorkers who are not being served in the current system.

#### Pilot Programs

CD funds are used to pay for contracts with Adult Basic Education (ABE) providers that offer literacy instruction and college transition support to individuals who were formerly incarcerated. Programs serving ex-offenders have demonstrated good educational outcomes and a remarkable success in substantially reducing rates of re-arrest and re-incarceration. The reduction in criminal recidivism has a dramatic impact on the lives of participants, their families, and the communities where they live. The pilot programs will use a variety of teaching methods, including hands-on and contextualized learning modalities, as well as mentoring and peer counseling. All pilot programs will offer career counseling and supportive services to help support their students’ overall success.

It is anticipated that the pilot programs will serve approximately 500 formerly incarcerated individuals per year, assisting them to improve their literacy skills, find jobs, and get into college.

#### Classroom Programming

CD funds are used to pay for contracts with Adult Basic Education (ABE) providers that offer literacy instruction in a classroom setting.

CD funds also pay for a position within DYCD that oversees both the Adult Literacy Program and the Beacon Schools Program. This position is charged under CD Administration.

## **LANDMARKS PRESERVATION AND CULTURAL AFFAIRS PROGRAMS**

### LANDMARKS HISTORIC PRESERVATION GRANT PROGRAM

The Historic Preservation Grant Program provides financial assistance to rehabilitate, preserve, and restore publicly-, privately- or nonprofit-owned or -leased historic properties and sites that are designated or calendared individual New York City landmarks, within designated New York City historic districts, or listed on or eligible for listing on the National Register of Historic Places. To qualify for an interior restoration grant, the building's interior must be designated.

Eligible properties cannot have unpaid real estate taxes, water/sewer charges, or un-rescinded notices of violation issued by the Landmarks Preservation Commission or the Department of Buildings.

#### Homeowners Grants

This component provides grants to homeowners who reside in their buildings, or whose buildings are occupied by low- to moderate-income individuals. The grants are intended to assist homeowners in repairing and restoring the facades of their buildings. Homeowners are eligible to receive historic preservation grants if they meet one of the following criteria:

- Their income, or the incomes of at least 51% of their tenants, does not exceed Section 8 low or moderate-income limits; or
- The condition of the façade of their home is detrimental to the public's health and safety. Such conditions address HUD eligibility criteria for activities that aid in the prevention or elimination of slums and blight on a spot basis. Homeowners' incomes under this category may not exceed the Area Median Income. In addition, depending on the level of their income, homeowners must contribute at least 25%, 37.5%, or 50% of the value of the LPC grant towards the cost of their project. This contribution may be from owner equity, loan proceeds, or other grants.

#### Nonprofit Grants

This component provides historic preservation grants to nonprofit organizations organized under Section 501(c)(3) of the Internal Revenue Code.

Subject to certain restrictions set forth in the CD regulations, nonprofit organizations that own or have a long-term lease on their designated buildings are eligible to receive historic preservation grants if they meet one of the following criteria:

- They serve a low- and moderate-income area that is deemed to be CD-eligible; or
- Their buildings require work to eliminate specific conditions detrimental to public health and safety. Organizations that do not serve low- and moderate-income areas must contribute at least 50% of the value of the LPC grant towards the cost of their project. Both homeowner and nonprofit applicants are identified through general LPC outreach and publications, direct mailings, and through staff presentations to block and neighborhood associations. CD also funds staff to administer the program, which is charged to Administration.

### COMMUNITY ARTS DEVELOPMENT PROGRAM (CADP)

Cultural organizations play a vital role in creating and maintaining healthy, vibrant communities. This is particularly true when revitalizing low-income, underserved neighborhoods. As communities go through significant physical changes, cultural organizations often take on renovations as well. When managed well, the physical changes can introduce a positive impact on the institution and its

community. However, some groups are not ready to meet the operational and financial demands of project planning and implementation, or, perhaps more importantly, the challenges of organizational sustainability.

As a result, DCA has created an initiative, *Building Sustainability*, to increase the effectiveness of cultural organizations undergoing a capital project and to prepare them for the challenges ahead. The initiative takes the position that investment in leadership and planning capacities, timed early in the capital process, can have positive long-term results. Once these core capacities are in place, groups are better equipped to address programmatic, management, and financial issues, as well as function as a stable and vital presence in their communities.

It is anticipated that 8-12 groups will receive grants for an intensive capacity-building project that involves working with a management consultant over a 6-12 month period. Selected groups may choose to focus on board development, strategic planning, or business planning depending on the organization's priority needs. Working individually with each grantee CADP staff will develop a customized scope of services and then bid out each project to qualified arts management consultants. New projects should begin mid-summer. Additionally, participants convene for complementary workshops and peer exchanges throughout the 18-month initiative to share experiences and knowledge as well as explore group identified issues pertaining to their capacity building experiences.

In order to be eligible for assistance, an organization must serve a primarily low- and moderate-income community and have

- a mission and programs that substantially focus on the arts and cultural activities;
- an allocation in the City's five-year capital budget; and
- an operating budget of \$1 million or less in one of the last two completed fiscal years.

By helping organizations improve their own capabilities, the City can affect the productivity of more than its own resources. The value created extends beyond the impact of the technical assistance provided and raises the overall effectiveness of the organization, including the impact it has on its community. Groups emerge better prepared to meet the challenges of sustaining their organizations in the newly renovated facility.

For further information regarding *Building Sustainability*, please contact Perian Carson at [pcarson@culture.nyc.gov](mailto:pcarson@culture.nyc.gov).

Please note that no new small capital improvement grants will be distributed through this program. However, DCA staff will continue to monitor projects from prior years' grants that are currently underway or in the planning phase. CD funds two staff members at DCA (under Administration) that will oversee both components of the program.

## **PUBLIC FACILITIES & IMPROVEMENTS PROGRAMS**

### *OPEN SPACE PROGRAMS*

#### LAND RESTORATION PROGRAM

The Land Restoration Program (LRP) is administered by the NYC Department of Parks and Recreation (DPR). Established in 1982, the program's primary focus addresses New York City's problem of vacant lots within CD-eligible areas.

LRP adopts sites for treatment on a rolling basis as the result of strict inspection parameters and/or at the request of Borough Presidents, Community Boards, and City Council Members. LRP routinely targets sensitive areas near public housing, playgrounds, community centers, churches, and schools for inclusion on the "Target Site List" for vacant lot restoration and site improvements. The vacant lots are often polluted with drug paraphernalia, domestic litter, and industrial debris and frequently contain hazardous materials, rats, and severe vegetative overgrowth. Sites for improvement may additionally have structures to be demolished and removed. The LRP crew works with other City agencies including DOT, HPD, and DSNY to get sites cleaned and fenced. Sites are then graded, tilled, planted as needed with specialty mixes customized for the City, and put into a rotational maintenance plan or turned over to community groups for continued care. Sites are then revisited throughout the season for mowing, cleaning, or other improvements in order to prevent them from falling into disrepair again.

Lot treatment by LRP provides communities:

- Increased safety by removing tall weeds that are often used as cover for illegal activity;
- Decreased harborage for insects, rodents, and the associated diseases;
- Reduction in vacant lot or site health hazards;
- Reduction in the cost of re-cleaning or reclaiming treated sites; and
- Property that is attractive to residents and potential developers.

The site selection and improvement process begins in the fall with the review of requests from various groups, agencies, or individuals. Sites are inspected and compared against the CD-eligible census tract maps and the roster of City-owned property. Site lists are regularly updated through the season to ensure the program reaches the most communities possible. LRP routinely tries to find local community partners to help with site maintenance in between visits.

Due to the changing nature of New York City's vacant lot inventory, LRP has begun expanding its objectives to include partnership projects with other programs such as GreenThumb gardens and other DPR divisions. Some of these projects may include habitat restoration, invasive species removal, debris removal, and other site preparation work. LRP also continues to focus its attention on improving/upgrading established gardens and other City-owned properties that have become run down or damaged, as well as assisting the GreenThumb program with community education. LRP is also forming partnerships with other agencies such as DSNY, DCAS, HPD, and DEP on open space projects that will complement local development efforts in CD-eligible areas. To this end, LRP continues to expand its equipment inventory and staff training efforts.

#### BRONX RIVER PROJECT

The Bronx River Project is an expansion of the activities previously conducted by the Bronx River Restoration. In 2001, the Department of Parks & Recreation (DPR), Bronx River Restoration, and the Bronx River Working Group launched the Bronx River Alliance as the next step in efforts to restore the River and create a continuous greenway along its length. The program has several funding sources including City Tax Levy, private grants, and other federal grants. CD funds are used to purchase

education and outreach materials, office supplies, field equipment, and restoration supplies; to print and mail newsletters and brochures; and for the support of program consultants and ecological restoration personnel. The CD funding fully covers the Bronx River Conservation Manager position and two assistant crew leader positions. DPR coordinates closely with the Bronx River Alliance to implement programs along the River as follows:

Education: The Education Program works to incorporate the Bronx River as a critical component of school and community education curricula through the promotion of the River and its watershed as an educational resource. Guided by a Bronx River Education Team, a committee of teachers, scientists, and community educators, its mission is advanced through three specific programs. The *Bronx River Stewards Volunteer Monitoring Program* supports and trains more than 80 teachers, community educators, and students that collect water quality parameter data; monitor the status of macro-invertebrate, tree, fish, and wildlife species in the watershed; and report pollution incidents and spills. The *Bronx River Classroom* helps teachers and community educators use the River and its watershed as a living laboratory, and provides equipment, materials, and services to teachers and community educators to encourage their pursuit of Bronx River educational activities. *Public Education* efforts include educational and recreational canoe tours, slideshows, public events, information tables, and interpretive signage in key Bronx River parks.

Community Outreach Program: The Community Outreach Program engages community organizations and residents in the restoration and stewardship of the Bronx River. The Program offers: river-wide events (including the Amazing Bronx River Flotilla, the Bronx River Festival, and walks and cycling events, such as Pedal & Paddle the Bronx River Greenway and the Bronx River start for the annual Tour de Bronx) to increase awareness and offer opportunities to experience the River and the emerging greenway; volunteer opportunities (including clean-ups and planting days); and community engagement in the Bronx River Greenway to involve youth and community residents in the process of developing new parkland and implementing greenway projects.

Ecology Program: The Ecological Restoration and Management Program works to protect, restore, and manage the terrestrial and aquatic resources of the Bronx River corridor through rigorous and sound planning, research, and community stewardship. The Bronx River Alliance Conservation Crew maintains a full-time presence on the Bronx section of the Bronx River corridor and Greenway monitoring and managing river conditions. Its activities include implementing ecological restoration projects that improve water quality; stabilizing the banks and improving river habitat; and tackling long-term opportunities and threats to the river's health that result from land use planning and policy issues, such as storm water runoff, pollution incidents, etc.

Greenway Program: The Greenway Program promotes and supports the implementation and development of a safe and continuous green space along and public access to the Bronx River. The program is coordinating completion of the 10 miles of greenway in the Bronx and is working with

Westchester County agencies to make a full connection with the Westchester portion of the Bronx River Greenway. The Greenway Program is guided by an active Greenway Team that brings together community leaders, activists, and government representatives in equal footings to discuss the development of the Bronx River Greenway. The Team plans and builds consensus through the Bronx River Greenway Plan, which clearly describes greenway projects, their status, and the challenges that must be overcome to complete them. The office uses the plan to maintain momentum and support for the Greenway's completion, and to garner the resources necessary for a fully realized and well-maintained trail. The Alliance is committed to making the plan work by tracking and coordinating

funded projects to make sure that they are implemented effectively and in the way the community envisions.

In February 2009, DPR began phased consolidation of the parkland along the entire New York City length of the River into a single Bronx River District (District 14). The first phase includes existing parks in the Bronx River Greenway north of Pelham Parkway. The district will expand southward as new, contiguous parks come into being. A single Bronx River District will foster more effective river- and greenway-wide programming, implementation of river-length ecological projects, and maintenance activities to uphold the environmental standards of the Greenway's parks and pathways.

*NEIGHBORHOOD FACILITIES*

DFTA SENIOR CENTER IMPROVEMENTS

CD funds are used for the renovation of the physical plant and the rectification of code violations in senior centers. Activities may include plumbing upgrades, installation of lighting and emergency lighting systems, security systems, air conditioning/heating/ventilation systems, kitchen fire extinguishing systems, hot water heaters, and fire doors; installing ramps; window upgrade/replacement, ceiling and roof rehabilitation, kitchen upgrade, bathroom renovation, rewiring, floor replacement, handicapped access, and security and elevator improvements. Approximately 20 percent of the total allocation will be used for consultant services. Work may take place at the following senior centers in 2010:

<u>Center</u>	<u>Location</u>
<u>Bronx</u>	
CAB Morris	80 East 181 <sup>st</sup> Street
CASA Boricua Senior Center	910 East 172 <sup>nd</sup> Street
COBO Mount Carmel Center	2405 Southern Boulevard
East Concourse Senior Center	236 East Tremont Avenue
Heights Center for Senior Citizens	200 West Tremont Avenue
PSS Highbridge Senior Center	1181 Nelson Avenue
Northeast Bronx Senior Citizen Center	2968 Bruckner Boulevard
RAIN East Tremont Senior Center	2405 East Tremont Avenue
RAIN Parkchester Senior Center	1380 Metropolitan Avenue
Van Cortlandt Village Senior Center	3880 Sedgwick Avenue
<u>Brooklyn</u>	
Abe Stark Senior Center	10315 Farragut Road
Albany Senior Center	196 Albany Avenue
AMICO 59 <sup>th</sup> Street Senior Center	5901 13 <sup>th</sup> Avenue
Atlantic Senior Center	70 Pennsylvania Avenue
Council Center for Senior Citizens	1001 Quentin Road
Cypress Hill Fulton Street	3208 Fulton Street
Ft. Greene Grant Square Senior Center	19 Grant Square
Ft. Greene Senior Action Center	1588 Schenectady Avenue
Dorchester Senior Center	1419 Dorchester Road
Eileen Dugan Senior Citizens Center	380 Court Street
Fort Greene Remsen Senior Center	648 Remsen Avenue
Fort Greene Trans Nutrition	966 Fulton Street
House of Jacob Senior Center	6222 23 <sup>rd</sup> Avenue

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Midwood Senior Center	4815 Avenue I
Ridgewood Bushwick	319 Stanhope Street
Roundtable Senior Citizens Center	1175 Gates Avenue
Shalom Senior Center	483 Albany Avenue
St. Gabriel's Senior Center	331 Hawthorne Street
Swinging 60's Senior Center	211 Ainslie Street
Times Plaza Senior Center	460 Atlantic Avenue
United Senior Citizens Center	475 53 <sup>rd</sup> Street

### Manhattan

A. Philip Randolph	108 West 146 <sup>th</sup> Street
Agudath Moriah	90 Bennett Avenue
ARC Fort Washington Senior Center	4111 Broadway
BRC Senior Nutritional Program	30 Delancey Street
Caring Community	20 Washington Square North
Carter Burden Luncheon Club	351 East 74 <sup>th</sup> Street
City Hall Senior Center	100 Gold Street
COTHOA Luncheon Club	2005 Amsterdam Avenue
CPC Project Open Door	115 Chrystie Street
East Harlem Council Nutrition Program Senior Center	150 East 121 <sup>st</sup> Street
Encore Luncheon Club	239 West 49 <sup>th</sup> Street
Goddard Riverside	593 Columbus Avenue
Hargrave Senior Center	111 West 71 <sup>st</sup> Street
Kennedy Senior Center	34 West 134 <sup>th</sup> Street
Mott Street Senior Center	180 Mott Street
Manhattanville-Riverside Center	3333 Broadway
NY Chinatown Senior Center	70 Mulberry Street
Project Find Hamilton House	141 West 73 <sup>rd</sup> Street
PSS Harlem	2190 Adam Clayton Powell Boulevard
RAIN Inwood Senior Center	84 Vermilyea Avenue
Sirovich Senior Center	331 East 12 <sup>th</sup> Street
Stein Senior Center	340 East 24 <sup>th</sup> Street
UBA Beatrice Lewis Senior Center	2322 Third Avenue
Washington Heights Community Service	650 West 187 <sup>th</sup> Street
Wilson M. Morris Senior Center	459 West 152 <sup>nd</sup> Street

### Queens

Allen Community	166-01 Linden Boulevard
Alpha Phi Alpha	116-02 220 <sup>th</sup> Street
CCNS Bayside Senior Center	221-15 Horace Harding Expressway
CCNS Catherine Sheridan	35-24 83 <sup>rd</sup> Street
CCNS Dellamonica Senior Center	23-56 Broadway
CCNS Hillcrest Senior Center	168-01 Hillside Avenue
CCNS Ozone Park Senior Center	103-02 101 <sup>st</sup> Avenue
CCNS Project Independence	87-04 88 <sup>th</sup> Avenue
CCNS Richmond Hill	87-25 118 <sup>th</sup> Street
CCNS Steinway Senior Center	20-43 Steinway Street
CCNS Wakefield Senior Center	135-45 Lefferts Boulevard
RAICES Corona Senior Center	107-24 Corona Avenue



Elmhurst Jackson Heights	75-01 Broadway
Florence E. Smith Senior Services	102-19 34 <sup>th</sup> Avenue
Forest Park Senior Citizens Center	86-22 85 <sup>th</sup> Street
Glenridge Senior Citizen Multi-Service Ctr	59-03 Summerfield Street
HANAC Angelo Petromelis Senior Center	13-28 123 <sup>rd</sup> Street
IPRHE Corona	108-74 Roosevelt Avenue
Middle Village	69-10 75 <sup>th</sup> Street
Ridgewood Older Adults Center	59-14 70 <sup>th</sup> Avenue
JSPOA Rockaway Boulevard Senior Center	123-10 143 <sup>rd</sup> Street
JSPOA Theodora Jackson Senior Center	92-47 165 <sup>th</sup> Street
Korean American Senior Center	37-06 111 <sup>th</sup> Street
Rego Park Senior Center	93-29 Queens Boulevard
Robert Couche Senior Center	137-57 Farmers Boulevard
Rochdale Senior Center	169-65 137 <sup>th</sup> Avenue
Selfhelp Prince Street Senior Center	36-12 Prince Street
SNAP of Eastern Queens	80-45 Winchester Boulevard
United Hindu Cultural Council	118-09 Sutter Avenue

Staten Island

Arrochar Friendship	85 Jerome Avenue
CYO Senior Guild Lunch	120 Anderson Avenue
Forever Young Senior Center	330 Saint Marks Place
Mt. Loretto Friendship Club Center	6581 Hylan Boulevard
S.I. Community Services Friendship Club	11 Sampson Avenue

**PLANNING PROGRAMS**

**HPD PROGRAM PLANNING**

The Division of Planning (DOP) is responsible for facilitating housing development and comprehensive neighborhood revitalization through community-based planning. DOP builds the pipeline for affordable housing by selecting City-owned sites for development, identifying available privately-owned sites, arranging for acquisition funding when necessary, and collaborating with other agencies that have land and buildings suitable for housing development. DOP secures the approval of housing proposals through the City's land use review process, working closely with local Community Boards and the Department of City Planning.

In addition, DOP is responsible for reviewing all HPD projects that require environmental review pursuant to city, state, and federal laws and regulations. DOP assures that HPD projects comply with requirements for the remediation of hazardous materials, noise attenuation, and other environmental conditions.

DOP consists of four borough offices and an environmental review unit. The borough offices coordinate development efforts in Manhattan, Brooklyn, Bronx, and Queens/Staten Island.

Business Planning Unit

The Business Planning Unit (BPU), in HPD's Division of Technology and Strategic Development, is responsible for identifying a specific set of actions (including the establishment and refinement of computerized information systems) to assist the Office of Development, including the Division of Planning, to better implement the Mayor's New Housing Marketplace Plan. In the course of this work,

the BPU collects a range of data and studies the various processing systems of HPD programs to determine their effectiveness and how they can be amended to better serve the City's housing needs.

BPU participates in the analysis and design of workflow, processing needs, and business operations of the programs within the Office of Development. It participates in the assessment of the current systems of business operations (manual and computerized) and develops appropriate new computer systems based on housing finance methods, municipal ordinances, codes, and regulations pertaining to planning, zoning, community, and economic development programs. A new comprehensive technology solution is being built for the Office of Development that will revamp its business processes and automate many of the more routine labor intensive processes. Once all of the programmatic data from this effort is included in HPD's existing centralized database, all of the various divisions will benefit from the ease of access to this new information.

#### Strategic Planning Unit

The Division of Strategic Planning facilitates the agency-wide strategic planning process with the Commissioner and his senior management team, including the identification and management of strategic priorities and change initiatives, the creation and management of work plans for targeted change projects, and the monitoring of key performance measures against established targets.

#### HPD HOUSING POLICY ANALYSIS AND STATISTICAL RESEARCH

The Division of Housing Policy Analysis and Statistical Research (DHPASR) plans and conducts data-intensive research and analysis of housing issues requiring advanced concepts and methods and/or large-scale data processing. DHPASR plans, designs, and implements the projects necessary to conduct the legally mandated New York City Housing and Vacancy Survey (HVS) and provides reliable data needed for sound planning, policy analysis and research, and program development. The Division prepares and submits to the City Council the Initial Report on the HVS, presenting and analyzing data on the rental vacancy rate, housing inventory, housing conditions, and other housing market situations required for the Council's determination of whether a housing emergency exists, as the condition necessary for continuing rent control and rent stabilization in the City. The DHPASR prepares the main HVS Report, a comprehensive housing market analysis, presenting and analyzing in-depth data from the HVS on the City's population, households, housing stock, vacancies, housing conditions, and other characteristics, such as household incomes, rents, and neighborhood conditions. The Division provides customized HVS data to other Divisions of HPD and other City agencies (Mayor's Offices, Department of Homeless Services, Corporation Counsel, etc.) to support planning, program development, defense of the Housing Maintenance Code, legal and legislative analysis, and public information; and to respond to federal grant applications and reporting requirements. The DHPASR provides justification of the need and substantiates eligibility for use of CD funds for agency programs. CD funds pay for the staff that conducts these activities.

#### HPD NEIGHBORHOOD PRESERVATION OFFICES

The Division of Neighborhood Preservation's (DNP) Neighborhood Preservation Offices, located in the Bronx, Brooklyn East, Brooklyn West (which also covers Staten Island), Manhattan, and Queens, identify residential buildings at risk of abandonment at an early stage in the process and then develop a range of interventions designed to improve building conditions and prevent owner abandonment. Buildings are selected for assessment mainly in Community Districts judged to be in particular distress. Additionally, buildings are referred through several citywide initiatives such as Targeted Cyclical Enforcement Policy (T-CEP), Major Owners, Alternative Enforcement Program (AEP), and Third Party Transfer (TPT). The Neighborhood Preservation Offices also monitor distressed properties.

TPT buildings are selected through Local Law 37. This Local Law allows the City to convey distressed tax delinquent residential properties to a qualified third party after the court renders an *in rem* judgment due to the failure of the owner to pay outstanding tax arrears and other municipal charges within the timeframes specified by the law.

DNP's Neighborhood Preservation Offices also work with community-based nonprofit organizations through the Neighborhood Preservation Consultants Program (NPC). These NPCs are under contract with HPD to identify buildings in distress and then provide early intervention assistance, preservation, and anti-abandonment services throughout the five boroughs.

#### RENT GUIDELINES BOARD SUPPORT STAFF

The Rent Guidelines Board (RGB) is mandated to establish rent adjustments for more than one million units subject to the Rent Stabilization Law in New York City. The Board holds an annual series of public meetings and hearings to consider research from staff and testimony from owners, tenants, advocacy groups, and industry experts.

RGB staff is responsible for providing administrative and analytic support to the Board and prepares research regarding the economic condition of the rent stabilized and other residential real estate industry areas including operating and maintenance costs, the cost of financing, the housing supply, and cost of living indices. RGB staff engages in research efforts; publishes its reports for use by the public, other governmental agencies, and private organizations; and provides information to the public on housing questions considered by the Board. CD funds pay for the RGB staff and associated program administration costs.

#### DCP INFORMATION TECHNOLOGY

CD funds pay for support staff, contractual and professional services, supplies, materials, equipment, and software and hardware maintenance (including subscription services), within the following sections of the Department of City Planning's (DCP) Information Technology Division (ITD).

##### A. ITD/Geographic Systems Section (GSS)

GSS is responsible for developing and maintaining specialized geographic data processing capabilities that support the planning activities of DCP and other City agencies, including federally funded programs such as CD. Major products include:

- The Geosupport System: Developed and maintained by GSS as a citywide service, Geosupport is currently used by more than 30 agencies to support their planning and operational activities. Geosupport processes New York City geographic locations, such as addresses and street intersections, standardizes and validates locations, and relates these to various political and administrative districts such as community districts, census tracts, and school districts. The system provides CD-eligibility for any location in the City (whether it is within a census tract that is more than 51% low- and moderate-income).
- Linear Integrated Ordered Network (LION): Digital street maps and administrative and political district boundary files are maintained by GSS. Many of the Geosupport System's functions are based on the data in LION. LION is widely used for computer mapping of community facilities, demographic data, and other data supporting planning analysis.
- Property Address Directory (PAD): PAD contains geographic information about New York City's approximately one million tax lots (parcels of real property) and the buildings on these lots. PAD serves as one of the foreground component files in City Planning's Geosupport System, and it is

formatted specifically for use with the Geosupport software. New releases of PAD are usually created four times a year, reflecting tax geography changes, new buildings, and other property-related changes.

- **Community Oriented Geopositional Illustration Structure (COGIS):** Digital map files of the City's property parcels (tax block and lot outlines) are maintained by GSS. COGIS is used widely for computer mapping of property-related data, including land use, public ownership, and public facilities, supporting a wide variety of community planning activities.
- **Computer Mapping:** Computer maps are generated for planning and presentation purposes and are produced on request internally, as well as for other City agencies. Both LION and COGIS digital map files are used as base maps for computer mapping. GSS sells licensing agreements for use of its mapping products. The products are sold on compact discs containing a) COGIS files formatted for use on micro-computer mapping and graphics software, b) Windows compatible Geosupport files and GSS-developed Geo-coding software, and c) an extract of the PAD file for use with other DCP-licensed property-based products.

#### B. ITD/Database and Application Development (DAD) Section

DAD collects, processes, and provides land use, housing, economic, and demographic data that are used for developing neighborhood and community development plans, major citywide studies, and tax revenues and economic studies. The data are provided in different formats, including report tables, listings, and data files. Specifically, data files and reports are produced for the Consolidated Plan Annual Performance Report, the Statement of Needs' Gazetteer and Maps, the Community District Needs Statement, and the Agency's Neighborhood Rezoning and Planning Studies. DAD is also responsible for developing and maintaining on-line database systems that provide easy access to data. These database systems include:

- **Land Use and CEQR Application Tracking System (LUCATS):** provides browser-based access to mission critical data entered into DCP's mainframe legacy system, LUMIS. It tracks applications for land use changes through New York City's Charter mandated review processes, including the Uniform Land Use Review Process (ULURP) and the City Environmental Quality Review (CEQR). Links are available to relevant data on other web sites.
- **Primary Land Use Tax Lot Output (PLUTO):** contains extensive land use, zoning, and geographic data that are used with micro-computer database and mapping software.
- **Land Use Management Information System (LUMIS):** tracks applications for private and public development that require discretionary approvals through the City's Uniform Land Use Review Process.
- **MISLAND:** database used to obtain population information on the City's neighborhoods.

DAD is assisting DCP's Population Section in the Local Update of Census Addresses (LUCA) for the 2010 Census. Work was recently completed on the first phase of the LUCA process, the review of the Census Master Address File (MAF), which included providing the Census Bureau with corrections, additions, and potential deletions to the MAF. During CFY 2009, DAD developed and implemented the Land Use and CEQR Application Tracking System (LUCATS), which makes LUMIS data available to DCP staff on a local server and through an intranet application. During the coming year, DAD will begin the design and development of LUCATS as a Web application available to the public.

DAD also designed and implemented the Land Use Application Status Reports on DCP's website. The reports display the status and identifying information, such as project name, location, and description, for land use applications received by DCP. The reports are updated biweekly, usually during the first and third weeks of the month.

DAD assists other divisions within DCP involved with citywide comprehensive planning functions by developing and/or maintaining various PC databases. DAD developed and maintains the Waterfront Database, which tracks proposed actions on the City's waterfront for consistency with the Waterfront Revitalization Program. DAD also developed and maintains the Geosupport Systems User Database, which tracks both Geosupport Users and User feedback.

DAD generates CD Program Revenue by licensing the PLUTO data and application for use with micro-computer software, and by licensing the PLUTO data merged with COGIS data in different mapping software formats.

DAD is currently completing the design and development of a Zoning Database. This database will provide the planners with up-to-date accurate zoning information on a tax lot basis. Eventually a Web application will be developed to give the public easy access to reliable zoning information. Work will also begin on developing a Web application to provide the public with easy access to current and historical reliable information on the status of land use applications through the Uniform Land Use Review Process (ULURP) and City Environmental Quality Review (CEQR).

### C. ITD/Web Team

The City Planning Web Team is responsible for designing, building, and maintaining DCP's website. It coordinates with the Department of Information Technology and Telecommunications (DOITT) to assure adherence with citywide standards and requirements for the website. The Web Team works with professional staff throughout the agency to assure timeliness and accuracy of the content presented. The Web Team maintains content in six major sections.

- About Us: the agency's strategic plan, contact information, press releases, and employment opportunities.
- Zoning: the full text of the Zoning Resolution, up-to-date zoning maps including sketch maps of proposed and recently adopted rezonings, and general information on zoning concepts, including a reference section with an overview of regulations for zoning districts.
- Land Use Process: calendars and disposition sheets for the City Planning Commission (CPC) public meetings and review sessions; status reports and CPC reports on land use applications; forms and information on the land use review process; information on community-based planning and the Waterfront Revitalization Program; environmental impact statements; and other environmental review documents.
- Projects & Proposals: detailed explanations with text, maps, diagrams, and photographs of City Planning rezoning initiatives and other studies and projects.
- Reference: profiles of community districts; neighborhood maps; population data from the U.S. Census Bureau and other sources; land use facts; housing, socioeconomic, and transportation planning resources.

- Products: publication excerpts and order forms for reports and other products available in the City Planning Map and Bookstore; digital files of data and geographic base maps for free download and for licensing; subscription information.

In addition, the Web Team is responsible for the design and development of web applications. These include the Census Fact Finder, the Address Translator, GOAT on the Web (an intranet application), and the CPC Report application.

### DCP COMPREHENSIVE PLANNING

CD funds pay for staff that performs citywide comprehensive planning functions within the following divisions:

#### Strategic Planning

Strategic Planning oversees the Department's functional planning activities and coordinates land use planning policy based on identified planning issues and strategies. Economic, housing, infrastructure, and community facility planning staff help formulate long-term development and policy objectives for the City. Activities also include preparation of key strategic planning documents, directing major citywide studies, and working closely with the City Planning Commission on planning and development issues.

#### Borough Offices

The Department's five borough offices develop zoning and land use policy on local issues and prepare comprehensive neighborhood plans. Borough offices maintain links to the City's varied communities by providing outreach and technical assistance to the borough's community boards, civic organizations, and elected officials regarding zoning and land use. Borough Offices participate in the review of public and private development actions to ensure conformance with local area needs and plans.

#### Housing, Economic, and Infrastructure Planning (HEIP)

HEIP develops citywide plans and policies addressing housing, economic, and infrastructure issues. It conducts comprehensive economic, employment, and housing analyses and studies. The division reviews and analyzes land use proposals, assists in initiating zoning text and map amendments, and coordinates preparation of the Consolidated Plan and Annual Report on Social Indicators. The Population Section within HEIP conducts demographic studies and advises on demographic, immigration, and census policy issues. It distributes census data, analyses, and maps on the Department's website and is the City's liaison to the U.S. Census Bureau.

#### Planning Coordination

The Planning Coordination Division is responsible for monitoring and coordinating implementation of the Department's planning initiatives, managing review of community-based plans, providing analysis and technical assistance for community facility planning, preparing charter-mandated reports including the Citywide Statement of Needs, and providing support for the Department's strategic plans.

#### Waterfront and Open Space

The Waterfront and Open Space Unit prepares comprehensive and local area plans, advises on citywide waterfront and open space policy issues, and reviews proposed actions on the City's waterfront for consistency with the Waterfront Revitalization Program.

#### Zoning and Urban Design (ZUD)

Zoning is responsible for maintaining the Zoning Resolution, the laws governing land use in New York City. The Division conducts planning studies to modify and update the Resolution so that it better

addresses the needs of the City. The planning studies range in scope from those focused on a specific site to facilitate its development to those that deal comprehensively with large sectors of the development and business communities or with areas of the City where special purposes are identified. These studies result in major modifications to the Zoning Resolution. On a daily basis, the Division provides general zoning information to the public and other City agencies.

#### LPC PLANNING

CD funds pay for Landmarks Preservation Commission staff that conducts various planning activities such as environmental reviews and architectural, archaeological, and historical analyses. CD-funded staff also researches and plans for potential landmark districts, which includes photographing buildings and streetscapes to document significant features.

#### SCORECARD PROGRAM

Through the Scorecard Program, Service Inspectors employed by the Mayor's Office produce monthly street and sidewalk cleanliness ratings for a sample of streets in City neighborhoods. A visual rating scale is used to determine the percent of acceptably clean streets and sidewalks. Figures are reported monthly to the Department of Sanitation (DSNY), Community Boards, the Office of Management and Budget, elected officials, and outside observers, and quarterly to selected Business Improvement Districts (BIDs) for which ratings have been requested by DSNY or the Department of Small Business Services. The Mayor's Office of Operations has run the program since 1978.

CD funds pay for eight full-time staff members, including seven Service Inspectors. Funds are also allocated for the upgrading of the Scorecard system database, replacement of hand-held computers by which inspection data is collected, and OTPS expenses (e.g., tolls).

The main purpose of the Scorecard Program is to help DSNY develop policy, plan changes to its cleaning and enforcement programs, and evaluate its methods and the performance of its field managers. Community Boards and other members of the public use the data to learn about cleanliness conditions in their neighborhoods and participate with DSNY in planning or negotiating operational and enforcement changes (including Alternate Side Parking regulations, street/sidewalk inspections, vacant lot cleaning, and the placement and emptying of street corner litter baskets). Changes requested by the community are often implemented by DSNY on a pilot basis, with the stated criterion for continuation being no negative Scorecard impact.

Currently, 28 BIDs, Local Development Corporations, and certain Industrial Parks receive quarterly Scorecard ratings to help evaluate their self-funded sanitation programs aimed at raising or maintaining cleanliness levels. These organizations use the data to judge the efficacy of contracted cleaning firms and/or their own cleaning staff, and to work with merchants and other commercial tenants to improve local cleaning practices. The data has been requested by the City Comptroller's office in conjunction with audits of the BIDs, and is currently supplied to them quarterly. Baseline ratings have also been supplied on a pilot basis to organizations that are considering applying for BID status or that are implementing self-funded cleaning programs for commercial areas without BID designations.

Scorecard feedback has been associated with substantial long-term gains in city cleanliness levels overall and in specific neighborhoods. Over 96% of New York's streets are now rated acceptably clean, the highest level in 34 years. The citywide trend can be seen on the Office of Operations' website ([www.nyc.gov/html/ops](http://www.nyc.gov/html/ops)) through the "Learn More About Scorecard" link, which also explains inspection procedures and the visual rating scale.

Scorecard has long been a model for other U.S. localities that consider using the “trained observer” approach to performance measurement for sanitation or other services. Information on Scorecard is included in the U.S. Conference of Mayor’s Best Practices handbook and in material circulated by the Urban Institute in Washington D.C. on performance measurement techniques for local government.

### **ADMINISTRATION**

This function provides administrative and support services for planning, management, and citizen participation necessary to formulate, implement, and evaluate the City’s Community Development Program. These activities include:

- Preparation and implementation of the Citizen Participation Plan, including technical assistance to Community Boards and other interested groups and citizens.
- Development of Community Development plans and policies.
- Preparation of the City’s Consolidated Plan.
- Preparation of the Consolidated Plan Annual Performance Report.
- Preparation of Environmental Reviews.
- Monitoring of the expenditures for CD-funded programs.
- Delineation of population groups served by CD programs.
- Liaison function with HUD and other federal departments.
- Certification and maintenance of the necessary records that demonstrate that federal requirements for environmental review, relocation, equal opportunity, and citizen participation are met.

In order to meet this mandate, as well as to plan effectively the City’s future Community Development effort, a portion of the block grant is used to fund planning and management activities within the Office of Management and Budget, the Department of City Planning, the Department of Cultural Affairs, the Department of Youth and Community Development, the Landmarks Preservation Commission, and the Mayor’s Office for People with Disabilities.