PROPOSED
CITY FISCAL YEAR 2017
COMMUNITY
DEVELOPMENT
PROGRAM

PROPOSED CFY 2017 BUDGET

PROPOSED REALLOCATION OF CD 42 FUNDS

PROPOSED CD 43 BUDGET

April 26, 2016

THE CITY OF NEW YORK

BILL de BLASIO, MAYOR

OFFICE OF MANAGEMENT AND BUDGET

COMMUNITY DEVELOPMENT UNIT

CITY OF NEW YORK
OFFICE OF MANAGEMENT AND BUDGET
PROPOSED CITY FISCAL YEAR 2017
COMMUNITY DEVELOPMENT PROGRAM

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INTRODUCTION

Community Development Block Grant

This document represents changes to the Community Development Block Grant Program (CD) component of the 2016 (calendar year) Consolidated Plan. After City Council adoption of the City Fiscal Year 2017 (CFY 2017) Budget, the changes will be incorporated into the Amended 2016 Consolidated Plan.

The Proposed CFY 2017 CD Budget, the Proposed Revised 2016 / CDBG 42 Budget, and the Proposed 2017 / CDBG 43 Budget reflect the reallocation of CD funds based on the Federal Fiscal Year (FFY) 2016 allocation of $151,460,389. In addition to this allocation, the three aforementioned budgets are supported by supplemental revenue sources, which include prior-year accruals, loan proceeds, fees, fines, and the sale of land in Federal Urban Renewal Areas. Thus, the Proposed CFY 2017 budget is $233,813,000.

Programmatic Changes in the CFY 2017 Budget

The City proposes to allocate $6,000,000 of CD funds for the Schoolyards to Playgrounds program in CFY 2017. The Schoolyards to Playgrounds program is a City initiative to convert underutilized schoolyards to neighborhood playgrounds and open them year-round for public use, after school and on weekends. For more information on this program, please see page 66.

PART I: PROPOSED CITY FISCAL YEAR 2017 CDBG BUDGET

For City Fiscal Year 2017 (CFY 2017), the City proposes a Community Development Block Grant (CD) budget of $233,813,000. The City's CD Year is based on the calendar year, January through December. Therefore, the first half of CFY 2017 (7/1/16 – 12/31/16) coincides with the last six months of CD Forty-Two, and the second half of CFY 2017 (1/1/17 – 6/30/17) coincides with the first six months of CD Forty-Three. Supplemental revenue sources include those currently available, plus those expected to become available during the fiscal year.

Anticipated Funds to Supplement the CFY 2017 CD Budget

The City's Federal Fiscal Year 2016 Entitlement grant is $151,460,389. The City expects the availability of $82,352,611 to supplement the Entitlement. The sources of these funds are as follows:

Prior year accruals: Due to unanticipated circumstances, a portion of prior years' CD program allocations go unspent. These accrued funds are then reprogrammed into the current CD year.

Program income and applicable credits: Several CD-funded programs generate revenue through repayment and close-out of loans, fees, and fines that are returned to the CD Program, as well as the sale of land in Federal Urban Renewal Areas.

PROPOSED CITY FISCAL YEAR 2017
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) BUDGET
(Millions of Dollars)

PROGRAMS	CFY '17
HOUSING PROGRAMS	***142.107***
Housing Assistance	**16.308**
HPD Emergency Shelters	16.308
Code Enforcement	**41.650**
Targeted Code Enforcement	34.047
Litigation	7.023
Neighborhood Preservation Consultants	0.580
Rehabilitation	**54.341**
Emergency Repair Program	44.285
Alternative Enforcement Program	8.128
7A Program	1.449
Primary Prevention Program	0.278
Project Open House	0.201
Clearance	**4.800**
Demolition Program	4.800
Maintenance and Operation of Tax-Foreclosed Housing	**18.969**
Maintenance and Operation of Tax-Foreclosed Housing	18.969
Fair Housing	**0.377**
HPD Fair Housing Services Program	0.377
Administration	**5.662**
HPD Administration	5.662

PROPOSED CITY FISCAL YEAR 2017
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) BUDGET
(Millions of Dollars)

PROGRAMS	CFY '17
ECONOMIC DEVELOPMENT PROGRAMS	***2.806***
Avenue NYC	2.227
NYC Business Solutions	0.579
SERVICE PROGRAMS	***38.991***
Sanitation Services	**19.597**
Neighborhood Vacant Lot Clean-Up Program	19.597
Parks & Recreation Services	**2.294**
Prospect Park Administrator's Office	0.511
Van Cortlandt Park Administrators' Office	0.272
Pelham Bay Park Administrator's Office	0.203
Minipools	0.568
GreenThumb	0.740
Criminal Justice & Legal Services	**3.471**
Safe Horizon	3.246
Elderly Safe-At-Home	0.225
Health Care & Social Services	**13.116**
Senior Resident Advisor Program	0.450
Day Care Center Services	2.963
Homeless Outreach and Housing Placement Services	0.553
Beacon School Program	5.605
DHS Homeless Services	3.545
Housing Services	**0.513**
Housing Information and Education	0.151
Elderly Minor Home Repair Program	0.362

PROPOSED CITY FISCAL YEAR 2017
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) BUDGET
(Millions of Dollars)

PROGRAMS	CFY '17
EDUCATION PROGRAMS	***1.561***
Adult Literacy Program	1.561
LANDMARKS PRESERVATION AND CULTURAL AFFAIRS PROGRAMS	***0.406***
Landmarks Historic Preservation Grant Program	0.114
Community Arts Development Program	0.292
PUBLIC FACILITIES & IMPROVEMENTS PROGRAMS	***23.408***
Open Space Programs	**0.764**
Land Restoration Program	0.559
Bronx River Project	0.205
Neighborhood Facilities	**22.644**
Code Violation Removal in Schools	4.500
DOE School Kitchen Renovations Program	10.223
DFTA Senior Center Improvements	1.921
Schoolyards to Playgrounds	6.000
PLANNING PROGRAMS	***22.050***
HPD Housing Policy Analysis and Statistical Research	4.494
Rent Guidelines Board Support Staff	0.470
DCP Information Technology	3.241
DCP Comprehensive Planning	12.864
LPC Planning	0.572
Scorecard Program	0.409
ADMINISTRATION	***2.484***
TOTAL USES	***233.813***

CITY FISCAL YEAR 2017 ELIGIBILITY/NATIONAL OBJECTIVES

The chart on the following pages indicates the eligibility and national objective criteria for each CFY 2017 program supported by the Community Development Block Grant. The source of the regulatory citations is the Community Development Block Grant Program Entitlement Grant Regulations, 24 C.F.R. Part 570.

The chart also identifies the administrating agency acronym for each program. Below is a key to those acronyms:

ACS:	Administration for Children's Services
DCLA:	Department of Cultural Affairs
DCP:	Department of City Planning
DFTA:	Department for the Aging
DHS:	Department of Homeless Services
DOE:	Department of Education
DoITT:	Department of Information Technology and Telecommunications
DPR:	Department of Parks and Recreation
DSNY:	Department of Sanitation
DYCD:	Department of Youth and Community Development
HPD:	Department of Housing Preservation and Development
LPC:	Landmarks Preservation Commission
MAY:	Mayoralty
MOPD:	Mayor's Office for People with Disabilities
NYCHA:	New York City Housing Authority
OMB:	Office of Management and Budget
SBS:	Department of Small Business Services

PROPOSED CITY FISCAL YEAR 2017 – COMMUNITY DEVELOPMENT PROGRAM – REGULATORY CITATIONS						
AGENCY	**PROGRAM NAME**	**IDIS MATRIX CODE**	**CD ELIGIBILITY CATEGORY**	**CD ELIGIBILITY CITATION**	**CD NATIONAL OBJECTIVE**	**CD NATIONAL OBJECTIVES CITATION**
	HOUSING PROGRAMS					
	Housing Assistance					
HPD	HPD Emergency Shelters	08	Relocation	201 (i)	Limited Clientele	208 (a)(2)(i)(A)
HPD	HPD Emergency Shelters	05	Public Services	201 (e)	Limited Clientele	208 (a)(2)(i)(A)
	Code Enforcement					
HPD / DOITT	Targeted Code Enforcement	15	Code Enforcement	202 (c)	L/M Area Benefit	208 (a)(1)
HPD	Targeted Code Enforcement	14I	Lead-Based Paint / Lead Hazard Testing / Abatement	202 (f)	S&B Spot	208 (b)(2)
HPD	Litigation	15	Code Enforcement	202 (c)	L/M Area Benefit	208 (a)(1)
HPD	Litigation	19E	CDBG Operation and Repair of Foreclosed Property	Maintenance	L/M Housing	208 (a)(3)
HPD	Neighborhood Preservation Consultants	18B	Special Activities by CBDOs	204 (a)	L/M Area Benefit	208 (a)(1)
	Rehabilitation					
HPD	Emergency Repair Program	06	Interim Assistance	201 (f)(2)	L/M Area Benefit	208 (a)(1)
HPD	Emergency Repair Program	14B	Rehabilitation: Multi-Unit Residential	202 (a)(1)	S&B Spot	208 (b)(2)
HPD	Emergency Repair Program	14I	Lead-Based Paint / Lead Hazard Testing / Abatement	202 (f)	S&B Spot	208 (b)(2)
HPD	Emergency Repair Program	19E	CDBG Operation and Repair of Foreclosed Property	Maintenance	L/M Housing	208 (a)(3)
HPD	Alternative Enforcement Program	14B	Rehabilitation: Multi-Unit Residential	202 (a)(1)	S&B Spot	208 (b)(2)
HPD	7A Program	14B	Rehabilitation: Multi-Unit Residential	202 (a)(1)	S&B Area / S&B Spot	208 (b)(1) / 208 (b)(2)
HPD	Primary Prevention Program	14I	Lead-Based Paint / Lead Hazard Testing / Abatement	202 (f)	L/M Housing	208 (a)(3)
MOPD / HPD	Project Open House	14A	Rehabilitation: Single Unit Residential	202 (a)(1)	L/M Housing	208 (a)(3)
MOPD / HPD	Project Open House	14B	Rehabilitation: Multi-Unit Residential	202 (a)(1)	L/M Housing / Limited Clientele	208 (a)(3) / 208 (a)(2)(i)(A)

PROPOSED CITY FISCAL YEAR 2017 – COMMUNITY DEVELOPMENT PROGRAM – REGULATORY CITATIONS						
AGENCY	**PROGRAM NAME**	**IDIS MATRIX CODE**	**CD ELIGIBILITY CATEGORY**	**CD ELIGIBILITY CITATION**	**CD NATIONAL OBJECTIVE**	**CD NATIONAL OBJECTIVES CITATION**
	Clearance					
HPD	Demolition Program	04	Clearance	201 (d)	S&B Area / S&B Spot	208 (b)(1) / 208 (b)(2)
HPD	**Maintenance and Operation of Tax-Foreclosed Housing**					
HPD	Maintenance and Operation of Tax-Foreclosed Housing	19E	CDBG Operation and Repair of Foreclosed Property	Maintenance	L/M Housing	208 (a)(3)
HPD	Maintenance and Operation of Tax-Foreclosed Housing	14I	Lead-Based Paint / Lead Hazard Testing / Abatement	202 (f)	L/M Housing	208 (a)(3)
	Fair Housing					
HPD	HPD Fair Housing Services Program	21D	Fair Housing Activities	206 (c)	Not Applicable	Not Applicable
	Administration					
HPD	HPD Administration	21A	General Program Administration	206 (a)	Not Applicable	Not Applicable
HPD	HPD Administration	21H	CDBG Funding of HOME Administration	206 (i)	Not Applicable	Not Applicable
	ECONOMIC DEVELOPMENT PROGRAMS					
SBS	Avenue NYC	18B	Special Activities by CBDOs	204 (a)	L/M Area Benefit / Limited Clientele	208 (a)(1) / 208 (a)(2)(i)(D)
SBS	Avenue NYC	18B	ED Technical Assistance	203 (b)	L/M Area Benefit / Limited Clientele	208 (a)(1) / 208 (a)(2)(iii) / 208 (a)(2)(i)(D)
SBS	Avenue NYC	19C	Non-Profit Organization Capacity Building	201 (p)	L/M Area Benefit / Limited Clientele	208 (a)(1) / 208 (a)(2)(i)(D)
SBS	NYC Business Solutions: Vendor Market	18C	Microenterprise Assistance	201 (o)	L/M Area Benefit	208(a)(1)
SBS	NYC Business Solutions: Business Basics Classes	05H	Public Services: Employment Training	201 (e)	Limited Clientele	208 (a)(2)(i)(B)
SBS	NYC Business Solutions: NYC Business Acceleration	18B	ED Technical Assistance	203 (b)	L/M Area Benefit / Limited Clientele	208 (a)(1) / 208 (a)(2)(iii)

PROPOSED CITY FISCAL YEAR 2017 – COMMUNITY DEVELOPMENT PROGRAM – REGULATORY CITATIONS						
AGENCY	**PROGRAM NAME**	**IDIS MATRIX CODE**	**CD ELIGIBILITY CATEGORY**	**CD ELIGIBILITY CITATION**	**CD NATIONAL OBJECTIVE**	**CD NATIONAL OBJECTIVES CITATION**
	SERVICE PROGRAMS					
	Sanitation Services					
DSNY	Neighborhood Vacant Lot Clean-Up Program	06	Interim Assistance	201 (f)	L/M Area Benefit	208 (a)(1)
DSNY	Neighborhood Vacant Lot Clean-Up Program	04	Clearance	201(d)	S&B Spot	208 (b)(2)
	Parks & Recreation Services					
DPR	Prospect Park Administrator's Office	05	Public Services	201 (e)	L/M Area Benefit	208 (a)(1)
DPR	Van Cortlandt Park Administrator's Office	05	Public Services	201 (e)	L/M Area Benefit	208 (a)(1)
DPR	Pelham Bay Park Administrator's Office	05	Public Services	201 (e)	L/M Area Benefit	208 (a)(1)
DPR	Minipools	05D	Public Services: Youth Services	201 (e)	Limited Clientele	208 (a)(2)(i)(D)
DPR	GreenThumb	05	Public Services	201 (e)	L/M Area Benefit / Limited Clientele	208 (a)(1) / 208 (a)(2)(i)(B)
	Criminal Justice & Legal Services					
MAY	Safe Horizon	05	Public Services	201 (e)	Limited Clientele	208 (a)(2)(i)(A)
NYCHA	Elderly Safe-at-Home	05A	Public Services: Senior Services	201 (e)	Limited Clientele	208 (a)(2)(i)(A)
NYCHA	Elderly Safe-at-Home	05B	Public Services: Services For The Disabled	201 (e)	Limited Clientele	208 (a)(2)(i)(A)

PROPOSED CITY FISCAL YEAR 2017 – COMMUNITY DEVELOPMENT PROGRAM – REGULATORY CITATIONS						
AGENCY	**PROGRAM NAME**	**IDIS MATRIX CODE**	**CD ELIGIBILITY CATEGORY**	**CD ELIGIBILITY CITATION**	**CD NATIONAL OBJECTIVE**	**CD NATIONAL OBJECTIVES CITATION**
	Health Care & Social Services					
NYCHA	Senior Resident Advisor Program	05A	Public Services: Senior Services	201 (e)	Limited Clientele	208 (a)(2)(i)(A)
NYCHA	Senior Resident Advisor Program	05B	Public Services: Services For The Disabled	201 (e)	Limited Clientele	208 (a)(2)(i)(A)
ACS	Day Care Center Services	05L	Public Services: Child Care Services	201 (e)	Limited Clientele	208 (a)(2)(i)(B)
DHS	Homeless Outreach and Housing Placement Services	05O	Public Services: Mental Health Services	201 (e)	Limited Clientele	208 (a)(2)(i)(A)
DYCD	Beacon School Program	05	Public Services	201 (e)	L/M Area Benefit	208 (a)(1)
DHS	DHS Homeless Services	05	Public Services	201 (e)	Limited Clientele	208 (a)(2)(i)(A)
	Housing Services					
MOPD	Housing Information and Education	05B	Public Services: Services For The Disabled	201 (e)	Limited Clientele	208 (a)(2)(i)(A)
DFTA	Elderly Minor Home Repair Program	05A	Public Services: Senior Services	201 (e)	Limited Clientele	208 (a)(2)(i)(C)
	EDUCATION PROGRAMS					
DYCD	Adult Literacy Program	05	Public Services	201 (e)	Limited Clientele	208 (a)(2)(i)(A) / 208 (a)(2)(i)(B)
	LANDMARKS PRESERVATION & CULTURAL AFFAIRS PROGRAMS					
LPC	Landmarks Historic Preservation Grant Program	16A	Rehabilitation: Residential Historic Preservation	202 (d)	L/M Housing / S&B Spot	208 (a)(3) / 208 (b)(2)
LPC	Landmarks Historic Preservation Grant Program	16B	Rehabilitation: Non-Residential Historic Preservation	202 (d)	L/M Area Benefit / Limited Clientele / S&B Spot	208 (a)(1) / 208 (a)(2)(i)(A) / 208 (b)(2)
DCLA	Community Arts Development Program	18B	Special Activities by CBDOs	204 (a)	L/M Area Benefit	208 (a)(1)

PROPOSED CITY FISCAL YEAR 2017 – COMMUNITY DEVELOPMENT PROGRAM – REGULATORY CITATIONS						
AGENCY	**PROGRAM NAME**	**IDIS MATRIX CODE**	**CD ELIGIBILITY CATEGORY**	**CD ELIGIBILITY CITATION**	**CD NATIONAL OBJECTIVE**	**CD NATIONAL OBJECTIVES CITATION**
	PUBLIC FACILITIES & IMPROVEMENTS PROGRAMS					
	Open Space Programs					
DPR	Land Restoration Program	06	Interim Assistance	201 (f)(1)	L/M Area Benefit	208 (a)(1)
DPR	Land Restoration Program	03E	Public Facilities & Improvements: Neighborhood Facilities	201 (c)	L/M Area Benefit / Limited Clientele	208 (a)(1) / 208 (a)(2)(i)(B)
DPR	Land Restoration Program	05	Public Services	201 (e)	L/M Area Benefit / Limited Clientele	208 (a)(1) / 208 (a)(2)(i)(B)
DPR	Bronx River Project	05	Public Services	201 (e)	L/M Area Benefit	208 (a)(1)
	Neighborhood Facilities					
DOE	Code Violation Removal in Schools	03	Public Facilities & Improvements	201 (c)	Limited Clientele / S&B Spot	208 (a)(2)(i)(B) / 208 (b)(2)
DOE	DOE School Kitchen Renovations Program	05	Public Services	201 (e)	Limited Clientele	208 (a)(2)(i)(B)
DOE	DOE School Kitchen Renovations Program	03E	Public Facilities & Improvements: Neighborhood Facilities	201 (c)	Limited Clientele	208 (a)(2)(i)(B)
DFTA	DFTA Senior Center Improvements	03A	Public Facilities & Improvements: Senior Centers	201 (c)	Limited Clientele	208 (a)(2)(i)(A)
DPR	Schoolyards to Playgrounds	03E	Public Facilities & Improvements: Neighborhood Facilities	201 (c)	L/M Area Benefit	208 (a)(1)
	PLANNING					
HPD	HPD Housing Policy Analysis and Statistical Research	20	Planning	205 (a)(1-4)	Not Applicable	Not Applicable
HPD	Rent Guidelines Board Support Staff	20	Planning	205 (a)(3)	Not Applicable	Not Applicable
HPD	Rent Guidelines Board Support Staff	21A	General Program Administration	206 (a)(1)(i)	Not Applicable	Not Applicable
HPD	Rent Guidelines Board Support Staff	21C	Public Information	206 (b)	Not Applicable	Not Applicable
DCP	DCP Information Technology	20	Planning	205 (a)(1-4)	Not Applicable	Not Applicable
DCP	DCP Comprehensive Planning	20	Planning	205 (a)(1-4)	Not Applicable	Not Applicable
LPC	LPC Planning	20	Planning	205 (a)(1-4)	Not Applicable	Not Applicable
MAY	Scorecard Program	20	Planning	205 (a), (b)	Not Applicable	Not Applicable
	ADMINISTRATION					
Various	(OMB, DCP, DPR, MOPD, LPC, and SBS)	21A	General Program Administration	206 (a),(b),(f)	Not Applicable	Not Applicable

PART II: PROPOSED REVISED 2016 / CDBG FORTY-TWO BUDGET

The CD Forty-Two budget was published in the 2016 Consolidated Plan. The following table shows the proposed changes to the CD Forty-Two budget. The changes to this budget were necessary because the CD Forty-Two program year overlaps two City fiscal years. CD Forty-Two began on January 1, 2016 and will end December 31, 2016. City Fiscal Year 2016 (CFY 2016) began on July 1, 2015 and will end June 30, 2016. CFY 2017 will begin on July 1, 2016 and will end June 30, 2017. At the time the CD Forty-Two budget was adopted, the spending pattern for CFY 2017 was not known. Therefore, the CD Forty-Two budget assumed that the spending pattern set by the CFY 2016 CD program for the first six months of CD Forty-Two (1/1/16 – 6/30/16) would be maintained for the entire CD Forty-Two program year. However, all parties recognized that revisions to the CD Forty-Two budget would, in all likelihood, be necessary so that spending in the July 1, 2016 to December 31, 2016 time period would conform to the pattern set by the new CFY 2017 CD program. This has now, in fact, proven to be the case.

The first column of numbers indicates the initial CD Forty-Two funding levels for the programs, the second column indicates the proposed changes to those funding levels, and the third column reflects the Proposed Revised 2016 / CDBG Forty-Two Budget.

To supplement the Entitlement amount of $151,460,389, the City expects that $77,690,611 in additional revenues will be available to fund CD Forty-Two. The additional revenues expected to be available include prior year accruals, applicable credits, and program income.

PROPOSED REVISED 2016 / CDBG FORTY-TWO BUDGET
(Millions of Dollars)

PROGRAMS	2016 / CD 42 BUDGET	CHANGES	PROPOSED REVISED 2016 / CD 42 BUDGET
HOUSING PROGRAMS	***135.048***	***3.529***	***138.577***
Housing Assistance	**14.858**	**0.725**	**15.583**
HPD Emergency Shelters	14.858	0.725	15.583
Code Enforcement	**37.588**	**2.031**	**39.619**
Targeted Code Enforcement	30.312	1.868	32.180
Litigation	6.576	0.223	6.799
Neighborhood Preservation Consultants	0.700	-0.060	0.640
Rehabilitation	**51.392**	**1.474**	**52.866**
Emergency Repair Program	41.778	1.254	43.032
Alternative Enforcement Program	7.685	0.221	7.906
7A Program	1.450	-0.001	1.449
Primary Prevention Program	0.280	-0.001	0.279
Project Open House	0.199	0.001	0.200
Clearance	**4.140**	**0.330**	**4.470**
Demolition Program	4.140	0.330	4.470
Maintenance and Operation of Tax-Foreclosed Housing	**20.037**	**-0.534**	**19.503**
Maintenance and Operation of Tax-Foreclosed Housing	20.037	-0.534	19.503
Fair Housing	**0.349**	**0.014**	**0.363**
HPD Fair Housing Services Program	0.349	0.014	0.363
Administration	**6.684**	**-0.511**	**6.173**
HPD Administration	6.684	-0.511	6.173

PROPOSED REVISED 2016 / CDBG FORTY-TWO BUDGET
(Millions of Dollars)

PROGRAMS	2016 / CD 42 BUDGET	CHANGES	PROPOSED REVISED 2016 / CD 42 BUDGET
ECONOMIC DEVELOPMENT PROGRAMS	***2.760***	***0.023***	***2.783***
Avenue NYC	2.198	0.015	2.213
NYC Business Solutions	0.562	0.008	0.570
SERVICE PROGRAMS	***38.576***	***0.209***	***38.785***
Sanitation Services	**19.218**	**0.190**	**19.408**
Neighborhood Vacant Lot Clean-Up Program	19.218	0.190	19.408
Parks & Recreation Services	**2.268**	**0.014**	**2.282**
Prospect Park Administrator's Office	0.504	0.003	0.507
Van Cortlandt Park Administrator's Office	0.268	0.002	0.270
Pelham Bay Park Administrator's Office	0.198	0.003	0.201
Minipools	0.573	-0.002	0.571
GreenThumb	0.725	0.008	0.733
Criminal Justice & Legal Services	**3.471**	**0.000**	**3.471**
Safe Horizon	3.246	0.000	3.246
Elderly Safe-At-Home	0.225	0.000	0.225
Health Care & Social Services	**13.109**	**0.003**	**13.112**
Senior Resident Advisor Program	0.450	0.000	0.450
Day Care Center Services	2.963	0.000	2.963
Homeless Outreach and Housing Placement Services	0.553	0.000	0.553
Beacon School Program	5.598	0.003	5.601
DHS Homeless Services	3.545	0.000	3.545
Housing Services	**0.510**	**0.002**	**0.512**
Housing Information and Education	0.148	0.002	0.150
Elderly Minor Home Repair Program	0.362	0.000	0.362

PROPOSED REVISED 2016 / CDBG FORTY-TWO BUDGET
(Millions of Dollars)

PROGRAMS	2016 / CD 42 BUDGET	CHANGES	PROPOSED REVISED 2016 / CD 42 BUDGET
EDUCATION PROGRAMS	***1.561***	***0.000***	***1.561***
Adult Literacy Program	1.561	0.000	1.561
LANDMARKS PRESERVATION AND CULTURAL AFFAIRS PROGRAMS	***0.402***	***0.002***	***0.404***
Landmarks Historic Preservation Grant Program	0.114	0.000	0.114
Community Arts Development Program	0.288	0.002	0.290
PUBLIC FACILITIES & IMPROVEMENTS PROGRAMS	***21.853***	***0.777***	***22.630***
Open Space Programs	**0.756**	**0.004**	**0.760**
Land Restoration Program	0.555	0.002	0.557
Bronx River	0.201	0.002	0.203
Neighborhood Facilities	**21.097**	**0.773**	**21.870**
Code Violation Removal in Schools	4.500	0.000	4.500
DOE School Kitchen Renovations Program	14.677	-2.227	12.450
DFTA Senior Center Improvements	1.920	0.000	1.920
Schoolyards to Playgrounds	0.000	3.000	3.000
PLANNING PROGRAMS	***21.622***	***0.214***	***21.836***
HPD Housing Policy Analysis and Statistical Research	4.426	0.034	4.460
Rent Guidelines Board Support Staff	0.470	0.000	0.470
DCP Information Technology	3.188	0.027	3.215
DCP Comprehensive Planning	12.577	0.143	12.720
LPC Planning	0.559	0.007	0.566
Scorecard Program	0.402	0.003	0.405
ADMINISTRATION	***2.666***	***-0.091***	***2.575***
GRAND TOTAL USES	***224.488***	***4.663***	***229.151***

PART III: PROPOSED 2017 / CDBG FORTY-THREE BUDGET

Following is the proposed CD Forty-Three budget (1/1/17 – 12/31/17). Please note that the spending pattern established in this budget is expected to be effective only for January 1, 2017 to June 30, 2017. Funds reserved for the last six months of CD Forty-Three will be reallocated in accordance with the adopted City Fiscal Year 2018 CD budget.

At this time, the City estimates that the CD Forty-Three Entitlement grant amount will be $151,460,389. However, it should be noted that there is a strong possibility that the actual FFY 2017 entitlement will be different than the FFY 2016 grant. The City projects that $82,352,611 in additional revenues will be available to supplement the CD Forty-Three grant. Additional revenues expected to be available include prior year accruals, applicable credits, and program income.

PROPOSED 2017 / CDBG FORTY-THREE BUDGET
(Millions of Dollars)

PROGRAMS	CD 43
HOUSING PROGRAMS	***142.107***
Housing Assistance	**16.308**
HPD Emergency Shelters	16.308
Code Enforcement	**41.650**
Targeted Code Enforcement	34.047
Litigation	7.023
Neighborhood Preservation Consultants	0.580
Rehabilitation	**54.341**
Emergency Repair Program	44.285
Alternative Enforcement Program	8.128
7A Program	1.449
Primary Prevention Program	0.278
Project Open House	0.201
Clearance	**4.800**
Demolition Program	4.800
Maintenance and Operation of Tax-Foreclosed Housing	**18.969**
Maintenance and Operation of Tax-Foreclosed Housing	18.969
Fair Housing	**0.377**
HPD Fair Housing Services Program	0.377
Administration	**5.662**
HPD Administration	5.662

PROPOSED 2017 / CDBG FORTY-THREE BUDGET
(Millions of Dollars)

PROGRAMS	CD 43
ECONOMIC DEVELOPMENT PROGRAMS	***2.806***
Avenue NYC	2.227
NYC Business Solutions	0.579
SERVICE PROGRAMS	***38.991***
Sanitation Services	**19.597**
Neighborhood Vacant Lot Clean-Up Program	19.597
Parks & Recreation Services	**2.294**
Prospect Park Administrator's Office	0.511
Van Cortlandt Park Administrator's Office	0.272
Pelham Bay Park Administrator's Office	0.203
Minipools	0.568
GreenThumb	0.740
Criminal Justice & Legal Services	**3.471**
Safe Horizon	3.246
Elderly Safe-At-Home	0.225
Health Care & Social Services	**13.116**
Senior Resident Advisor Program	0.450
Day Care Center Services	2.963
Homeless Outreach and Housing Placement Services	0.553
Beacon School Program	5.605
DHS Homeless Services	3.545
Housing Services	**0.513**
Housing Information and Education	0.151
Elderly Minor Home Repair Program	0.362

PROPOSED 2017 / CDBG FORTY-THREE BUDGET
(Millions of Dollars)

PROGRAMS	CD 43
EDUCATION PROGRAMS	***1.561***
Adult Literacy Program	1.561
LANDMARKS PRESERVATION AND CULTURAL AFFAIRS PROGRAMS	***0.406***
Landmarks Historic Preservation Grant Program	0.114
Community Arts Development Program	0.292
PUBLIC FACILITIES & IMPROVEMENTS PROGRAMS	***23.408***
Open Space Programs	**0.764**
Land Restoration Program	0.559
Bronx River Project	0.205
Neighborhood Facilities	**22.644**
Code Violation Removal in Schools	4.500
DOE School Kitchen Renovations Program	10.223
DFTA Senior Center Improvements	1.921
Schoolyards to Playgrounds	6.000
PLANNING PROGRAMS	***22.050***
HPD Housing Policy Analysis and Statistical Research	4.494
Rent Guidelines Board Support Staff	0.470
DCP Information Technology	3.241
DCP Comprehensive Planning	12.864
LPC Planning	0.572
Scorecard Program	0.409
ADMINISTRATION	***2.484***
GRAND TOTAL USES	***233.813***

PART IV: PROPOSED CITY FISCAL YEAR 2017 CDBG 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 and Client Services (PMCS) operates Emergency Housing Services (EHS), which provides 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

PMCS 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 service 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 are referred to HPD or the Department of Homeless Services (DHS) as appropriate. ARC hotel costs for households who are eligible for HPD services are reimbursable through the HPD contract.

Shelter Placement

EHS'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 special needs as appropriate. Households with children are placed in one of three Family Living Centers located in three boroughs (one in the Bronx, one in Brooklyn, and one in Manhattan). Households with no children are placed in privately-owned hotels in four boroughs (Bronx, Brooklyn, Manhattan, and Queens).

Case Management and Housing Relocation Services

Storage Services

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

Family Living Centers (FLC)

Each FLC is staffed by social service contractors. 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 that are placed in participating hotels are serviced by EHS 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.

Homeless Placement Services

Homeless Placement Services is responsible for facilitating the placement of shelter clients into homeless set-aside units and providing ongoing oversight of projects with set-asides to ensure compliance with the homeless restriction. These units are a combination of newly-constructed and rehabilitated apartments in housing projects that have been subsidized by HPD and/or Housing Development Corporation financing. Homeless and displaced households who are income-eligible may apply for these units. Homeless Placement Services makes referrals of clients from DHS, HPD, and HRA shelters to developers with vacant set-aside units and coordinates the screening and lease-up process. Homeless Placement Services is within HPD's Division of Policy & Operations.

Special Enforcement Unit

The Special Enforcement Unit (SEU), staffed by housing inspectors, community associates, and real property managers, provides essential code enforcement support to EHS. The goal of the unit is to decrease the length of stay of clients by restoring households to their original apartments more quickly. SEU monitors landlords' performance in correcting the hazardous conditions that caused the vacate order. SEU 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 HPD. SEU also makes referrals to the Housing Litigation Division (HLD) to commence litigation against owners who fail to comply with vacate/repair orders in a timely manner. The housing inspectors and support staff are CD-funded.

CODE ENFORCEMENT

TARGETED CODE ENFORCEMENT

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

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

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

Tenants call 311 or use 311ONLINE or 311MOBILE 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 areas.

CD funds are used by HPD to provide for housing inspectors, clerical staff, and personnel who perform code-related activities in CD-eligible areas for the Division of Code Enforcement (DCE).

CD revenue is generated when owners of multiple-dwellings pay fees related to registering their buildings with HPD as well as for heat and hot water violations and administrative fees related to the violations. This revenue is cost-allocated between CD and tax levy to reflect those owners whose properties are within the CD targeted areas and those outside.

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 (paid for under HPD Emergency Shelters), the Lead-Based Paint Hazard Inspection Unit, the Proactive Enforcement Bureau, 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 Registration Unit, the Lead-Based Paint Hazard Inspection Unit, the Proactive Enforcement Bureau, and those working under the Alternative Enforcement Program, all Division of Code Enforcement units are approximately 68.8 percent CD-funded. This percentage is based on a HUD-approved cost allocation plan for the time that inspectors spend on 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 for re-inspection of violations. They also handle administrative tasks such as routing, filing, and assisting the public.

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;
- Missing or inoperable smoke detectors; and
- Missing or inoperable 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) for appropriate follow-up action.

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 florescence (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 percent CD-funded.

Proactive Enforcement Bureau (PEB)

The Proactive Preservation Initiative is an approach to identifying deteriorating physical conditions in buildings in CD-eligible areas and addressing those issues through a combination of assistance and enforcement. PEB is primarily comprised of housing inspectors assigned from the Division of Code Enforcement (which is CD-funded under Targeted Code Enforcement for activities in CD-eligible areas). PEB performs an initial roof-to-cellar inspection (after posting notice to tenants) and a re-inspection 45 days later. Throughout this process, HPD field staff is available to work with owners to ensure they understand the process of correcting and certifying violations and to assist with identifying and addressing issues that may be hindering an owner's ability to correct the conditions. If the 45 day re-inspection does not show any improvement, the

building may be referred to the Housing Litigation Division for appropriate action in Housing Court.

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). Owners of one- and two-family dwellings are also required to register if the owner does not live on the premises. The property registration process is a pivotal step in the code enforcement and emergency repair process, as it provides information to contact owners or managing agents regarding complaints, Notices of Violation, and emergency repairs. HPD's Registration Assistance Unit (RAU) has primary responsibility for the property registration process. The RAU assists owners with correcting registration errors, does data entry of submitted information, processes payments for certified copies of registration forms, and certifies copies of registration forms for both owners and tenants.

LITIGATION

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 (LTLD). LTLD is part of the Office of Legal Affairs and HLD is in the Office of Enforcement and Neighborhood Services. CD revenue is generated from civil penalties assessed against property owners for violations of the State and City Housing Codes.

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 (Housing Code). The attorneys and support staff assigned to HLD are approximately 75 percent CD-funded. HLD attorneys also represent HPD when tenants initiate actions against private owners seeking the correction of conditions. HPD is automatically named as a party to such actions. The goal 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.

HLD also brings cases with claims against owners who have filed false certifications or failed to register with HPD as required by law. 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 initiates litigation to have 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 tenants are the petitioners in such cases. 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 the Department of Health and Mental Hygiene (DOHMH) 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 Repair Program 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 1 of 2004 are 100 percent 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 Repair Program 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.

Inspectors and other personnel from the Division of Code Enforcement and the Special Enforcement Division 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 conducting follow-up inspections to ensure compliance with court-ordered actions.

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.

Certification of No Harassment Unit

Under local law, the owner of an SRO multiple-unit dwelling must obtain a "Certification of No Harassment" from HPD before applying to the New York City Department of Buildings (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. After the hearing, OATH issues its findings and a recommendation as to whether the Certificate of No Harassment should be granted or denied. Upon receiving that recommendation, the Commissioner or the Commissioner's designee issues the final determination.

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. In those districts, a finding of harassment means that any alteration or demolition must include a set percentage of low-income housing.

Landlord Tenant Litigation Division

The Landlord Tenant Litigation Division (LTLD) advises the agency on all legal issues concerning residential and commercial occupants of tax-foreclosed residential (in rem) properties under HPD's 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. LTLD 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, LTLD 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.

NEIGHBORHOOD PRESERVATION CONSULTANTS

The Neighborhood Preservation Consultants program aims to increase 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 the program, HPD contracts with community-based organizations to perform a wide range of housing and neighborhood preservation functions including working with owners and tenants to maintain or restore buildings to a structurally and fiscally sound condition. The role of the consultants is to work with landlords and tenants, so that owners can maintain their properties and tenants can be protected from being displaced from the neighborhood.

REHABILITATION

EMERGENCY REPAIR PROGRAM

The Emergency Repair Program (ERP), within HPD's Division of Maintenance (DOM), works to correct immediately hazardous emergency conditions for which the Division of Code Enforcement has cited an emergency repair generating "C" violation in a privately-owned residential building or for which another City agency has cited an emergency condition. CD revenue is generated when private owners pay for repair work performed by the City. In addition, this unit monitors repairs in tax-foreclosed residential properties. ERP consists of the following areas: Emergency Services Bureau, Emergency Repair and Environmental Hazards Bureau, Bureau of Maintenance Procurement, and Research and Reconciliation.

Emergency Services Bureau

The Emergency Services Bureau (ESB) is responsible for contacting owners or managing agents of 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 HPDINFO computer system.

Using primarily property registration information (property owners are required to register with HPD annually), ESB contacts the building owner as soon as a class “C” violation is issued. The staff advises the owner of the condition, of the time to certify correction of the condition, and of the consequences of not correcting and certifying the correction of the violation. The staff also contacts tenants to determine whether the owner actually complied. Notices that go out to both the owners and tenants regarding emergency repairs provide contact information for ESB for questions or issues. Whenever HPD cannot certify that the work was done, the violation is forwarded to the Emergency Repair and Environmental Hazards Bureau for corrective action.

Emergency Repair and Environmental Hazard (EREH)

Intake Unit staff are responsible for receiving emergency repair referrals from ESB. Field inspectors are sent to buildings to prepare work scopes, monitor work in progress, and sign off on final completion for repairs (e.g., boiler repairs, collapsing ceilings, cascading leaks, raw sewage cleanout, pipe repair). EREH also receives lead-based paint hazard violations, issued under Local Law 1 of 2004 by the Division of Code Enforcement that 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 is

due, EREH 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, EREH 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, EREH also addresses lead-based paint hazards in City-owned residential properties. The field inspectors determine whether the necessary repair work should be assigned to a vendor or to in-house maintenance staff.

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, plastering, minor plumbing repairs, and minor lead-based paint work (including room preparation, moving furniture, covering surrounding areas with plastic, removing paint, washing walls, using HEPA vacuums on various surfaces, and removing window sashes and moldings when necessary).

EREH is also responsible for processing referrals received from the Department of Health and Mental Hygiene's Lead Poisoning Prevention Program, scoping and contracting out for lead-based paint abatement, and dust clearance testing.

EREH conducts asbestos surveys, laboratory analysis of bulk material, and asbestos project monitoring for City- and privately-owned buildings in connection with roofing, boiler, or other work that may require asbestos remediation. Responsibilities include developing specifications and cost estimates for asbestos and lead abatement activities, and monitoring contractor performance and compliance.

EREH also uses CD funds to seal vacant, open, and accessible privately-owned residential buildings that threaten the safety of the public in CD-eligible areas. 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 is a component of the City's code enforcement effort along with other activities such as public improvements, 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 Maintenance and Operation of Tax-Foreclosed Housing program.

EREH'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 owners have 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 for repairs that cost up to $100,000, 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 emergency repairs made through the Division of Maintenance, Demolition Program, or the Alternative Enforcement Program. The Research and Reconciliation Unit provides an independent review to ensure that all requirements and procedures were followed appropriately. The office examines agency records to substantiate the charges/liens imposed against privately-owned buildings where an emergency condition has been corrected.

ALTERNATIVE ENFORCEMENT PROGRAM

The Alternative Enforcement Program (AEP) is intended to address the serious physical deterioration of the most distressed buildings in New York City. AEP can order the property owner to repair or replace building systems as well as to address violations. If the owner fails to comply, AEP can address building systems and violations using CD funds.

Using criteria set forth in the City's Administrative Code, 250 multiple dwellings are designated annually for participation in AEP. The multiple dwellings selected are high consumers of HPD's enforcement services, which include the Division of Code Enforcement, the Emergency Repair Program (ERP), and the Housing Litigation Division (HLD). An owner will be notified by HPD that his or her multiple dwelling has been chosen for participation in AEP.

An owner will have four months to do the following:

- Correct 100 percent of violations directly related to providing heat and hot water;
- Correct 100 percent of class "C" hazardous mold violations;
- Correct 80 percent of class "B" hazardous mold violations;
- Correct 80 percent of all vermin violations;
- Correct 80 percent of all other class "B" hazardous and class "C" immediately hazardous violations;
- Pay all outstanding HPD emergency repair charges and liens or enter into an agreement with the Department of Finance to pay such charges; and
- Submit a current and valid property registration statement.

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 (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 may perform the work. CD revenue is generated when owners pay for the cost of the work done by the City as well as for management program inspection fees.

7A PROGRAM

Article 7-A of the New York State Real Property Actions and Proceedings Law authorizes the New York City 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. Under Article 7-A, HPD is authorized to initiate legal action when serious emergency conditions exist in occupied residential buildings where the property owner has not addressed such conditions over an extended period of time. Tenants may also initiate legal action for this purpose. The buildings that enter the 7A Program are severely distressed and are often buildings in which property owners have expressed no interest in maintaining or have abandoned. The 7A Program stabilizes and preserves these housing units and provides habitable and affordable housing for the tenants. 7A buildings enter the program after years of neglect and deferred maintenance. 7A buildings are generally located in blighted areas, are under-occupied, and occupants tend to have very low incomes.

As part of HPD's Division of Special Enforcement, the 7A Program responds to referrals by visiting and evaluating distressed residential buildings to determine if their conditions meet Article 7-A criteria. If a residential building is recommended for intake into the 7A Program, the 7A unit prepares legal documents and refers the building to HPD's Housing Litigation Division (HLD) to commence a 7A Proceeding. HLD also reviews applications from organizations seeking to become court appointed 7A Administrators. 7A Administrators:

- Collect rent;
- Make necessary repairs to stabilize the building and address hazardous conditions;
- Correct violations;
- Provide heat, hot water, and utilities; and
- Improve rent collection and maintenance services.

Once a 7A Administrator is appointed, the 7A Counselors:

- Meet with tenants;
- Coordinate building repair plans;
- Monitor compliance with court stipulations;
- Work with Administrators to ensure that violations are addressed;
- Authorize emergency inspections as needed;

- Authorize Administrators to obtain legal assistance funds to aid them in bringing court proceedings against tenants for non-payment;
- Conduct extensive research on owners seeking discharge of buildings that are under 7A Program management;
- Ensure that 7A buildings are registered annually; and
- Prepare preliminary documents for the 7A Regulatory Agreement.

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 are authorized to borrow funds from HPD. The 7AFA Unit staff underwrites the loan and prepares loan packages for 7A buildings. When work is complete, the 7AFA loan, along with any emergency repair charges, becomes a lien that is placed on the property. The staff ensures liens are recorded with the Department of Finance (DOF) and supplies loan balances to facilitate the discharge of the buildings to its owners. 7AFA loans are both CD- and City Capital-funded for systems replacement and repair work. CD program income is generated when loans are repaid by buildings that can support such a payment. CD funds are also used to pay for staff within the 7A Financial Assistance Unit.

PRIMARY PREVENTION PROGRAM

The Primary Prevention Program (PPP), funded by the Federal Lead Hazard Reduction Demonstration Grant Program, reduces lead hazards and other housing-related health risks in units occupied by low-income and at-risk households. In conjunction with the Department of Health and Mental Hygiene, the Department of Housing Preservation and Development's (HPD) PPP targets areas with high incidence rates of childhood lead poisoning by implementing a combination of partial abatement and interim treatment to prevent lead poisoning and address health risks. Residential buildings in the Bronx, Brooklyn, and Queens are eligible for PPP enrollment under the current Federal grant cycle. Within these boroughs the Program is targeting specific neighborhoods with higher levels of child lead poisoning. Buildings with units occupied by pregnant women, or where a child under the age of six lives or visits on a regular basis, are highly desirable. Vacant units with lead hazards are also eligible.

To be eligible, buildings must be built prior to 1960 and meet HUD's Section 8 income limits:

- At least 50 percent of the dwelling units in the building must be occupied by households earning less than or equal to 50 percent of the area median income; and

- The remaining 50 percent of the dwelling units in the building must be occupied by households earning less than or equal to 80 percent of the area median income.

The scope of work for PPP's lead hazard control measures includes a mixture of paint stabilization and abatement of housing unit components that test positively for lead. The Federal Lead Hazard Reduction Demonstration Grant Program also includes Healthy Homes Supplemental funding, which can be used to address additional health risks (such as mold

growth, vermin infestation, conditions that pose the risk of falls or other injuries, fire and electrical hazards, etc.).

CD funds pay for staff overseeing the program.

PROJECT OPEN HOUSE

The Mayor's Office for People with Disabilities operates Project Open House, in which 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; and
- Need for increased independence.

CLEARANCE

DEMOLITION PROGRAM

The Demolition Unit within HPD's Division of Maintenance has the authority to contract out for 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 cost estimate, 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. The precept provides an owner with a determination of the remedy required to abate the unsafe condition. Depending on the situation, the remedy may consist of 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).

CD revenue is generated when private owners pay for demolitions performed by the City.

MAINTENANCE AND OPERATION OF TAX-FORECLOSED HOUSING

MAINTENANCE AND OPERATION OF TAX-FORECLOSED HOUSING

Through foreclosure for tax delinquency (in rem), the City assumed ownership and management responsibility of formerly privately-owned residential buildings. These buildings are most often located within distressed neighborhoods and are in need of various levels of renovation. This program is designed to benefit the low- and moderate-income people who occupy these buildings. Please note that this effort was previously comprised of the following CD-funded programs: In Rem Superintendent Contract, In Rem Material Management and Procurement, In Rem Property Management, In Rem Building Maintenance and Repair Program, In Rem Building Maintenance and Repair Project Support, and Property Disposition and Finance. The City has decided to collapse these programs into one due to the significant reduction in the inventory of City-owned tax-foreclosed housing.

Following are the activities that are conducted under the Maintenance and Operation of Tax-Foreclosed Housing program in City-owned tax-foreclosed housing:

- HPD conducts necessary repairs in City-owned buildings either through in-house staff or through private contractors. 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.
- CD-funded support staff is responsible for the oversight of maintenance and repair efforts in City-owned 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 City-owned 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.
- CD funds pay for the rent at HPD's field offices that support the in rem operations.
- Under a competitively bid contract with a private vendor, superintendents are employed by the vendor to provide janitorial services in City-owned residential buildings.

Tenant Interim Lease

Under Tenant Interim Lease (TIL), City-owned buildings that participate in the program are in the process of becoming independent housing cooperatives under a Housing Development Fund Corporation (HDFC) structure where tenants become homeowners. TIL encompasses several training contracts that enable HPD to work with tenants and Tenant Associations (TAs) in becoming owners. The TIL staff, which is CD-funded, consists of Building Coordinators and Financial Reviewers who oversee TIL member activities for compliance with program parameters and TA by-laws, provide constructive guidance for failing TIL members, and coordinate with the Office of Development regarding development and disposition of TIL buildings into private ownership.

Under the TIL program, the TAs are responsible for all building maintenance issues and rely on rent collection to support operating expenses. For TIL properties that do not generate sufficient revenues to cover operational expenses, HPD will take on the responsibility of maintenance repairs and fuel and utility expenses.

Sale of City-Owned Buildings

City-owned buildings managed by HPD are transitioned into ownership by tenants, nonprofit organizations, or private entrepreneurs, through the programs of the Division of Property Disposition and Finance (PDF). CD funds continue to maintain these buildings until the City can achieve its goal of selling the buildings and returning them to the tax rolls. The following programs are the primary avenues by which City-owned buildings are returned to private ownership. The staff that oversees these programs is not CD-funded.

- Affordable Neighborhood Cooperative Program

  The Affordable Neighborhood Cooperative Program (ANCP) finances City-owned TIL properties that have been slated to undergo rehabilitation and eventually transfer to tenant ownership as cooperative HDFCs upon successful completion of rehabilitation and milestones associated with tenant ownership.

  HPD partners with nonprofit and for-profit developers that work with tenant associations to facilitate the rehabilitation of their buildings while leveraging private financing with City capital funds. The nonprofit and for-profit developers work with the tenant associations during the predevelopment phase. At the construction loan closing, title is transferred to a third party nonprofit to property manage the buildings as partner developers begin construction. At conversion to permanent financing, the title is transferred to the residents as a cooperative HDFC, provided they have met the necessary milestones associated with tenant ownership.

- Multifamily Preservation Loan Program

  The Multifamily Preservation Loan Program (MPLP) designates qualified sponsors to purchase and rehabilitate City-owned multi-family properties that will remain as rental properties. HPD provides loans using City capital and/or Federal HOME funds at below market-rate interest. HPD subsidy is combined with construction and permanent financing sources provided by, but not limited to, private institutional lenders, New York City Housing Development Corporation (HDC), and Low Income Housing Tax Credits (LIHTC).

Third Party Transfer – Operation/Repair of Non-City-Owned Tax-Foreclosed Property

In the past, the City's real property tax policy resulted in long-term City ownership and management of large numbers of tax delinquent residential properties. Not only did the policy fail to address the underlying reasons for tax delinquency and abandonment, but the City was unable to quickly resell the properties to responsible private owners. In 1996, as part of its Anti-Abandonment initiative, the City obtained legislative changes that have altered the process by which it forecloses on tax delinquent residential properties. Through Local Law 37, rather than the City taking title to these distressed properties, the City may petition the Court to convey the property to a qualified third party. HPD clusters properties into scattered site projects and, through a Request for Qualifications (RFQ) process, selects the responsible new for-profit and nonprofit owners who will ultimately take title to each project. Until the properties can actually be transferred to a permanent owner, Neighborhood Restore Housing Development Fund Corporation, a nonprofit entity, assumes interim ownership and provides technical assistance to and oversees management by the prospective owners. The prospective owners manage the properties and secure rehabilitation financing prior to the final transfer, which is expected within one to two years of initial conveyance. Rehabilitation financing may include HPD City Capital federal HOME funds, private debt, and/or Low Income Housing Tax Credits. During the interim ownership period, HPD provides seed loans to Neighborhood Restore to fund property management costs. CD funds may be used for emergency repairs/building stabilization, utilities, legal and title fees, and environmental/property surveys. Further, a subset of the TPT building portfolio is receiving automatic fuel deliveries that are CD funded. City-owned properties are sometimes added into TPT projects requiring similar milestone duties as in the Multifamily Preservation Loan Program.

FAIR HOUSING

HPD FAIR HOUSING SERVICES PROGRAM

HPD's Fair Housing Services Program is the result of an interagency Memorandum of Understanding (MOU) between the New York City Department of Housing Preservation and Development and the New York City Commission on Human Rights (CCHR). This agreement enables HPD to utilize CCHR's dedicated and knowledgeable staff. CCHR is mandated to enforce the most comprehensive local human rights law in the country. The City's Human Rights Law, like the Federal Fair Housing Act, prohibits housing discrimination based on a person's race, color, religion, sex, disability, national origin, familial status, sexual orientation, age, alienage and citizenship status, marital status, partnership status, lawful occupation, gender, or lawful source of income. The City's law also prohibits bias-related harassment. Because the City's Human Rights Law is inclusive of the Federal Fair Housing Act, the MOU is compliant with HPD's Federally-mandated obligation to promote fair housing.

The MOU has created a Fair Housing Services Program focused on raising the awareness of building owners and project sponsors of their duty to comply with the Federal Fair Housing Act and the NYC Human Rights Law. CCHR staff present a review of fair housing obligations during HPD's weekly Pre-Award Conferences, wherein recipients of HPD funding are also informed of equal opportunity, business utilization, and workforce participation provisions found in HPD contracts.

CCHR participates in community forums ("Owners Night" and "Tenant Nights") sponsored by HPD, in partnership with local political and community leaders, to inform the public of housing opportunities and regulations and to answer questions related to fair housing.

HPD and CCHR conduct quarterly "Fair Housing in Practice" workshops for representatives of building owners and sponsors. The workshops promote understanding of how to avoid discriminatory practices and policies; provide an overview of tenant/buyer rights; and include a presentation on HPD affirmative marketing guidelines.

HPD and CCHR also collaborate to sponsor an annual Fair Housing Symposium. This event features panel discussions by representatives of government agencies before an audience of social service agencies and real estate management firm representatives. The Symposium explores current housing trends, rights, and opportunities and encourages sound and prompt referrals of instances involving possible discrimination.

HPD and CCHR have created a City website that promotes awareness of fair housing practices and enforcement. Fair Housing NYC is a visually appealing website that provides the public with a broad range of fair housing-related content and referral services. The site includes summaries of relevant laws, examples of discriminatory practices and policies, and links to CCHR and HPD resources. The summaries can be downloaded and printed in the most widely used languages in New York City: English, Spanish, Korean, Haitian Creole, Russian, and Mandarin. The site can be accessed at: http://www.nyc.gov/html/fhnyc/html/home/home.shtml.

The Fair Housing Services Program reaffirms HPD's and CCHR's commitment to implement the goals and objectives of Federal and City mandates to promote housing choices free of discriminatory barriers.

ADMINISTRATION

HPD ADMINISTRATION

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

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 Division of Maintenance, 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, and construction and related contracts.

Fiscal ERP Accounting

Program revenue from the Emergency Repair Program (ERP) 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 or purchaser makes full payment.

Bureau of Maintenance Procurement

The Division of Maintenance's Bureau of Maintenance Procurement, through a pre-qualified vendor list and requirements contract, bids out and awards repair work to private contractors 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 and Payroll Unit staff is 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.

Technology and Strategic Development

Staff within the Division of Technology and Strategic Development (TSD) oversees the maintenance and operation of systems that support CD-eligible programs within the Office of Enforcement and Neighborhood Services (ENS). This function includes enhancing systems that track CD-eligible programs such as ERP and AEP. In addition, TSD staff maintains the HPDINFO system that tracks violations, open market orders, and other building specific data. This system also helps in determining how much work is being done in CD-eligible census tracts. The TSD staff works closely with the ENS office on the maintenance of the Routesmart GIS component and interfacing with the AEP and ERP modules.

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 for CD project support), rehabilitation, conversion, acquisition of real property, and new construction.

CD also pays for the staff that is responsible for HOME and Low-Income Housing Tax Credit monitoring and compliance activities.

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 engage local residents in their commercial district but to also preserve neighborhoods more broadly. The Department of Small Business Services (SBS) funds projects that promote commercial revitalization in the areas of business attraction and retention, façade improvement, placemaking, organizational capacity building, and corridor needs assessments. The target areas selected for funding experience varying degrees of stagnation or disinvestment, and the income of the areas' populations are low to moderate. Projects usually have a local community sponsor, frequently a Community-Based Development Organization (CBDO), that represents the needs of local merchants, property owners, and local residents. 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;
- provide quality goods and services to local residents serviced by the targeted business district; and
- foster collaboration among businesses in a neighborhood 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:

- Placemaking 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, and executing projects that leverage unique or distinct characteristics of the area to attract local resident customers. All of these efforts have the goal of increasing consumer spending in the district.

- Business Attraction and Retention efforts work to recruit new businesses/investment into the targeted district as well as retain established businesses so that the commercial corridor may better serve the needs of local residents. Business Attraction activities include 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. Business retention strategies focus on retaining the diverse types of retail present in a commercial district as a tool to meet the

demand of local residents. Business Retention activities include workshops, visual merchandizing, online marketing, consumer surveying, and other strategic revenue generation strategies for local businesses.

- The Façade Improvement Management program covers costs related only to program design, administration, and marketing for sponsors that have or will have dedicated funding for the 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 grid security gates, retractable or faux-retractable awnings, high quality storefront signs, and an exterior finish (paint or other material). Sponsors without dedicated funding for capital costs are expected to develop a sustainable program model, recruit potential façade improvement sites, establish suggested design standards, and begin the process of identifying commitments for capital costs.

- The Merchant Organizing program selects sponsors to lead the planning, outreach, and organizing efforts for the creation of a new merchants association or the revitalization of an existing organization that can address business needs in the commercial corridor. Sponsors are expected to develop a plan for organizing merchants and accomplish concrete organizing milestones within the contract year.

- Capacity Building initiatives build the capacity of nonprofit economic development corporations, including Business Improvement Districts, CBDOs, and merchants associations. Initiatives are specific to the technical and strategic needs of each individual organization and neighborhood, draw on the strengths and distinctiveness of each commercial district, and are expected to produce a measurable improvement in the commercial life of the community and functioning of the organization receiving capacity building services. Recipients of a Capacity Building grant will identify targeted corridors/districts in need of commercial revitalization assistance and develop assessments, strategies, tools, and internal capacity for executing local economic development initiatives through future rounds of Avenue NYC. Recipients will actively work with SBS's Avenue NYC team to define and partake in organizational development activities to sustain and strategically sequence these efforts beyond the grant term. Capacity Building initiatives cannot duplicate services available elsewhere, i.e., that are also provided by other organizations or City agencies. Programs must be designed to work with existing organizations in the target area, and cannot entail the funded sponsor providing technical or other assistance directly to individual businesses.

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

Eligibility

- Project must benefit primarily low- and moderate-income areas that are residential in nature or commercial corridors that are in the immediate vicinity of New York City Housing Authority developments.

Need

- Indications of decreasing retail activity;
- Deteriorating physical conditions of streets and shop fronts; and
- 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; and
- Existence of other activities that could reinforce commercial revitalization.

Local Support and Capability

- Existence of local merchants' groups and/or sponsor nonprofit economic development/ community organizations committed to supporting and participating in commercial revitalization;
- Support of local community groups; and
- Evidence of financial support for commercial revitalization activities from other sources.

The following is a list of areas across the five boroughs of New York City that are proposed for CD funding consideration in City Fiscal Year 2017 (7/1/16 to 6/30/17). The program may identify new areas but only after evaluating applications and awarding funds.

- Bronx: Allerton, Baychester, Belmont, Castle Hill, Concourse, Fordham, Highbridge/University Heights, Hunts Point, Kingsbridge, Marble Hill, Morris Heights, Morris Park, Morrisania, Mott Haven, Norwood, Parkchester, Pelham Parkway, Soundview, South Bronx, Wakefield/Williamsbridge/Baychester, West Farms, Westchester Square, and Woodlawn.
- Brooklyn: Bedford-Stuyvesant, Bensonhurst, Brighton Beach, Brownsville, Bushwick, Clinton Hill, Coney Island, Crown Heights, Cypress Hills, Downtown Brooklyn, East Flatbush, East New York, East Williamsburg, Flatbush, Fort Greene, Greenpoint, Midwood, New Lots, Northside Williamsburg, Prospect Heights, Prospect-Lefferts Gardens, South Brooklyn/Red Hook/Gowanus, South Williamsburg, Sunset Park, and Wallabout.
- Manhattan: Bradhurst, Central Harlem, Chinatown, East Harlem, East Village, Hamilton Heights, Lower East Side, Two Bridges, Washington Heights/Inwood, and West Harlem.
- Queens: Arverne/Edgemere, Astoria-Ditmars, Central Astoria, Corona, Downtown Flushing, Downtown Jamaica, Far Rockaway, Jackson Heights/Elmhurst, Jamaica East, Jamaica South, North Corona, Queensbridge/Ravenswood, Richmond Hill/Ozone Park, Ridgewood, Rockaway Peninsula, Sunnyside, and Woodside.

- Staten Island: Mariner's Harbor, New Brighton, Port Richmond, and Stapleton/St. George/Tompkinsville.

SBS will continue its nonprofit management technical assistance programs by expanding the capacity building course offerings for Avenue NYC-funded organizations in CFY 2017. In order to strengthen Avenue NYC-funded organizations and help them to continue to weather economic challenges, SBS will offer trainings in areas such as Board Development, Fundraising, Marketing and Communications, Program Evaluation, Strategic Planning, and Financial Management courses. The goal of these trainings is to help the organizations strengthen their boards, increase their programs' effectiveness, market their programs to constituents, and identify and secure alternative sources of funding in order to increase their stability.

SBS will also provide technical assistance to help local organizations with project management strategies to assist in the creation and implementation of commercial revitalization programs in their respective neighborhoods. Specifically, SBS will provide technical support to organizations that are developing local façade improvement programs. Additionally, SBS will provide trainings to organizations on community engagement/organizing techniques centered on local economic development tactics. Organizations participating in both sets of project management and community engagement trainings will receive hands-on consulting assistance that will prepare them to address commercial district challenges and undertake more advanced commercial revitalization initiatives.

NYC BUSINESS SOLUTIONS

NYC Business Solutions is a set of services offered by the NYC Department of Small Business Services (SBS) to help entrepreneurs and small businesses start, operate, and expand in New York City. NYC Business Solutions' services include business courses; legal assistance through attorneys offering pro-bono appointments on select business matters; assistance finding financing; incentives and contracting opportunities; navigating government; and assistance finding and training qualified employees. CD-funded staff also develops a curriculum of business training courses for delivery at seven NYC Business Solutions Centers where businesses have access to direct business counseling.

Curriculum Development

Free training in business planning, marketing, using technology, developing and understanding financial statements, and bookkeeping software is provided to micro-entrepreneurs and small business owners at the NYC Business Solutions Centers citywide, with the goal of equipping customers with the skills they need to effectively plan, manage, and expand their businesses. SBS staff supports the development of effective curricula to meet the business owners' needs, manages consultants who conduct classes, and works with NYC Business Solutions Center staff to market and manage the classes. Classes are currently offered in English, Spanish, Russian, Haitian-Creole, Korean, Chinese, Bengali, and Arabic. Classes are being developed in French and Urdu as well.

NYC Business Acceleration

NYC Business Acceleration (NYCBA) is a free set of services that help business owners open or expand faster and easier, operate more smoothly, and recover from disasters. NYCBA serves businesses citywide. CD funds are used to assist businesses that are micro-enterprises and/or serve low- and moderate-income areas. NYCBA provides a variety of services to help businesses including client management, plan reviews, consultations with inspectors, and inspections from City agencies such as the Department of Buildings, the Department of Consumer Affairs, the Department of Health and Mental Hygiene, and the Department of Environmental Protection.

The NYCBA client management team is partially CD-funded. CD-funded staff provides one-on-one support and guidance to micro-enterprises and businesses that serve low- and moderate-income areas. Client Managers act as a general point of contact and assist business owners by evaluating the establishment's needs, advising on compliance, coordinating and sequencing required services, and helping with facility disruptions and utility issues.

Vendor Markets

The Markets Program facilitates the business needs of low- and moderate-income (low/mod) microenterprises by enabling their development and providing the support necessary to make them viable. The Program establishes markets in low/mod neighborhoods and provides regulated settings where former street vendors, small business startups, and other small scale entrepreneurs may conduct business for a nominal fee. In addition, the Markets Program partners with qualified local nonprofit organizations to manage the markets' daily operations and business services, which include one-on-one business assessments and counseling; business skills training; and technical assistance, specifically in the areas of bookkeeping, marketing, merchandising, licensing, and permitting. Operations at the markets are funded with the fees generated from the businesses while training, technical assistance services and program oversight costs are CD-funded.

A CD-funded SBS staff-member oversees the Markets Program and other CD-eligible economic development activities. This position is charged to the CD Administration program.

In CFY 2017, the program will continue to administer the City-owned Flatbush-Caton Vendor Market located at 814 Flatbush Avenue in Brooklyn. The market is managed by the Caribbean American Chamber of Commerce and Industry (CACCI). Additionally, the Markets Program will continue efforts to establish a marketplace in East New York.

SERVICE PROGRAMS

SANITATION SERVICES

NEIGHBORHOOD VACANT LOT CLEAN-UP PROGRAM

The Department of Sanitation (DSNY) cleans vacant lots and the surrounding premises of abandoned buildings that are littered with garbage, debris, and bulk refuse to meet the City's Health and Administrative Code standards. CD funds pay for services 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 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 non-lot-related conditions to the proper agency for corrective action.

The Lot Cleaning Division cleans vacant lots and services other dump out conditions, known as "diversions," which occur on streets, sidewalks, and uncut/unpaved streets, etc. These occurrences are identified as being in CD-eligible or -ineligible areas and recorded accordingly. Additionally, the Division cleans properties around abandoned structures, such as foreclosed properties, which previously were not part of the division's oversight. Privately-owned properties are billed accordingly.

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 are recycled to private vendors with a stipulation that they are to be reincorporated as a substitute for goods made from virgin materials. Bulk items such as refrigerators, washing machines, stoves, etc. are diverted to source separation/recycling sites rather than to landfills.

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.

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

During periods deemed as emergencies by the City, Governor, or President, such as weather-related or other emergencies, CD resources may be re-directed to address these emergency conditions. Personnel and equipment will be utilized in CD-eligible areas and in non-CD-eligible areas if an emergency blighting condition exists. Work may involve opening streets in the emergency area due to debris or other circumstances obstructing the streets. This will allow for the safe passage of ambulances, police, and fire vehicles; fuel oil deliveries; food delivery vehicles; public transportation; school buses; and other emergency personnel to make emergency repairs to infrastructure such as water mains, sewers, and residential buildings, etc. In the event of a declared snow emergency, CD-funded snow removal activities will only take place in CD-eligible 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 properly and in an efficient manner. A return to lot cleaning duties will be ordered as soon as possible when meaningful and productive work can be accomplished in the lot cleaning operation.

CD revenue 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 ADMINISTRATOR'S OFFICE

The Prospect Park 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.

Equipment may also be purchased when funds are available.

Educational programs in Prospect Park tie together the park's natural environment, Brooklyn's history, and the visitors' urban experience in ongoing public programs offering quality environmental education and family learning. The Prospect Park Audubon Center in the Boathouse has developed a 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, and the public. The Center's interactive initiative, "Pop-up Audubon," brings educational programs out to the public at various locations in the park. Through a series of seasonal and special events at Lefferts Historic House, everyday life experienced by Dutch, African, and Native American children in the farming village of Flatbush in the early 19th century is interpreted for Brooklyn's children and families.

Prospect Park relies on volunteer efforts to keep its grounds functioning and attractive. Volunteer events are held four days per week during the April-November season and thousands of volunteers participate.

Through its Youth Employment Program, the Park offers summer and weekend jobs for more than 20 teenagers, most from Brooklyn's underserved areas. Youth Employment frames working in the park in the broader context of career opportunities, particularly in the environmental field, to help young people think in terms of their futures. Program participants are recruited from local high schools, including the Brooklyn Academy of Science and the Environment, and youth organizations. These young people serve as key ambassadors for the park, interacting with the public at Lefferts Historic House and the Prospect Park Audubon Center at the Boathouse, as well as assisting in management of Brooklyn's only remaining forest with the Woodlands Youth Crew. The Employment Program is designed to give participants an increased sense of responsibility and to instill basic work habits such as punctuality, teamwork, and self-discipline. Youth employment positions are designed to give committed youth multi-year employment experience.

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.

Restored by the Prospect Park Alliance, the 40-acre Parade Ground offers tennis courts and baseball, soccer, and football fields for local schools, leagues, and clubs for children and adults, as well as basketball, netball, and volleyball courts. Prospect Park is home to seven playgrounds, including some of the most interesting and dynamic in the City. Located around the park's perimeter, they offer children engaging opportunities for safe and imaginative play.

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

For more information about Prospect Park, please visit the following websites: www.nycgovparks.org/parks/prospectpark or www.prospectpark.org.

VAN CORTLANDT PARK ADMINISTRATOR'S OFFICE

The Van Cortlandt Park Administrator's Office represents the third largest park in New York City and predominantly serves low- and moderate-income residents of the Bronx. CD-funded staffing includes the Park Administrator, the Special Events Coordinator, and an Office Manager. Along with two Park Managers, they oversee four offices: one at Ranaqua to coordinate with the Borough Administration; one at Van Cortlandt Garage for the forest restoration and turf & trails crews; another at the park's headquarters building for the maintenance and operations staff; and at the Van Cortlandt Golf House for teen and volunteer programs. Staff at these offices oversees all programming, maintenance, and operations of the park in addition to capital projects and community outreach.

The CD-funded Special Events Coordinator oversees permitting for hundreds of events from family barbecues to the New York Philharmonic Concert that come to the park. The park offers free public programming including Barefoot Dancing and the Summer Stage Kids Series in the summer, monthly volunteer forest work days, and weekly Bird Walks conducted from April to

November. Newly added programs include the Hike & Draw series, Painting from Nature series, and Zumba programs.

Last year the Department of Parks and Recreation finalized the *Van Cortlandt Park Natural Areas Management Plan* and the *Van Cortlandt Park Master Plan 2034*, which includes horticultural and natural area plans. These documents currently guide work on the park's physical aspects.

CD-funded staff coordinates the programs and concerns of a Community Council made up of representatives from the many diverse park user groups. The Council meets twice a year to grapple with park issues and recommend solutions in concert with the master plan ideas. Van Cortlandt Park Conservancy, Friends of Van Cortlandt Park, Van Cortlandt Track Club, Friends of Canine Court, National Society of Colonial Dames in the State of New York, Friends of the Old Croton Aqueduct Trail, Woodlawn Taxpayers Association, Bronx Community Board 8, NYC Audubon, Bike NY, Transportation Alternatives, and many sports and athletic leagues are all represented. The Administrator's office produces seasonal calendars promoting programs of all these groups for the general public as well as maintains the official website for the park, www.vcpark.org.

A Federally-funded user study of Van Cortlandt Park indicated the majority of visitors to the park come from CD-eligible Bronx census tracts. Van Cortlandt Park is adjacent to the Kingsbridge, Norwood, and Woodlawn communities and is easily accessible by public transportation.

For more information about Van Cortlandt Park, please visit the following websites:
www.vcpark.org or www.nycgovparks.org/parks/VanCortlandtPark

PELHAM BAY PARK ADMINISTRATOR'S OFFICE

The Pelham Bay Park Administrator's Office provides services for the largest park in the Bronx, serving low- and moderate-income borough residents. The Pelham Bay Administrator is covered by tax levy funds. CD-funded staff includes the Natural Areas Manager, Wildlife Manager, and Special Events Coordinator. The Administrator's Office offers the following services:

- Coordination of conservation and recreation activities;
- Coordination and implementation of special projects and events;
- Coordination of natural area restoration and horticultural improvements;
- Coordination of public programs;
- Coordination and implementation of volunteer programs;
- Administrative and liaison functions with the park's primary community group, the 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 safety and security.

Equipment may also be purchased when funds are available.

A Federally-funded user study of Pelham Bay Park indicated the majority of visitors to the Park come from CD-eligible Bronx census tracts. Pelham Bay Park is adjacent to the neighborhoods of Co-op City, Pelham Bay, Baychester, and City Island, and is easily accessible by public transportation.

For more information on Pelham Bay Park, please visit www.pelhambaypark.org or www.nycgovparks.org/parks/pelhambaypark.

MINIPOOLS

The New York City Department of Parks and Recreation's Minipools 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 operate during the summer months and are located near New York City Housing Authority developments. These sites are:

Sites	Locations	Adjacent NYCHA Sites
	Bronx	
Playground 174	East 174th Street and Bronx River Avenue	Bronx River Houses
	Brooklyn	
Glenwood Playground	Farragut Road and Ralph Avenue	Glenwood Houses
Jesse Owens Playground	Stuyvesant Avenue and Lafayette Avenue	Roosevelt Houses, Stuyvesant Gardens Houses
Albert J. Parham Playground	DeKalb Avenue and Clermont Avenue	Walt Whitman Houses, Raymond Ingersoll Houses
	Manhattan	
Abraham Lincoln Playground	East 135th Street and Fifth Avenue	Abraham Lincoln Houses, Jackie Robinson Houses
Frederick Douglass Playground	West 102nd Street and Amsterdam Avenue	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	30th Road and 46th Street	Woodside Houses
	Staten Island	
Gen. Douglas MacArthur Park	Jefferson Street and Dongan Hills Avenue	Berry Houses
Grandview Playground	Grandview Avenue and Continental Place	Mariner's Harbor Houses
Stapleton Playground	Tompkins Avenue, Hill Street, and Broad Street	Stapleton Houses

GREENTHUMB

Established in 1978, GreenThumb remains the nation's largest urban gardening program, assisting over 500 neighborhood groups in the creation, maintenance, and enhancement of both community and school gardens aimed at increasing civic participation and encouraging neighborhood revitalization through collective stewardship. 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, supplies, education, and technical support/assistance and manages the license agreements for all community gardens located on City property. A majority of the gardens are under the jurisdiction of the Department of Parks and Recreation (DPR), while the rest are on other City or State agency property including the NYC Department of Housing Preservation and Development (HPD), Metropolitan Transit Authority, NYC Department of Transportation (DOT), NYC Department of Environmental Protection (DEP), and NYC Department of Education (DOE), as well as those that are privately-owned by land trusts or nonprofit organizations such as the New York Restoration Project.

GreenThumb organizes three large annual events starting with the annual Spring GrowTogether conference showcasing nearly 70 garden workshops that attract approximately 1,600 City gardeners, greening partners, youth, and the general public. Around the summer solstice, GreenThumb celebrates community gardeners and gardening through the Summer Fest. In the fall, GreenThumb hosts the 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. For CFY 2017, GreenThumb expects to offer approximately 60 educational workshops and events that will serve approximately 5,000 participants. Additionally, GreenThumb fosters collaboration among community members and

greening partners who utilize these public spaces to conduct supplementary educational, skill-building, and community development workshops. GreenThumb promotes these numerous events, workshops, and workdays held in community gardens. As part of its programming, GreenThumb maintains an informational website, www.GreenThumbnyc.org, and is also now featured via social media through Facebook, Twitter, and Flickr. GreenThumb also publishes quarterly program guides, which are distributed in print form to gardeners as well as via email. Every four years, GreenThumb publishes the GreenThumb Gardener's Handbook, which is a resource for the gardeners to learn about important requirements and policies as well as the wealth of resources offered by GreenThumb and numerous greening partners from across the City.

The vast majority of GreenThumb gardens 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 share many interests such as 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, individuals with a passion for gardening, and/or active community residents. Many gardeners' only access to fresh and healthy food is that which they grow in GreenThumb gardens. 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. Indeed, the City's GreenThumb program and its gardeners have spearheaded the national community gardening, open space, and urban farming movements.

For over 35 years, GreenThumb has been successful at responding to crises and making positive contributions towards the City's vision for greener, safer, and more inclusive neighborhoods. GreenThumb gardens have a solid track record of community involvement and accomplishment and 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 CD-funded support and concrete services through its 24-hour Crime Victims Hotline and Domestic Violence Hotline and its Criminal and Family Courts in Brooklyn and in the Bronx. Services include: safety assessment and risk management; crisis intervention; advocacy; information and referral; individual and group counseling; document replacement;

emergency lock replacement; assistance in applying for Office of Victim Services Compensation for uninsured medical care, lost income, and funeral expenses; assistance with obtaining an order of protection; restitution; and services for 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 also provides non-CD-funded services such as the Sexual Assault Hotline, borough-based community programs in all five boroughs, legal services, licensed mental health treatment, shelters, and overnight shelter for homeless youth.

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

Bronx Criminal Court	
Reception Center	215 East 161st Street, 3rd Floor
Bronx Family Court	
Reception Center	900 Sheridan Avenue, Room 1-40
Children's Center	900 Sheridan Avenue, Room 1-41
Brooklyn Criminal Court	
Children's Center	120 Schermerhorn Street, 8th Floor
Reception Center	120 Schermerhorn Street, 6th Floor
Brooklyn Family Court	
Reception Center	330 Jay Street, 12th Floor
Children's Center	330 Jay Street, 1st Floor
Hotlines	
Domestic Violence Hotline	(800) 621-HOPE (4673)
Crime Victims Hotline	(866) 689-HELP (4357)

ELDERLY SAFE-AT-HOME

This program provides comprehensive crime prevention services, crisis intervention, and general crime victim assistance to combat crime perpetrated against elderly and non-elderly disabled residents in the South Bronx. The goal of the program is to provide maximum services geared to enhance the general quality of life of these residents, improve their safety and security, and enhance their health and well-being in order to enable them to live independently in their homes. The program offers workshops on entitlements, health maintenance, and nutrition. Information on crime prevention, safety and security, and court proceedings is disseminated through the periodic distribution of pamphlets and through regularly scheduled meetings at program sites. Residents in need of crime victim assistance are identified and referred to a host of community-based and City agencies for a continuum of social services. Monitoring the health, safety, and well-being of residents is ongoing.

These services are provided to residents in the following four developments in the South Bronx.

- Butler Houses - 1402 Webster Avenue
- Courtlandt and Jackson Houses - 799 Courtland Avenue
- Morris Houses - 3663 Third Avenue

HEALTH CARE & SOCIAL SERVICES

SENIOR RESIDENT ADVISOR PROGRAM

This program provides supportive services, crisis intervention, assistance in maintaining independent daily living, and case coordination to elderly residents (ages 62 and over) and non-elderly disabled residents in six NYCHA developments. The program also provides assistance with accessing public entitlements, advocates with services providers, and monitors the health and well-being of the residents through home visits and telephone check-ups. The ultimate goal of the program is to provide increased services to elderly residents who are aging-in-place and non-elderly disabled residents to help them maintain independent living within the six CD-funded NYCHA developments, and prevent premature placement in nursing homes or other forms of institutionalization.

The program also recruits and trains a cadre of resident volunteers, organized into a floor captain/buddy system, to maintain daily contact with residents in their respective developments, check on their well-being, and report back to program staff. The floor captains are the eyes and ears of the program and are often the first to detect that something is wrong or identify an incident requiring immediate attention. The additional services provided through the floor captain/buddy system have been effective in helping to prevent isolation amongst seniors through increased networking and socialization.

Following are the six CD-funded NYCHA developments in which the Senior Resident Advisor Program operates:

Site	Location
Bronx	
Boston Road Plaza	2440 Boston Road
Randall-Balcom	2705 Schley Avenue
Brooklyn	
Palmetto Gardens	85 Palmetto Street

Manhattan

LaGuardia Addition	282 Cherry Street
Meltzer Towers	94 East First Street

Queens

Shelton	89-09 162nd Street

DAY CARE CENTER SERVICES

The Administration for Children's Services' (ACS) Division of Early Care and Education administers one of the largest publicly-funded early care and education systems in the country, serving almost 100,000 children in different types of service settings. The services are provided through the *EarlyLearn NYC* contractor system and through issuance of Vouchers to eligible families to purchase child care from providers in the City. The most recent data for programs operated under contract with the City estimates 32,344 enrollees.

All *EarlyLearn NYC* programs contracted with ACS's Division of Early Care and Education 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. Programs offer family engagement activities and community participation is encouraged by the program staff and parents.

Through *EarlyLearn NYC* and vouchers, 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 two months to 12 years old.

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

Site	Location
Bronx	
Sheltering Arms NY	528 East 146th Street
Brooklyn	
New Life Child Development Center	1307 Greene Avenue 408 Grove Street 295 Woodbine Street
Manhattan	
Rena Day Care Center	639 Edgecombe Avenue

HOMELESS OUTREACH AND HOUSING PLACEMENT SERVICES

Through a contract with the New York City Department of Homeless Services, in collaboration with the New York City Department of Health and Mental Hygiene, Project Hospitality provides 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 safe havens and/or transitional or permanent housing settings. Project Hospitality works in collaboration with the NYC Department of Transportation at the Staten Island Ferry Terminal, the 120th Police Precinct and its annex office inside the terminal, and local hospitals and clinics. This program 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 both housing and treatment services. 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 work intensively with homeless people to move them out of the Staten Island Ferry Terminal or off 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, stabilization, bed care, 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 safe havens, transitional settings, or permanent housing, as appropriate to their needs, with the long-term goal of permanent housing for all homeless persons on Staten Island. In order to advance this goal, in the past year Project Hospitality has increased program operations to a 24 hours/day, seven days/week, 365 days/year model.

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 six 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.

CD funds support the following schools, which serve low- and moderate-income areas, and one DYCD staff-member that oversees the program.

School	Location
Bronx	
I.S. 117	1865 Morris Avenue
I.S. 217 (School of Performing Arts)	977 Fox Street
Brooklyn	
J.H.S. 50	183 South 3rd Street
J.H.S. 218	370 Fountain Avenue
P.S. / I.S. 323	210 Chester Street
I.S. 271	1137 Herkimer Street
J.H.S. 291	231 Palmetto Street
M.S. 562	125 Covert Street
M.S. 126	424 Leonard Street
Dr. Susan S. McKinney Secondary School of the Arts	101 Park Avenue
Manhattan	
M.S. 224	410 East 100th Street
M.S. 328	401 West 164th Street
Queens	
P.S. 43	160 Beach 29th Street
I.S. 10	45-11 31st Avenue

DHS HOMELESS SERVICES

The 30th Street Men's Shelter is a multi-functional building with a total of 850 shelter beds located at 400-30 East 30th Street, Manhattan. This site acts as the Department of Homeless Services' main point of entry for all single adult men as well as adult families and, as such, acts as DHS's primary location for Intake and Diversion efforts. Intake and Diversion for single adult men is focused on a strengths-based assessment of each client and their available resources, and provides valuable services including, but not limited to, family mediation, emergency one-shot deal applications, referral for short- and long-term rehabilitation, and financial assistance for family reunification. On a daily basis, 145 beds are made available for Intake and Diversion efforts.

In addition, the 30th Street Men's Shelter also serves as two different programmatic shelters. The 30th Street Assessment program shelters 230 men on a nightly basis, and serves as one of four assessment shelters for men in the shelter system. Social services are tailored to a 21-day assessment of clients and recommendation for program type. The 30th Street General Shelter has capacity for 475 clients, and generally serves an aging population with long-term placement as the goal of social services.

As shelters, both programs provide three meals a day, clean linens and toiletry essentials, a lock/locker to secure valuables, a safe and respectful environment, and case management services. Case management services are built around each individual's unique set of strengths and aid the client as they move from emergency shelter to permanent independent living. Case management services include entitlement enrollment, employment assistance, financial management, substance abuse/mental illness support, medical management, and permanent housing assistance. CD funds pays for a portion of the contract with a private security firm at the 30th Street Men's Shelter in an effort to provide a safe environment for the residents.

HOUSING SERVICES

HOUSING INFORMATION AND EDUCATION

This program, administered by the Mayor's Office for People with Disabilities, seeks to increase awareness and 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 and affordable housing;
- New York City Building Code compliance, modifications, updates, interpretations, and recommendations for architects, engineers, designers, developers, landlords, co-op boards, condominium associations, small neighborhood businesses, housing real estate brokers, etc.;
- The identification of additional accessible and affordable options through a partnership with the Department of Housing Preservation and Development;
- Housing referrals to disability advocates and service organizations that operate housing locator programs and maintain a list of accessible and affordable housing; and
- Outreach to architects, builders, and community groups.

For information on the Housing Information and Education program please visit the following site: http://www.nyc.gov/html/mopd/html/home/home.shtml.

ELDERLY MINOR HOME REPAIR PROGRAM

Abandonment of privately-owned homes by senior citizens is 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 or mortgage bill). 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. For more information on the program, please call (212) 962-7655 or visit www.nyfsc.org/services/repair.html#safety.

EDUCATION PROGRAMS

ADULT LITERACY PROGRAM

CD funds are used to pay for contracts with adult literacy providers that offer instruction in reading, writing, numeracy, and English language instruction in a classroom setting. The Department of Youth and Community Development oversees the program.

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 historic properties and sites that are designated 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 (LPC) 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 façades 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 percent 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 between 10 and 50 percent of the total project cost towards 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 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 or clientele 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 or persons must contribute at least 50 percent 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.

COMMUNITY ARTS DEVELOPMENT PROGRAM

The NYC Department of Cultural Affairs' (DCLA) new initiative, Building Community Capacity (BCC), takes a collaborative and comprehensive approach to building cultural capacity in targeted low- and moderate-income neighborhoods. The program brings together local stakeholders for visioning and goal setting, intensive training sessions, workshops, coaching, public programs, and other activities designed to enhance the role that arts and culture play in developing a healthy, thriving community.

Through the 18-month program, DCLA seeks to strengthen the cultural ecosystem in four communities—the South Bronx (Hunts Point, Melrose, Mott Haven); East Brooklyn (East New York, Cypress Hills, Brownsville); Northern Manhattan (Washington Heights, Inwood); and Southeast Queens (Greater Jamaica)—that have been targeted by this Mayoral administration for cross-agency support, while also integrating cultural assets and activities into overall community development. BCC was designed to ensure that current community development efforts include the voices and active participation of New York's cultural community in a way that strengthens the neighborhood's capacities beyond the length of the City's formal interventions, allowing for positive social change that can be sustained over the long-term.

CD funds will provide support for technical assistance providers who will engage the community both in rigorous team-based learning sessions and in peer learning exchanges. Through a mixture of workshops and individual assistance, participants will assess critical needs, build leadership practices, develop management skills and tools, and explore how to build cross-sector relationships that result in a more effective and engaged cultural ecosystem.

The program consists of three integrated components. Initially, consultants will guide community stakeholders in neighborhood assessment and strategy development with a goal toward developing a shared vision. Explored opportunities and challenges will help identify needed capacities for individual arts organizations as well as for cross-sector cultural stakeholders. Arts groups can engage in capacity building workshops and receive coaching to strengthen leadership, management oversight, and outreach efforts.

Additionally, consultants and DCLA staff will develop monthly convenings for the combined neighborhoods to address a variety of community capacity building topics. Neighborhood teams of five to eight participants, representing a variety of local cultural stakeholders, will gain knowledge, skills, and resources needed to better understand and engage their neighborhood, to boost their community's effectiveness at building cultural capacity, and to increase each team's ability to set strategy and drive action against priority goals.

Furthermore, each selected neighborhood will receive a City tax-levy grant that supports the community's efforts to implement its cohesive vision and strategies. The grant subsidizes both a Project Manager, embedded in each neighborhood for the program's duration, as well as projects

that enhance the overall community's cultural engagement, such as creating a cultural calendar, database of resources, artist registry, and neighborhood cultural events.

As BCC progresses, participants will define and begin working on independent cultural capacity projects designed to benefit the entire community. Each team will address a critical issue related to creating equitable and sustainable cultural programming for its community. Throughout the duration of the program, participants will receive ongoing technical assistance from course instructors, DCLA staff, and appropriate field experts as they develop and implement their projects as well as their shared vision.

An expanded Capacity Building Unit at DCLA will provide oversight, project administration, and technical assistance. CD and City tax levy each support two staff. For further information regarding CADP, please contact Perian Carson at pcarson@culture.nyc.gov.

PUBLIC FACILITIES & IMPROVEMENTS PROGRAMS

OPEN SPACE PROGRAMS

LAND RESTORATION PROGRAM

The Land Restoration Program (LRP), part of the City's GreenThumb Program, is administered by the NYC Department of Parks and Recreation (DPR). Established in 1982, the program's primary focus has been to address New York City's problem of vacant lots within CD-eligible areas, as well as assisting GreenThumb, DPR's other City divisions, and agencies with troubled areas in CD-eligible zones.

LRP adopts sites for treatment annually 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 frequently have structures to be demolished and removed. The LRP crew works with other City agencies including the Department of Transportation, the Department of Housing Preservation and Development, the Department of Citywide Administrative Services, and the Department of Sanitation to get sites cleaned and fenced. Sites are then graded, tilled, planted as needed with specialty seed mixes customized for the City, and put into a rotational maintenance plan or turned over to community groups for continued care. Sites are revisited throughout the season for mowing, cleaning, or other improvements in order to prevent them from falling into disrepair again.

Vacant 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 any associated diseases;
- Reduction in vacant lot or site health hazards;
- Reduction in the cost of re-cleaning or reclaiming treated sites; and
- Increased property value 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 throughout 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 significant loss of vacant lots to development, LRP had expanded its objectives to include partnership projects with other programs such as GreenThumb gardens and other DPR divisions. LRP will continue to shift away from vacant lot treatments and towards a larger focus on heavy duty projects in CD-eligible gardens. Some of these projects will include invasive

species removal, debris removal, sidewalk and fencing issues, hazardous structure removals, hazardous tree identification/management, and other related work. LRP also upgrades established gardens as well as assists the GreenThumb program with community education. To this end, LRP will continue staff training efforts in order to proactively address emergencies or special needs.

It is currently anticipated that LRP's efforts will be focused entirely on work within CD-eligible GreenThumb community gardens by the end of Calendar 2017.

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 gifts, state grants, and other Federal grants. CD funds are used to purchase education and outreach materials, office supplies, field equipment, and restoration supplies; for maintenance of a website (www.bronxriver.org); and for the support of program consultants and ecological restoration personnel. The CD funding fully covers the Bronx River Conservation Manager position and two Crew Leader positions. DPR coordinates closely with the Bronx River Alliance to implement programs along the river as follows:

Education: The Bronx River Education Program provides hands-on, outdoor learning opportunities for thousands of students and educators in communities along the Bronx River. The program has three components: Bronx River Classroom, the Bronx River Stewards Volunteer Water Quality Monitoring Program, and the Wade into the Bronx River series, which includes free lectures, walks, and workshops on educational topics related to the river. Thousands of educators have taken advantage of the 23-mile long outdoor classroom to create deep connections to nature for students, some for the first time. In addition, the Recreation Program guides thousands of Bronx residents each year on educational paddling adventures on the river.

Outreach Program: Every year, the Bronx River Outreach Program draws thousands of people to the river through public events, including the Amazing Bronx River Flotilla, the International Coastal Clean-up Day, and dozens of other activities including volunteer-led walks, clean-ups, restoration projects, movies nights, and performing arts programs along the river. DPR staff engages community-based organizations, institutions, and neighborhood ambassadors to take ownership of a section along the Bronx River.

Ecology Program: The Ecological Restoration and Management Program works to protect, restore, and manage the Bronx River through field work and policy leadership. Guided by an Ecology Team (comprised of scientists and community and agency representatives), the Ecology Program tackles the most pressing ecological issues that affect the river corridor. The Bronx River Conservation Crew has a full-time presence on the river, implementing, monitoring, and maintaining the river and upland restoration efforts. The Crew is recruited locally, with an

emphasis on creating job opportunities for Bronx residents, who in turn train hundreds of youth each year and expose them to green career paths in their own neighborhoods. To date, the Crew and volunteers have planted nearly 100,000 trees, shrubs, and plants and removed over 650 tons of garbage; supported oyster and fish reintroduction projects; helped create and will monitor a new fish passage; and, through year-round blockage and litter removal, has kept the river clean and accessible to tens of thousands of paddlers.

Greenway Program: The Greenway Program develops open spaces, restores existing parks, and integrates them into a series of continuous parks and trails along the river – the Bronx River Greenway. When complete, the greenway will form a 23-mile ribbon of parkland along the river from the Kensico Reservoir to the East River, opening up a healthy corridor for walking, biking, and running in communities that desperately need access to open spaces. The Greenway Team brings together community advocates, nonprofit leaders, and government agencies to interact, coordinate, and move projects forward, as well as raise capital funds. To date, over $175 million has been committed to projects along the Bronx River Greenway. The Greenway Program has helped create 19 acres of new waterfront parkland (and improve 25 additional acres) and 3.7 miles of greenway trails near the river.

In fall of 2016, an important new feature will be in place, the Bronx River House, located in Starlight Park. A state-of-the-art green building, River House will be a riverfront center for the coordination of restoration and greenway activities, including offices for the Alliance, a classroom, community meeting room, and boathouse. River House will open new programming opportunities for the Alliance and also require a higher degree of management and maintenance.

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

CODE VIOLATION REMOVAL IN SCHOOLS

CD funds are used by the Department of Education 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, bathrooms, 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; environmental health inspections; flame-proofing curtains; building elevator and sidewalk elevator upgrades; and the repair of bleachers, retaining walls, interior masonry, falling plaster, damaged flooring, ceilings, electrical fixtures, water closets, mandated signage, and wiring. To avoid archaeological

concerns, playground resurfacing may be performed provided there is no increase in the playground area and no excavation is proposed.

DOE SCHOOL KITCHEN RENOVATIONS PROGRAM

Currently, every NYC Department of Education (DOE) school makes free breakfast available to every student. However, breakfast participation is relatively low compared with the need: about 24 percent of students eat breakfast in school every morning while approximately 75 percent of students qualify for "free" or "reduced-price" meals, meaning that they are from low-income homes. These students often live in neighborhoods labeled "food deserts," with little access to healthy food.

Most schools serve breakfast in school cafeterias before the start of the school day. Some schools instead serve "Breakfast in the Classroom" during the beginning of the school day as an effective tool to increase participation.

How Breakfast in the Classroom Works:

- Meals are prepared, packaged individually, and stored in a refrigerator prior to service.
- On the day of service, meals are placed in insulated transporter bags pre-labeled with classroom numbers, along with a garbage liner.
- DOE staff delivers meals to classrooms and teachers supervise meal distribution, or students pick up individually packaged meals in designated areas and carry to the classroom to eat.
- At the end of the meal service, leftovers and trash are placed into transporter bags and left by the classroom door for collection by DOE staff.

DOE is using CD funds to partially fund the expansion of Breakfast in the Classroom to about 500 school buildings with 300,000 students over three years. This will especially benefit children from low- to moderate-income families. At this time, the expansion will target stand-alone elementary buildings (i.e., buildings that do not share their facility with students above grade level 5).

CD funds will be used to purchase refrigerators, freezers, and milk chests necessary to store the food and for facility improvements in order to accommodate the new equipment. The facility improvements will involve the installation of electrical outlets, panel boxes, facility changes to allow for space for refrigeration, and, in very limited cases, bringing additional power into the building.

DFTA SENIOR CENTER IMPROVEMENTS

CD funds are used for the acquisition, renovation, and the rectification of code violations in senior centers. Activities may include relocating centers; plumbing upgrades; the 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 upgrades; bathroom renovations; rewiring; floor replacement; accessibility for the disabled; 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 CFY 2017:

Center	Location
Bronx	
BronxWorks Heights Neighborhood Senior Center	200 West Tremont Avenue
East Concourse Senior Center	236 East Tremont Avenue
PSS Highbridge Senior Center	1181 Nelson Avenue
SEBCO Mt. Carmel	2405 Southern Boulevard
Brooklyn	
Albany Senior Center	196 Albany Avenue
AMICO	5901 13th Avenue
BCA Neighborhood Senior Center	545 60th Street
CCNS Northside Neighborhood Senior Center	179 North 6th Street
CCNS Pete McGuinness Senior Center	715 Leonard Street
CCNS St. Charles Jubilee Senior Center	55 Pierrepont Street
Fort Greene Hazel Brooks Senior Center	951 Ocean Avenue
Fort Greene Remsen Senior Center	3304 Clarendon Road
Fort Greene Stuyvesant Heights Senior Center	69 MacDonough Street
Park Slope Center for Active Aging	463A 7th Street
Senior League of Flatbush	870 Ocean Parkway
Manhattan	
BRC	30 Delancey Street
Carter Burden Neighborhood Senior Center	351 East 74th Street
CPC Open Door Senior Center	168 Grand Street
FIND Woodstock Senior Center	160 West 61st Street
Food Bank for New York City Senior Center	252 West 116th Street
Hamilton Grange Senior Center	420 West 145th Street
NY Chinatown Senior Center	70 Mulberry Street
Sirovich Senior Center	331 East 12th Street
Washington Heights Senior Center	650 West 187th Street
YM/YWHA of Washington Heights ISC	54 Nagle Avenue
Queens	
Brooks Neighborhood Senior Center	143-22 109th Avenue
CCNS Alzheimer's Adult Day	Relocation TBD
CCNS Bayside Senior Center	221-15 Horace Harding Expressway

CCNS Delamonica/Steinway	Relocation TBD
Korean American Senior Center of Flushing	203-05 32nd Avenue
Selfhelp Benjamin Rosenthal	45-25 Kissena Boulevard

Staten Island

CYO Senior Guild Lunch	120 Anderson Avenue
Mt. Loretto Friendship Club Center	6581 Hylan Boulevard
S.I. Community Services Friendship Club	11 Sampson Avenue

SCHOOLYARDS TO PLAYGROUNDS

As stated in the Mayor's sustainability plan, *One New York: The Plan for a Strong and Just City*, accessible open spaces, such as parks and playgrounds, promote interaction with neighbors, provide active and passive recreation opportunities, reduce stress, lower asthma rates, improve focus and mood, and improve childhood academic performance. Public spaces are one of the foundations of vibrant neighborhoods, produce tangible benefits, and are essential to civic engagement and community revitalization. In light of this, one of the goals of *One New York* is to increase the percentage of New Yorkers who live within walking distance to a park to 85 percent by 2030.

When analyzing the types of City spaces that could be used to achieve this goal, the City realized that the boroughs contain hundreds of acres of open space in the form of schoolyards, which are often used only a few hours a day and locked after school hours. The Schoolyards to Playgrounds initiative identifies schoolyards in neighborhoods most in need of parks and playgrounds, and opens them year-round for public use, after school and on weekends. The playgrounds will be accessible from 8:00 a.m. until dusk. The initiative is a collaboration between the Department of Parks and Recreation, the Department of Education, and the School Construction Authority.

In CFY 2017, CD funds will be allocated for physical improvement necessary to open one to two sites for public use. Renovations typically include new tracks, fields, asphalt, turf, fencing, play equipment, defined play areas, greenery, trees, landscaping, and gardens. Additionally, designs may include green infrastructure elements such as rain gardens, permeable surfaces, turf fields, and tree pits that capture at least an inch of water during each rainfall.

While the City has not finalized which sites will be renovated, funds will be targeted to sites that are both located in a low- and moderate-income area and serve a high percentage of students from low- and moderate-income households. Once sites have been selected, the Department of Parks and Recreation will enter the design/scoping, procurement, and, ultimately, construction phases.

PLANNING PROGRAMS

HPD HOUSING POLICY ANALYSIS AND STATISTICAL RESEARCH

The Housing Policy Analysis and Statistical Research Unit (HPASR) plans and conducts major housing-related research requiring advanced concepts and methods and/or large-scale data collection, processing, and analyses, primarily for the legally required New York City Housing and Vacancy Survey (HVS) and reports on the HVS. HPASR secures the contract with U.S. Census Bureau and plans, designs, and implements projects necessary to conduct the HVS. HPASR provides reliable data needed for sound planning, policy analysis and research, and program development. The unit prepares and submits to the City Council by deadline the Report of Initial Findings of the HVS, presenting and analyzing key data on the rental vacancy rate, housing inventory, housing conditions, and other housing market situations. This information is required for the Council's determination of a housing emergency, as the necessary condition for continuing rent control and rent stabilization. HPASR prepares the comprehensive HVS Report, a detailed, in-depth housing market analysis, presenting and analyzing data from the HVS on the City's population, households, housing stock, vacancies, housing structural and maintenance conditions, and other characteristics such as household incomes and employment, rents, and neighborhood conditions. The unit provides customized HVS data to other divisions of HPD and other City agencies (Mayor's Offices, Office of Management and Budget, Department of Homeless Services, Department of Health, Corporation Counsel, etc.) to support planning; program development; defense of the Housing Maintenance Code; legal and legislative analyses; public information; to prepare Federal grant applications, including the Consolidated Plan; and to respond to reporting requirements. HPASR substantiates eligibility for use of CD and other funds for HPD programs. The unit provides HPD's Section 8 program with HVS data for preparation of its five-year plan. The unit is HPD's liaison to the Rent Guidelines Board, securing and administering an annual support contract. CD funds largely pay for the staff that conducts these activities.

While the HVS is accessible to the public online at no charge, CD program income is generated from the sale of the comprehensive report when it is purchased in hard copy.

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 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. While these reports are accessible for free online, CD program income is generated from the sale of CD-

funded reports that are purchased in hard copy. 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 various 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 CDBG. Major products include:

- The Geosupport System: Developed and maintained by GSS as a citywide service, Geosupport is currently used by more than 40 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 percent low- and moderate-income). The Geosupport System comes with two utility programs, one for batch (GBAT) and one that is interactive (GOAT) as well as an Application Programming Interface (API). Geosupport is available: on DoITT's mainframe; on DVDs for agencies with their own data centers; for Windows® as Geosupport Desktop Edition™, which is available for free download on DCP's website; and on the cloud via a key obtained through DoITT that only includes the Geosupport API.
- Geographic Online Address Translator (GOAT): A web application developed by ITD and which will be maintained by GSS moving forward, GOAT is an interactive tool that returns most of the data available in Geosupport to both City agencies and the public. This web application provides far more information than the GOAT utility program provided with Geosupport on the mainframe or on the desktop. It can be accessed at: www.nyc.gov/goat.
- GeoX: A powerful tool developed to assist users in connecting to either (or both) the mainframe or desktop versions of Geosupport, via.Net, and Java wrapper classes.
- Linear Integrated Ordered Network (LION): Digital centerline street maps (both roadbed specific and a generalized view of divided roadways) 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.
- Administrative and Political Districts: GSS maintains digital polygons of various administrative and political districts such as Community Districts, Election Districts, Fire Companies, and Census Tracts and Blocks. CD-eligibility is maintained by Census Tract

and made available through the Geosupport System. Many of the Administrative and Political Districts are widely used for computer mapping.

- 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.

GSS continues to work with DoITT and the emergency services agencies on the enhancement and maintenance of a unified street centerline file called the Citywide Street Center Line (CSCL). The CSCL project is part of the Emergency Communications Transformation Project (ECTP). The main goal of CSCL is to have one centralized street centerline file maintained by a dual agency (DCP and DoITT) maintenance unit called the Centerline Maintenance Group (CMG). The CSCL is currently feeding the NYPD's dispatch system and will eventually be used for the FDNY/EMS dispatch system. The CSCL is also currently being used to create the LION file.

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:

- Interim Management Pre-Application Certification Tracking (imPACT): designed and developed during 2011 for DCP staff data entry and query. imPACT tracks land use projects in the pre-certification review process from the moment that an applicant first contacts DCP staff to the project's completion or termination.
- 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. Data updates are completed twice a year. PLUTO data are used in other DCP applications including MapPLUTO and ZoLa.

- Land Use Management Information System (LUMIS): the data entry component for LUCATS, which tracks applications for private and public development that require discretionary approvals through the City's Uniform Land Use Review Process. The business owner is currently working with ITD/DAD to improve data quality.
- E-Designation: contains detailed data on Environmental Designations adopted by the City Council. Environmental Restrictive Declarations were recently added to the system. An interagency committee is currently working on a major redesign and enhancements to the E-Designation application.
- Zoning Tax Lot Database: contains up-to-date and historical zoning by parcel. The database interfaces with the agency's local databases and the agency's Zoning Application. The database also interfaces with ZoLa.

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 that occur in the Coastal Zone for consistency with the Waterfront Revitalization Program (WRP). DAD also developed and maintains the Geosupport Systems User Database, which tracks both Geosupport Users and User feedback.

C. ITD/Web Team

The City Planning Web Team is responsible for designing, building, and maintaining DCP's website for the dissemination of departmental data and information to the general public.

The Web Team coordinates with the Department of Information Technology and Telecommunications 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. It maintains information about:

- City Planning's mission and strategic plan, news, contact information, and job postings;
- NYC zoning, including zoning maps, the zoning resolution, and a zoning reference section with an overview of zoning districts and zoning tools;
- The land use process, including a portal of information for applicants, meeting schedules, calendars, City Planning Commission reports, environmental review documents, and information on community-based planning and the Waterfront Revitalization Program;
- Studies and proposals throughout the City;
- Population information (data, maps, and analyses), neighborhood information, and community district profiles; land use information; and documents related to the City's Consolidated Plan; and
- Digital geographic and property/land use data.

In addition, the Web Team is responsible for the design, development, and maintenance of web applications, often in collaboration with Information Technology Division staff in the GIS team

and the Database Application Development and Geographic Systems sections. These include the CPC Report application and the Zoning Map Finder.

Lastly, the City Planning Web Team is responsible for designing, building, and maintaining the Intranet site for City Planning staff to facilitate the sharing of information concerning standards, resources, technology, and ongoing projects. It also provides a consolidated, centralized access point to many applications and resources used by planners and other staff.

D. ITD/GIS Team

The City Planning GIS Team maintains the geospatial data and mapping application infrastructure used by DCP's planning and other professional staff for desktop geographic inquiry and analysis.

The GIS Team manages a centralized enterprise ArcGIS/SQL Server database of geographic data used by over 150 DCP staff in developing plans, analyzing land use applications, and providing related information to the public.

The team maintains resources including versions of LION, administrative districts, MapPLUTO, and geospatial representations of zoning and related features. The team also coordinates with other City agencies to constantly provide and update geographic data resources (such as DoITT's planimetric features and orthophotos, and DOF's Digital Tax Map) that support the agency's work.

Customized mapping applications and interfaces are developed by the team to enhance the access to, and use of, the various geographic resources both within the agency and for the public. In addition, the team provides support in the use of the geographic information and software for agency planning and community development initiatives and leads agency-wide GIS Users' Group meetings.

The GIS Team, along with GSS and the Web Team, working in collaboration with other sections and divisions of DCP, produce a wide range of GIS and related data products under the BYTES of the BIG APPLE™ heading for free distribution to other government entities and the general public.

E. ITD/PC and Network Services

PC and Network Services (PCNS) provides services related to all agency personal computers, laptop and mobile devices, software, and audio/visual equipment and is responsible for managing the local and wide area networks at six Department of City Planning office locations. Services include telecommunication with CityNet (mainframe applications), with CityShare (the intranet for City employees), with the internet, and to agency issued devices.

PCNS is responsible for maintaining network security and has developed various strategies for that purpose. These strategies include maintaining back-up systems on all agency servers and cooperating with City oversight agencies to protect against deliberate and accidental system corruption. PCNS procures and maintains network hardware and operating systems, which are upgraded as technology changes and new services are required.

PCNS also provides and maintains the personal computers and related hardware and software in City Planning that enable the planners to prepare maps, slide shows, and standard documents. The Desktop Support staff responds to requests for help and assistance with computer-related problems. In addition, PCNS evaluates new needs for hardware and or software that will enhance the productivity of the City Planning staff. Technicians research and evaluate products and recommend cost effective solutions.

F. ITD/Director's Office

The ITD Director's Office coordinates the work of the different ITD sections, prepares budget requests for OMB, tracks expenditures against budget allocations, and ensures that audits are completed.

This Office is also responsible for maintaining the digital master Zoning Resolution text and co-ordinates the timely updating of the paper document with staff in the Zoning Division and the Graphics Division.

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. The Population Division 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 wide-ranging activities that support management of the Department's work program and execution of City Charter-mandated responsibilities. These activities include: management of the agency's land use project pipeline; execution of GIS analyses and mapping projects to support internal, partner agency, and City Hall needs; preparation of annual Charter-mandated reports and related publications, such as the Mayor's Management Report, Citywide Statement of Needs, and Statements of Community District Needs; conducting interagency coordination and community outreach where applicable; pipeline management and technical assistance with respect to siting of City facilities; and oversight and technical support for the 197-a community-based planning process.

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

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 community such as the need to facilitate the development of affordable and supportive housing, or with areas of the City where special purposes are identified, such as the flood zones where rules need to be modified to allow for more resilient development. These studies result in major modifications to the Zoning Resolution. The publishing of those changes in print and online is overseen by the Division. On a daily basis, the Division provides general zoning information to the public and other City agencies.

Urban Design

Urban Design is the design department for the agency. Drawing on expertise in architecture, landscape architecture, and urban design, the department provides assistance on projects affecting infrastructure design, master planning, overall massing and architectural expression, streetscape, landscape, and sustainable design. In addition to serving all five of the borough offices of this agency, the department also provides design assistance to other City agencies. The department assists in developing city planning policy to support excellence in urban design, reviews large-scale project applicants for modification and approval, and designs urban projects in-house where the time frame requires immediate results for the agency. The department also conducts urban design studies ranging in scope from small-scale, site-specific projects to more comprehensive neighborhood plans and citywide initiatives.

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 every city neighborhood. A visual rating scale is used to determine the percent of acceptably clean streets and sidewalks. Results are published on the Mayor's Office website and provided to the Department of Sanitation (DSNY). Additionally, monthly reports are developed for most of the City's Business Improvement Districts (BIDs), which are administered by the Department of Small Business Services. The program was initiated by the Mayor's Office of Operations in 1978. CD funds pay for seven full-time staff members, including six service inspectors.

The two main purposes of the Scorecard Program are to help DSNY: 1) develop and evaluate policies related to its cleaning and enforcement programs; and 2) assess the performance of its field managers. In addition, community boards and other members of the public use the data to learn about cleanliness conditions in their neighborhoods and participate with DSNY in developing 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, 67 of the City's 72 BIDs, including some local development corporations and industrial parks, receive monthly Scorecard ratings. These organizations use the data to evaluate the effectiveness of their self-funded cleaning efforts and to work with merchants and other commercial interests to improve local cleaning practices, generally. The City Comptroller's Office has used Scorecard data in conjunction with audits of the BIDs' use of City funds for district cleaning. Baseline ratings have also been developed, on a pilot basis, for organizations that are considering applying for BID status, or that are implementing self-funded cleaning programs for commercial areas lacking a BID designation.

Scorecard ratings have been associated with substantial long-term gains in city cleanliness levels, overall and in specific neighborhoods. Today, approximately 93 percent of city streets are rated acceptably clean. This is a dramatic improvement compared to the less-than-70 percent ratings issued in the early days of the program. The citywide trend can be seen on the Mayor's Office of Operations website (http://www1.nyc.gov/site/operations/performance/scorecard-street-sidewalk-cleanliness-ratings.page).

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 Mayors' 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; and
- 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 Landmarks Preservation Commission, the Department of Parks and Recreation, the Department of Small Business Services, and the Mayor's Office for People with Disabilities.