

Consolidated Plan

2010 Volume 2



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Consolidated Plan

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Volume 2



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II. FIVE YEAR STRATEGIC PLAN: PRIORITIES AND ACTIONS

The New York City's 2010 Consolidated Plan Five-Year Strategic Plan strives to build on the accomplishments of the 2005 Consolidated Plan Five-Year Strategic Plan as well as outline a number of new policies and approaches to address issues which have grown in importance or simply become more clearly delineated over the last five years. Notwithstanding some of the changing conditions and the resultant modifications in strategy and approach that are contained in this plan, the City's basic housing and community development objectives have not changed significantly.

Explanation of Table 1C: Summary of Specific Objectives by Performance Outcome Measurement Code

HUD Performance Outcome Measurement System Objective Statements and Performance Indicators

In the 2005 Consolidated Plan Five-Year Strategic Plan the City of New York articulated its five-year objectives in bullet list format. However, in 2006 the U.S. Department of Housing and Urban Development (HUD) released Consolidated Plan regulations requiring localities receiving formula entitlement funds to implement and use its new Performance Outcome Measurement System to report on both its proposed five-year strategic objectives and proposed one-year activities according to nine (9) performance measurement outcome objective statements.

The nine performance outcome measurement statements are:

- Accessibility for the purpose of providing Decent Affordable Housing.
- Affordability for the purpose of providing Decent Affordable Housing.
- Sustainability for the purpose of providing Decent Affordable Housing.
- Accessibility for the purpose of creating Suitable Living Environments.
- Affordability for the purpose of creating Suitable Living Environments.
- Sustainability for the purpose of creating Suitable Living Environments.
- Accessibility for the purpose of creating Economic Opportunities.
- Affordability for the purpose of creating Economic Opportunities.
- Sustainability for the purpose of creating Economic Opportunities.

In addition to determining the performance outcome measurement objectives, the regulations require entitlement grantees to collect and enter into the HUD Integrated Disbursement and Information System (IDIS) accomplishment data according to eighteen (18) federally-defined Performance Indicator categories. Performance Indicator categories encompass housing construction and rehabilitation, public services and facilities, business/economic development, and homelessness prevention-related activities. Therefore, the City's proposed entitlement-funded activities for the 2010-2014 Consolidated Plan Strategic Plan were formulated to comply with the new reporting requirements.

However, it is important to note there are limitations with articulating New York City's strategic objectives by the Performance Outcome Measurement System Statements that were not present in the City's 2005 Consolidated Plan strategic objectives. First, in the 2005 HUD Consolidated Plan regulations regarding the formulation of strategic objectives permitted the undertaking of a variety of activities which resulted in more

than one strategic outcome. However, for the 2010 Strategic Plan, as a result of being required to categorize a strategic objective by a specific HUD Performance Outcome Measurement System Statement, the City of New York found it necessary to repeat several strategic objectives according to different Performance Outcome Objective Statements in order to properly assign a given program's activity its Performance Outcome Objective consistent with its intended (additional) outcome.

Second, while the eighteen HUD-defined Performance Indicator Categories are designed to capture a majority of the eligible entitlement-funded activities a grantee may undertake, they do not capture every eligible activity. Therefore, due to the limitations of the Performance Indicators there are entitlement-funded activities which the City of New York intends to undertake in the Consolidated Plan Strategic Plan program years 2010-2014 which will not be captured by the Performance Outcome Measurement System. The City has chosen to include these critical strategic objectives in Table 1C under the applicable Performance Outcome Measurement System Statement with a Performance Indicator of N/I (No Applicable Indicator).

Lastly, there are strategic objectives identified and listed in Table 1C which are either not directly funded, or currently funded with HUD formula entitlement funds which the City may undertake to address critical housing and community development needs.

Methodology for Performance Indicator Accomplishments

It is important to note the 2008 HVS housing conditions data (overcrowding, housing quality, and rent burden), the homeless populations, and persons living with HIV/AIDS data described in Volume 1., Part I., Community Profile represents the City of New York's actual housing needs in terms the creation, rehabilitation and retention of affordable housing and supportive housing. While the City has made progress in addressing these needs, the level of housing needs cannot be totally remedied within the next five years without a substantial increase in the level of federal funds appropriated to HUD by Congress.

In addition, it is not prudent to attempt to predict future Congressional appropriations for HUD formula entitlement programs, and therefore, the level of accomplishment that would be achieved through the expenditure of the future (unrealized) federal monies. As a result, the City of New York has based its five year Performance Indicators projections for its four formula entitlement funded programs on the premise that the funding levels for Consolidated Plan Programs Years 2010 through 2014 will be the same as the City received for the 2009 Consolidated Plan Program Year.

Furthermore, Performance Indicator data for New York City formula entitlement-funded activities which have the same Performance Indicator category as their proposed accomplishment within the same strategic objective, has been aggregated.

Table 1C Summary of Specific Objectives by Performance Outcome Measurement Code
Grantee Name: New York City, New York

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
Availability/Accessibility of Decent Housing (DH-1)				
DH-1.1	Continue to promote long-term, community-based residential options with supportive services for the elderly who need help with daily living activities, housekeeping, self-care, social services, and other assistance in order to continue to live independently in the community.	CDBG	2. Public service activities	24,540 (Total number of persons assisted with new/improved access to a service.)
		HUD Public Housing Operating Funds	2. Public Service Activities	N/A (Number of units of supportive services provided, number of home visits, number of escort services, number of referrals to social service agencies, number of residents served.)
DH-1.2	Continue to fund the removal of architectural barriers in rental dwellings and owner occupied residences, thereby helping people with disabilities to remain in their homes and to maintain their independence.	CDBG	7. Rental units rehabilitated	45 (Total Rental Units Made Accessible for Persons with Disabilities.)
			9. Owner occupied units rehabilitated or improved	45
DH-1.3	Continue to educate builders, landlords, architects, and people with disabilities about fair housing issues as they relate to people with disabilities.	CDBG	2. Public service activities	165,000 (Total number of persons assisted with new/improved access to a service.)

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
DH-1.4	<ul style="list-style-type: none"> - Create new markets for affordable housing by strategically investing in new housing construction. - Improve neighborhood quality through the elimination of vacant blighted properties and the promotion of greater community involvement and investment through the provision of new homeownership opportunities and stimulation of concerned local businesses to perform housing management and rehabilitation functions. Expand the supply of affordable housing. Facilitate the production of new rental housing for low-income households, including special needs populations and also the homeless population, through substantial rehabilitation of vacant City-owned properties and new construction. Create new homeownership opportunities for existing renter households through a variety of approaches, including rehabilitation, construction, and acquisition. Assistance may also take the form of down payment assistance to first-time homebuyers; employer-assisted housing down payment assistance; and other financing measures to create affordable homeowner units. 	HOME	8. Homeownership Units Constructed 10. Direct Financial Assistance to Homebuyers	5,605 250
DH-1.5	Advocate at the Federal level to increase funding for the Section 8 rental voucher program in order increase the number of households provided affordable housing.	HUD Section 8 Funds	N/A	N/A (Number of Vouchers Funded.)
DH-1.6	Renovate or modernize existing housing developments (under the New York City Housing Authority).	HUD Public Housing Capital Funds	7. Rental units rehabilitated	N/A

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
Affordability of Decent Housing (DH-2)				
DH-2.1	Preserve and improve the existing supply of both occupied and vacant privately-owned, affordable housing. Administer a variety of loan and grant programs, through the Department of Housing Preservation and Development (HPD), to enable nonprofit groups and qualified for-profit owners to rehabilitate and improve the existing supply of occupied and vacant privately-owned residential properties (including the reduction of potential hazards such as lead paint poisoning) for very low-, low-, and moderate-income New Yorkers. Pursue a special intervention strategy of education (including education on the City's new Lead Paint law), investment, and enforcement for targeted projects that have been identified as in jeopardy of being abandoned.	CDBG	7. Rental units rehabilitated	225 (Total number of units brought from substandard to a standard condition.)
DH 2.2	Maintain the stock of HPD-managed, City-owned buildings until they are ready to be transferred to the Division of Alternative Management Programs (DAMP).	CDBG	7. Rental units rehabilitated	267 (Total number of units brought from substandard to standard condition. (Estimated 01/01/10 in rem occupied building inventory: occupied & vacant units))
DH-2.3	Use CDBG funds to maintain and then City Capital funds to rehabilitate and return the stock of City-owned buildings to a range of responsible private owners in order to improve living conditions in these buildings while maintaining affordability for very low-, low-, and moderate-income tenants. Continue, through HPD, to accelerate the sale of its in rem buildings to tenants, nonprofit organizations, and selected for-profit owners.	CDBG	7. Rental units rehabilitated	3,893 (Total number of units brought from substandard to standard condition. (Estimated DAMP occupied inventory on 1/1/10))

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
DH-2.4	Prevent displacement and reduce cost burdens for low- and moderate-income New Yorkers by finding ways to enable special needs populations, such as youth aging out of foster care and formerly homeless households, to afford to live in permanent housing.	CDBG	14. Homeless prevention	1,226,140 (Number of households that received legal assistance to prevent homelessness. (# of cases litigated))
			12. Number of homeless persons given overnight shelter	6,250 (# of households)
DH-2.5	Prevent displacement and reduce cost burdens for low-income New Yorkers by finding ways to enable special needs populations, to afford to live in permanent housing. Operate Section 8 rental assistance programs, through HPD and NYCHA to enable eligible households to afford decent housing. Use subsidy, in some cases, to help tenants relieve overcrowding or escape substandard conditions and find alternative, more suitable housing. Use subsidy, in other cases, to protect low-income tenants from rent increases and allow them to remain in their existing apartment.	HUD Section 8 Rental Vouchers	N/I (No Appropriate Indicator)	
		HOME	11. Tenant-Based Rental Assistance (TBRA)	1,500
DH-2.6	Ensure the availability of transitional and permanent supportive housing for Persons Living with HIV/AIDS (PLWH) in congregate and scattered-site settings, especially for special populations such as persons diagnosed with a mental illness or a substance abuse disorder that is primary barrier to independent living.	HOPWA	2. Public Service Activities	4,150* * Unduplicated 5-year goal
DH-2.7	Ensure the availability of short-term and long-term rental assistance to assist PLWH maintain stable, appropriate housing.	HOPWA	11. Tenant-Based Rental Assistance (TBRA)	339* * Unduplicated 5-year goal
DH-2.8	Ensure the availability of housing information services that assist persons that are HIV-infected who are homeless, unstably housed, or at-risk of becoming homeless in finding housing.	HOPWA	2. Public Service Activities	500* * Unduplicated 5-year goal

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
DH-2.9	Provide start-up rental assistance (permanent housing placement services) to qualified PLWH so that they may establish permanent housing.	HOPWA	2. Public Service Activities	36* * Unduplicated 5-year goal
DH-2.10	Ensure the availability of supportive services within supportive housing programs such as case management, counseling, and other related services that ensure that PLWH are connected to HIV primary care.	HOPWA	2. Public Service Activities	4,150* * Unduplicated 5-year goal
DH-2.11	Ensure the availability of entitlements coordination and client advocacy services that allow PLWH to access medical insurance, home care, and related public benefits that allow PLWH to access HIV primary care.	HOPWA	2. Public Service Activities	44,500* * Unduplicated 5-year goal
DH-2.12	Expand the supply of affordable assisted housing (under the New York City Housing Authority). Leverage private or other public funds to create additional housing opportunities.	HUD Public Housing Capital Funds	N/A	N/A
DH-2.13	Conduct outreach to encourage greater participation of private landlords in the Section 8 rental voucher program.	HUD Section 8 Funds	2. Public Service Activities	N/A (Number of landlords participating in the Section 8 program.)
Sustainability of Decent Housing (DH-3)				
DH-3.1	Preserve and improve the existing supply of both occupied and vacant privately-owned affordable housing. Administer a variety of loan and grant programs, through the Department of Housing Preservation and Development (HPD), to enable nonprofit groups and qualified for-profit owners to rehabilitate and improve the existing supply of occupied and vacant privately-owned residential properties (including the reduction of potential hazards such as lead paint poisoning) for very low-, low-, and moderate-income New Yorkers. Pursue a special intervention strategy of education (including education on the City's Lead Paint law), investment, and enforcement for targeted projects that have been identified as in jeopardy of being abandoned.	CDBG	7. Rental units rehabilitated	105,000 (Total number of units brought from substandard to a standard condition.)
			9. Owner occupied units rehabilitated or improved	6,420 (Total number of units brought into compliance with lead-safe housing rule.)

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
DH-3.2	Implement an aggressive and targeted anti-drug effort in multi-unit residential buildings.	CDBG	2. Public service activities	37,500 (Total number of persons assisted with new/improved access to a service. (# represented is # of housing units))
DH-3.3	<ul style="list-style-type: none"> - Preserve and improve the existing supply of both occupied and vacant privately-owned affordable housing. Administer a variety of loan and grant programs, through the Department of Housing Preservation and Development (HPD), to enable nonprofit groups and qualified for-profit owners to rehabilitate and improve the existing supply of occupied and vacant privately owned residential properties (including the reduction of potential hazards such as lead paint poisoning) for low- and moderate-income New Yorkers. Pursue a special intervention strategy of education (including education on the City's Lead Paint law), investment, and enforcement for targeted projects that have been identified as in jeopardy of being abandoned. - Rehabilitate and return the stock of City-owned (in rem) buildings to a range of responsible private owners in order to improve living conditions in these buildings while maintaining affordability for low- and moderate-income tenants. Continue, through HPD, to accelerate the sale of its in rem buildings to tenants, nonprofit organizations, and selected for-profit owners. This initiative focuses on clusters of buildings in selected neighborhoods and packages both vacant and occupied properties. - Protect, preserve, and improve the existing sound housing, including City-owned (in rem) residential structures, privately-owned buildings in deteriorating neighborhoods, and conventional public housing, so that this housing can remain or become stable tax revenue-generating residential stock. 	HOME	7. Rental Units Rehabilitated	1,755

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
Availability/Accessibility of Suitable Living Environment (SL-1)				
SL-1.1	Provide comprehensive community development services to community residents in low- and moderate-income areas through academic enhancement, recreational, cultural, and substance abuse prevention programs.	CDBG	2. Public service activities	84,000 (Total number of persons assisted with new/improved access to a service.)
SL-1.2	Improve the quality of life for senior citizens through the rehabilitation of senior centers.	CDBG	1. Public Facility or Infrastructure Activities	11,000 (Total number of persons assisted with new/improved access to a facility.)
				50 (Public Facilities)
SL-1.3	Assist mentally ill homeless persons in and around the Staten Island Ferry Terminal and other areas throughout Staten Island to obtain shelter or housing and treat them for psychiatric or substance abuse problems.	CDBG	2. Public service activities	4,000 (Total number of persons assisted with new/improved access to a service.)
SL-1.4	Assist crime victims through counseling, document replacement, court services, and emergency lock repair.	CDBG	2. Public service activities	641,080 (Total number of persons assisted with new/improved access to a service.)
SL-1.5	Help to prevent discrimination based on race, creed, color, national origin, sex, marital status, age, disability, lawful occupation, sexual orientation, familial status, lawful source of income, alienage, and citizenship status by enforcing the laws which prohibit such discrimination. Accomplish this goal through the investigation and prosecution of individual and systemic complaints.	CDBG	2. Public service activities	7,000 (Total number of persons assisted with new/improved access to a service. (Units of service))

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
SL-1.6	Strengthen neighborhoods by fostering positive inter-group relations among residents of diverse racial, ethnic, and religious backgrounds.	CDBG	2. Public service activities	425,000 (Total number of persons assisted with new/improved access to a service. (Units of service))
SL-1.7	Support operations of adult and family shelters.	CDBG	12. Number of homeless persons given overnight shelter	2,325
SL-1.8	Provide recreational services to low- and moderate-income people by funding staff to coordinate and manage programs at parks facilities.	CDBG	2. Public service activities	50,562,100 (Total number of persons assisted with new/improved access to a service.)
SL-1.9	Create and maintain neighborhood gardens.	CDBG	2. Public service activities	300,000 (Total number of persons assisted with new/improved access to a service.)
SL-1.10	Increase defensible space and reduce crime through the addition of new, sensibly designed housing units as well as the implementation of an aggressive and targeted anti-drug effort.	City Capital Funds	N/I (No Appropriate Indicator)	
SL-1.11	Provide outreach and engagement services, temporary emergency services, and placement services to reduce the number of people living on the streets.	ESG	2. Public Service Activities	See text
SL-1.12	Provide employment, mental health, substance abuse, and counseling services in shelters to facilitate a return to independent or supported living in the community.	ESG	2. Public Service Activities	See text

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
SL-1.13	Provide housing placement services to assist families and individuals to return to the community and minimize the length of stay in shelter.	ESG	2. Public Service Activities	See text
SL-1.14	Assist homeless persons in shelters with resolving specific issues to facilitate a return to independent or supported living in the community.	ESG	2. Public Service Activities	See text
SL-1.15	Support operations of adult and family shelters.	ESG	2. Public Service Activities	See text
SL -1.16	Through a partnership with HPD, provide case management services to households at risk of homelessness to maintain housing stability.	ESG	14. Homelessness Prevention	See text
SL-1.17	Provide recreational services with an integrated educational curriculum to youth in shelters.	ESG	2. Public Service Activities	See text
SL-1.18	Prevent discrimination in housing and promote expanded housing opportunities for racial and ethnic minorities. Provide fair housing counseling services to effectuate compliance in the public and private housing markets, conduct educational workshops about landlord/tenant rights, assist people with disabilities to find accessible housing, identify housing discrimination, and provide assistance in determining eligibility or qualifications for tenancy and/or social service programs.	HUD Public Housing Operating Funds	2. Public service activities	N/A (Number of units of supportive services provided, number of home visits, number of escort services, number of referrals to social service agencies, number of residents served.)
Affordability of Suitable Living Environment (SL-2)				
SL-2.1	Support housing and economic development efforts by providing day care services so low- and moderate-income mothers may secure employment.	CDBG	2. Public service activities	2,855 (Total number of persons assisted with new/improved access to a service.)

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
Sustainability of Suitable Living Environment (SL-3)				
SL-3.1	Help the elderly maintain and retain their homes through the provision of home repairs.	CDBG	2. Public service activities	11,000 (Total number of persons assisted with new/improved access to a service.)
SL-3.2	Assist local arts organizations that primarily serve low- and moderate-income areas by providing targeted technical assistance to build capacity and better serve their respective communities.	CDBG	18. Businesses providing goods or services	40 (Organizations)
SL-3.3	Promote the preservation of historic residential and non-residential buildings through grants for facade renovation.	CDBG	9. Owner occupied units rehabilitated or improved	60
			4. Number of commercial façade treatment/business building rehab (site not target area based)	15
SL-3.4	Oversee the revitalization of the Bronx River and educate the public to be environmentally-responsible in its use.	CDBG	2. Public service activities	185,000 (Total number of persons assisted with new/improved access to a service. (Units of Service))
SL-3.5	Improve neighborhood quality through the elimination of vacant blighted properties.	CDBG	3. Activities are part of a geographically targeted revitalization effort	500 (Total number of slum and blight demolitions.)

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
Availability/Accessibility of Economic Opportunity (EO-1)				
EO-1.1	Improve the employment and economic opportunities for low-skilled, low-income New Yorkers through the provision of literacy, educational, or vocational services.	CDBG	2. Public service activities	1,257,750 (Total number of persons assisted with new/improved access to a service.)
EO-1.2	Facilitate business creation, development, and growth; provide technical assistance; maximize entrepreneurial development services to vendors and other micro-enterprises by providing courses on business basics; creating alternative markets; and developing vacant storefronts.	CDBG	17. Businesses assisted	11,500 (Total number of persons assisted with new/improved access to a service via Business Basics training.)
				17,500 (Total existing businesses assisted.)
				20,000 (Total new businesses assisted.)
EO-1.3	Revitalize commercial streets via façade and security improvement of commercial businesses and through the use of market studies, marketing assistance, architectural design, and development strategies.	CDBG	17. Businesses assisted	0 (Total existing businesses assisted.)
				0 (Total new businesses assisted.)
Affordability of Economic Opportunity (EO-2)				
EO-2.1	NO STRATEGIC OBJECTIVE FORMULATED			

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
Sustainability of Economic Opportunity (EO-3)				
EO-3.1	Assist residents in subsidized housing to move away from dependence on public assistance and move toward economic independence. Provide an array of supportive services that some families need in order to become “job ready” and economically able to move out of subsidized housing.	HUD Public Housing Operating Funds/ HUD Resident Opportunities and Self-Sufficiency Grants/ City Expense	2. Public service activities	N/A (Number of residents gaining employment through job training programs.)
EO-3.2	Foster business development and growth in low- and –moderate-income areas by providing business services such as job placement, workforce development services, tax abatement incentives, financial referral, guidance in obtaining government contracts licenses and permits at One Stop Career Centers.	HUD Public Housing Operating Funds/ HUD Resident Opportunities and Self-Sufficiency Grants/ City Expense	17. Businesses assisted	N/A (Number of resident-owned businesses created.)
			2. Public service activities	N/A (Number of residents in training programs, number of residents completing training programs and then getting jobs.)
Neighborhood Revitalization (NR-1)				
NR-1.1	NO STRATEGIC OBJECTIVE FORMULATED			

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
Not Applicable (N/A)				
NA-1.1	Perform citywide comprehensive community development planning to help formulate long-term development and policy objectives for the City.	CDBG	Not Applicable	N/A
NA-1.2	Help ensure the success of the New York City Empowerment Zone initiatives by providing oversight administration and audits.	CDBG	Not Applicable	N/A
NA-1.3	Prevent discrimination in housing and promote expanded housing opportunities for racial and ethnic minorities. Provide fair housing counseling services to effectuate compliance in the public and private housing markets, conduct educational workshops about landlord/tenant rights, assist people with disabilities to find accessible housing, identify housing discrimination, and provide assistance in determining eligibility or qualifications for tenancy and/or social service programs.	CDBG	Not Applicable	N/A
NA-1.4	Provide administrative and support services for planning, management, and citizen participation necessary to formulate, implement, and evaluate the City's Community Development Program.	CDBG	Not Applicable	N/A
NA-1.5	Provide housing preservation analysis including educating owners in housing-related matters to maintain or restore buildings to a structurally and fiscally sound condition. Assess buildings to determine if they are distressed, develop and recommend remedial and intervention strategies to prevent owner abandonment, assist owners in improving their properties, and encourage owners to pay their taxes.	CDBG	Not Applicable	N/A
Other (O-1)				
O-1.2	Treat blighted open space in low- and moderate-income areas by removing debris and greening.	CDBG	N/I (No Appropriate Indicator)	1,325 (Number of Acres Treated)
O-1.3	Restore sanitary conditions in vacant lots in CD-eligible areas through debris and bulk refuse removal.	CDBG	N/I (No Appropriate Indicator)	22,000 (Number of Vacant Lots Cleaned)

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
O-1.4	Protect, preserve, and improve the existing sound housing, including City-owned (in rem) residential structures, privately-owned buildings in deteriorating neighborhoods, and conventional public housing, so that this housing can remain or become stable tax revenue-generating residential stock.	CDBG	N/I (No Appropriate Indicator)	3,000,000 (Number of Code Violations Removed)
Other (O-2) Persons with a Disability				
O-2.1	Expand the supply of housing for non-homeless persons with disabilities through new construction and rehabilitation of existing housing through Federal Section 811 Housing Program. Advocate to allow use of Section 811 funds for creation of accessible housing in developments with various other populations, such as elderly people and able-bodied people on low incomes. Increase the number of accessible affordable units and the number of rental subsidies available to people with disabilities.		N/A (Not Applicable)	
O-2.2	Increase outreach to the real estate development community to determine whether their properties are accessible and encourage them to work with the City and nonprofit organizations serving people with disabilities to match eligible prospective tenants with the accessible units. Continue to educate builders, landlords, architects, and people with disabilities about fair housing issues as they relate to people with disabilities.		N/A (Not Applicable)	
Other (O-3) The Elderly				
O-3.1	Expand the stock of supportive housing for the elderly. Advocate at both Federal and State levels to increase funding for housing programs that benefit senior citizens through construction of new dwelling units, structural improvements to existing housing, financial assistance, and support services.		N/A (Not Applicable)	N/A

Specific Objective	Objective Description	Source of Funds	Performance Indicators	Expected Number
O-3.2	Continue to promote long-term, community-based residential options with supportive services for the elderly who need help with daily living activities, housekeeping, self-care, social services, and other assistance in order to continue to live independently in the community.		N/A (Not Applicable)	N/A
O-3.3	Continue and expand role as a resource for housing operators managers, and staff, by providing experts guidance, technical assistance, and resources on issues related to aging in place, and other topics of concern to providers of housing for elderly New Yorkers.		N/A (Not Applicable)	N/A

A. Housing Strategy and Priority Needs

1. Introduction to Table 2A: Housing Strategy and Priority Needs

In keeping with the rules governing the Consolidated Plan, the City has assigned a specific priority - “high” (activities will be funded to address the needs during the strategic plan program years), “medium” (activities may be funded if additional federal funding becomes available), “low” (the jurisdiction does not plan to use funds available for activities to address the needs during the strategic plan program years), or “no such need” - for each of the resident categories in the City and is reporting these priorities in the prescribed format in “Listing of Priority Needs”. These resident categories are broken out by income levels. Households are further divided according to their status as by tenure (owners, renters or homeless) In addition, non-homeless special needs populations are also identified (persons living with HIV/AIDS, the elderly, and persons with a physical disability).

The housing strategy and priority needs for the respective special needs populations are discussed in specific sub-sections within the Strategic Plan. It is important to note that while New York City does not intend to use its formula entitlement funds for housing to assist the Severely Mentally Ill; Developmentally Disabled; and, Alcohol/Chemically Dependent Special Needs Populations, both the City and the State of New York provide a significant portion of the monies used to operate the supportive housing programs for these subpopulations. The reader is therefore requested to please refer to Volume 1., Part I.C2., Community Profile, Supportive Housing Continuum of Care for Non-homeless Special Needs Populations for the description of the supportive housing activities for the respective populations.

2. Housing Priority Needs

a. Renters and Owners

During the five-year period covered by the Consolidated Plan (January, 2010 through December, 2014) HPD expects to commit approximately \$561.299 million in federal formula entitlement funds to address housing needs. At this time, it is expected that all Federal match requirements will be met by a combination of City funds, waived fees and taxes and contribution of City-owned land, although private funding is involved and if necessary could be used to show that match requirements are being met. It should be noted that this total includes all funds devoted to programs assisting low-income households, even if these programs are also assisting some non-low-income families.

The Housing Priority Needs Table displays the estimated number of units which are expected to address the priority housing needs from January 2010 through December 2014. These projections are primarily based on the City's best estimates of the funds that will be made available for subsidized housing in the coming years and the average cost of subsidizing a unit, using recent history as a guide. In reviewing the information in Listing of Priority Needs-Housing Needs section, several caveats must be considered.

First, the number of “estimated units” provided does not reflect the City's total housing “need”, but provides an estimate of the number of units which can be expected to address the City's priority housing needs over the five year period, given funding constraints. *The City’s overall housing needs, based on 2008 HVS data were described in Part I., Community Profile, Section A., New York City Housing Needs.* In addition, the number of “estimated units” to be assisted is based upon a distinct category of funding. As required by the Listing of Priority Needs, the Housing Needs section provides estimates only for renters and owners between 0 and 80% of the area median income to be assisted and in no way comprises the total universe of housing units to be assisted by the City over the five-year period.

Second, while the City has attempted to follow HUD's *Consolidated Plan* guidelines, we note that, with the exception of Section 8 and Public Housing, none of the Federal housing programs distinguishes between households with incomes below 30 percent of the area median (referred to as “extremely low-income households”) and those with incomes above 30 percent of the median. Consequently, it is extremely difficult to accurately predict how many households will fit each of these two subcategories. It is more feasible to project the split between households earning below 50 percent of the median (referred to as “low-income households”) and those earning above 50 percent of the median (referred to as “other low-income households”), because many Federal programs use this point as an eligibility cut off. Since the Housing Priority Needs Table does not accommodate disaggregated numbers for each of the specific income categories requested, the City has chosen to present aggregated totals for households in the following income categories: 0-50 percent of area median, and 51-80 percent of area median. For naming consistency, the City will refer to the income categories using the nomenclature of CDBG program: Low-income (0-50 percent of area median) and Moderate-income (51-80 percent of area median), respectively.

a.1. HOME Investment Partnership (HOME) Program Housing Needs

TENANT BASED-RENTAL ASSISTANCE

Based on the following analysis of housing market conditions, the City of New York intends to use a portion of its HOME Program funds for tenant based rental assistance to address the cost burden of New York households (Part I.A, Community Profile, New York City Housing Needs, Housing Cost):

Overall Conditions

The City’s median gross rent/income ratio was 31.5 in 2008. More than half (52 percent) of the renter households in the City paid over 30 percent of their income for rent in 2008, and 29.4 percent were extremely rent burdened – paying more than 50% of their income for rent.

For renter households with incomes less than 50 percent of the HUD Area Median Income for each household size, the median gross rent/income ratio was 61.4 percent, and 62.1 percent of renter households at that income level are extremely rent burdened, paying more than 50 percent of their income for rent.

By Income bands

Extremely Low-Income (0-30% MFI)

In 2008 in New York City, 90 percent of extremely low income renters experience housing cost burden over 30 percent, including 75 percent who suffer from extreme cost burden (over 50 percent of income).

Very Low-Income (31-50% MFI)

Eighty-one percent of very low income renters in this income range suffer from housing cost burden, with 41 percent suffering from extreme cost burden.

The Housing Priority Needs Table displays the estimated number of renters expected to be assisted.

b. CDBG Five-year Housing Needs

LANDMARKS HISTORIC PRESERVATION GRANT PROGRAM

Introduction

Since 2005, the Landmarks Preservation Commission has designated 18 new historic districts and 127 individual landmarks adding a total of approximately 3,038 new buildings. Some of these newly designated districts, such as Alice and Agate Courts, Crown Heights North, and Prospect Heights, are neighborhoods that are characterized by a stock of historic buildings with deferred building maintenance and long-term residents with fixed incomes. Owing to these factors, demand for Historic Preservation Grants has skyrocketed.

Program Staff in the past five years have made the following observations.

Homeowner grants

The skyrocketing costs of construction each year are not accommodated by the stagnant grant budget. In the past five years, construction costs for restoration and rehab work on the facades have risen steadily. The limited funds that the program provides to homeowners restrict the scope of work and require homeowners to put in more personal resources. Low-income homeowners find it extremely difficult to gain access to financing for the additional work not covered by the grant. As a result, the scope of restoration has had to be reduced in some projects and some grants have been rescinded as homeowners are unable to find monetary resources to match the grants.

The program forecasts that it will be increasingly necessary to raise the average grant amount from \$15,000 to \$25,000, thus reducing the number of homeowners receiving grants at the current funding level. There is an ever increasing pool of income-eligible homeowners in historic districts – owing to newly designated historic districts in low-income neighborhoods, aging populations on fixed income in existing districts, and an effective targeted outreach effort by program staff. This increased pool of eligible homeowners has made the grants program highly competitive and some eligible homeowners have had to be turned down due to a lack of available funding. The program projects the need for 8 homeowner projects every year at an average of \$25,000 per project. The increased need is \$80,000 each year.

In Conclusion

The award-winning Historic Preservation Grant Program has played a vital role in encouraging homeowners of historic properties to invest not only in the restoration of their homes but also of their communities. Providing for increases in the amounts of grants to cover increased construction costs and work, increasing the number of grants to rehabilitate the facades of low- and moderate-income homeowners would yield tangible benefits to the Program's work and the communities it serves. The annual need is \$80,000 and the five-year need is \$400,000. Please note that this program has identified non-housing needs. See the CD Non-Housing Plan section for that analysis.

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES: PROJECT OPEN HOUSE

Project Open House (POH) removes architectural barriers in the homes of low-income New Yorkers with mobility disability, making it possible for these individuals to remain living within their communities. Examples of these home improvements include ramps to provide access in and out of the home; installation of roll-in showers; widening doorways; installing chairlifts; and enlarging bathrooms. Due to the increased cost associated with design and construction services, some of these improvements limit the program to serving only a small number of people with the \$241,000 that is currently allocated (which includes funding for program administration). MOPD is requesting to expand POH in the following ways:

Five-Year Analysis of Project Open House's Needs

MOPD estimates that the average cost of a project is \$15,988. In year 1, using available prior-year funds plus those from the 2010 allocation, MOPD projects that 18 projects will be completed. The unmet need in 2010 is \$0. However, MOPD feels that 25 projects could be done in years 2-5 if sufficient funds were available (some prior year funds will still be available in year 2).

\$ 0	Year 1 Unmet Need
\$ 182,848	Year 2 Unmet Need
\$ 246,805	Year 3 Unmet Need
\$ 246,805	Year 4 Unmet Need
<u>+ \$ 246,805</u>	<u>Year 5 Unmet Need</u>
\$923,263	Total Five-Year Need

The total five-year need for Project Open House is **\$923,263**. Please note that this program also has needs that are identified in the CD Non-Housing Needs section.

Table 2A
Priority Housing Needs/Investment Plan Table

PRIORITY HOUSING NEEDS		Income (% MFI)	Priority	Five Year Goal
Renter*	<Low>	0-50%	High	3,528
	<Moderate>	51-80%	High	4,200
Owner*	<Low>	0-50%	High	243
	<Moderate>	51-80%	High	1,139
Homeless**				
Individuals			High	See Text
Families			High	See Text
Non-Homeless Special Needs	Elderly	0-80%	Medium	See Text
	Frail Elderly	0-80%	Medium	See Text
	Severe Mental Illness	0-80%		See Continuum of Care
	Physical Disability	0-80%	Medium	See Text
	Developmental Disability	0-80%		See Continuum of Care
	Alcohol/Drug Abuse	0-80%		See Continuum of Care
	HIV/AIDS	0-80%	High	49,037***
	Public Housing Residents	0-80%	Medium	See Text
Total				58,147
Total Section 215				
215 Renter				7,167
215 Owner				755

* While the City has attempted to follow HUD's *Consolidated Plan* guidelines regarding estimating the assistance provide by income categories, we note that, with the exception of Section 8 and Public Housing, none of the Federal housing programs distinguishes between households with incomes below 30 percent of the area median (referred to as "extremely low-income households") and those with incomes above 30 percent of the median. Consequently, it is extremely difficult to accurately predict how many households will fit each of these two subcategories. It is more feasible to project the split between households earning below 50 percent of the median (referred to as "low-income households") and those earning above 50 percent of the median (referred to as "other low-income households"), because many Federal programs use this point as an eligibility cut off. Since the Housing Priority Needs Table does not accommodate disaggregated numbers for each of the specific income categories requested, the City has chosen to present aggregated totals for households in the following income categories: 0-50 percent of area median, and 51-80 percent of area median. For naming consistency, the City will refer to the income categories using the nomenclature of CDBG program: Low-income (0-50 percent of area median) and Moderate-income (51-80 percent of area median).

** Homeless individuals and families assisted with transitional and permanent housing

*** Unduplicated 5-year count.

Table 2A

Priority Housing Activities

Priority Need	5-Yr. Goal	Yr. 1 Goal	Yr. 2 Goal	Yr. 3 Goal	Yr. 4 Goal	Yr. 5 Goal
CDBG						
Acquisition of existing rental units						
Production of new rental units						
Rehabilitation of existing rental units	225	45	45	45	45	45
Rental assistance						
Acquisition of existing owner units						
Production of new owner units						
Rehabilitation of existing owner units						
Homeownership assistance						
HOME						
Acquisition of existing rental units						
Production of new rental units						
Rehabilitation of existing rental units	1,755	351	351	351	351	351
Rental assistance	1,500	750	750			
Acquisition of existing owner units						
Production of new owner units	5,605	1,121	1,121	1,121	1,121	1,121
Rehabilitation of existing owner units						
Homeownership assistance	250	50	50	50	50	50
HOPWA						
Rental assistance	327*	327	327	327	327	327
Short term rent/mortgage utility payments	60	12	12	12	12	12
Facility based housing development						
Facility based housing operations	4,150*	4,150	4,150	4,150	4,150	4,150
Supportive services	44,500*	44,500	44,500	44,500	44,500	44,500
Other						

* Unduplicated 5-year count.

B. New York City Housing Authority Strategy and Priority Needs

In addition to the proposals developed by the Department of Housing, Preservation and Development, the New York City Housing Authority has designed a number of complementary initiatives as part of the City's overall housing strategy. These initiatives are arranged into four general categories: 1) new development, 2) rehabilitation, 3) maintenance, and 4) resident programs¹.

New Development Initiatives: Increasing New York City's Stock of Affordable Housing

As part of Mayor Bloomberg's *New Housing Marketplace Plan* to create or preserve 165,000 units of affordable housing by the end of 2013, NYCHA is expected to provide properties for 6,000 units through collaboration with the New York City Department of Housing Preservation and Development (HPD). A development pipeline initiated in 2003 has resulted in completion of 658 units, 1025 units under construction, and approximately 1800 units in pre-development for a total of 3,500 units. Additional sites are being identified and planned for development through Request for Proposals to be issued jointly by NYCHA and HPD.

a) Markham Gardens Redevelopment - In partnership with the New York City Department of Housing Preservation and Development (HPD), a Request for Proposals (RFP) for redevelopment was issued on August 29, 2005 and a developer was selected in April 2006. The new Markham Gardens, with 240 rental units and 25 attached two-family townhouses, will be 100% complete by the fall of 2009. Marketing to former Markham Gardens residents has resulted in two households meeting mortgage qualifications for homeownership and 20 applicants accepted for rental apartments. A number of rental units are already occupied by returning residents with Section 8 vouchers. Of the 240 affordable rentals, 214 units are rented to low income households with the remaining units rented to families with incomes between \$56,200 and \$92,100 for a family of four persons. On January 13, 2009, the Sisters of Charity of Saint Vincent de Paul of New York, a national non-profit organization, received a Section 202 grant from HUD to construct and operate an 80-unit senior residence at Markham Gardens in Staten Island. HUD approved the sponsor's request to set aside 25% of the units for eligible NYCHA seniors, especially those who are presently housed in under-occupied units. Construction of the senior residence is expected to begin in 2010.

b) West Side Developments – Chelsea-Elliott, Fulton and Harborview Terrace - In December 2006, HPD and NYCHA jointly issued an RFP for approximately 450 units at the West Side Developments as part of the Mayor's Housing Marketplace Plan. A review of proposals has been completed and selected developers were announced in September 2007.

- *Harborview* - NYCHA selected a developer in September 2007 to construct two buildings with a minimum of 210 units on the Harborview parking lot mid-block on West 56th Street between 10th Avenue and 11th Avenue. The required ULURP land use review procedure was completed in November 2008; however due to changes in the City's inclusionary housing program and the affordable housing finance markets, this project is currently being reevaluated by NYCHA, HPD and the developer.
- *Elliott/Chelsea* - NYCHA selected a developer in September 2007 to construct a building with approximately 128 units on the Chelsea Houses parking lot at West 25th Street and 9th Avenue. The proposed development will incorporate up to 15,000 sq. ft. of unused floor area from Elliott Houses for a more economical building with retail stores on the ground floor. The selected developer has continued to review the project scope including affordability levels and number of units, with the various community stakeholders including elected officials, residents and community board members and the City's Department of City Planning. The developer is also proceeding with necessary predevelopment work to assess the site and obtain necessary public and governmental land use approvals.

¹ A full discussion of NYCHA's tenant programs is provided in Volume 4, Part IV., under the section entitled: New York City Housing Authority; NYCHA Resident Initiatives.

- Fulton - NYCHA selected a developer in September 2007 to construct a building with approximately 100 units on the Fulton Houses parking lot on West 18th Street (mid-block) between 9th Avenue and 10th Avenue. The proposed development will also provide community space.

c) Bronx Properties at University Avenue Consolidated (UAC), Forest, Soundview and Highbridge Gardens –

On September 7, 2007, HPD and NYCHA jointly issued an RFP for approximately 1,000 units including rehabilitation of 10 buildings with 463 units and new construction of 536 units, including 18 two-family townhouses at Soundview for homeownership.

- University Avenue Consolidated
Developers have been selected to renovate 463 apartments in two phases. The first six buildings (270 units) were conveyed to Arista Development at the end of June 2009; and the remaining four UAC buildings (173 units) will be conveyed to Bronx Pro Real Estate Management by the end of 2009. First rental preference for the rehabilitated units will be provided to those UAC residents who were relocated to facilitate the redevelopment of these buildings. In addition, NYCHA has set aside up to 25% of the units for residents wishing to return as well as other NYCHA residents qualifying for Section 8 rental subsidies that wish to move in to the new units.
- Forest - NYCHA intends to dispose of a lot within Forest Houses at the corner of Tinton Avenue and E. 166th Street. A developer was selected to build approximately 100 rental units for low-income households. The developer is currently moving ahead to finalize its design and complete the predevelopment site investigation, as well as to secure funding for the new Forest Houses project.
- Soundview - NYCHA intends to dispose of a vacant site including an under-utilized parking area at Rosedale Avenue and Lacombe Avenue along Soundview Park. A developer was selected to build approximately 200 low income rental units and 18 two-family townhouses for affordable homeownership. The developer is currently proceeding with its environmental investigations of the constraints of the site, including the need for construction of a new access road.
- Highbridge - NYCHA intends to dispose of a vacant site at the intersection of University Avenue and West 167th Street. A developer was selected to build two buildings with approximately 200 rental units for low-income households. One of the new buildings will include a community room with a Resident Services Plan focusing on recreational activities for youth and services for seniors. The developer was recently awarded low income housing tax credits which will support construction and affordability of the project. In addition, NYCHA has recently engaged in negotiations the NYC School Construction Authority and it is anticipated that in addition to the new affordable housing, an approximately 400 seat middle school will also be built on the Highbridge site. Predevelopment work for both the housing and school is proceeding.

d) Pomonok – A non-profit housing sponsor has obtained Section 202 funding reservation from HUD for development of a 78-unit building for elderly residents with supportive services on a parking lot at Pomonok off 71st Avenue. This funding reservation is a preliminary funding allocation with final commitment pending site acquisition and approval of project details including design, budget, marketing and services. The sponsor for this project is proceeding with necessary design and predevelopment work as well as to secure additional funding to supplement its Section 202 grant. The project is on schedule and the closing is anticipated by the end of 2009 or early 2010.

e) Stapleton - A 105 unit, low-income senior housing development has been proposed for a portion of the Broad Street parking lot located at NYCHA's Stapleton Houses public housing development. Closing on this project took place in early April 2009. Construction is currently proceeding with both the new senior building and the grounds improvements to the public housing development. Eligible NYCHA seniors will have residential priority for up to 45 units, for which, NYCHA will provide section 8 tenant-based vouchers. In addition to the

land and rental subsidies provided by NYCHA, the State of New York has also committed to provide funding under its Homes for Working Families financing program.

New York City is first City in the nation to begin construction of new affordable housing using funds from the *American Recovery and Reinvestment Act's Tax Credit Assistance Program (TCAP)*. Under the Recovery Act, the Tax Credit Assistance Program provides grants through a formula-based allocation to State housing agencies. The funds are helping jumpstart the market for construction of affordable housing by providing financing for the acquisition and construction of buildings for affordable housing. HUD awarded \$2.25 billion in TCAP funding nationwide. Of the \$250 allocated to New York State, New York City received \$85 million. New York City is spending roughly \$60 million of that to help finance the four developments now underway.

a) Metro North Rehab - Metro North Rehab is a NYCHA-owned former Project-Based Section 8 development consisting of 17, six-story walk-up tenement buildings in Manhattan with a total of 321 units. On an East 102nd Street site, 12 deteriorated walkup buildings will be demolished and replaced by a nine-story building to be known as Hobbs Court. The new building will offer 259 residential apartments, community facility space and underground parking. On an East 100th Street site, five vacant six-story buildings will be substantially rehabilitated and combined into a single building to be known as The Ciena. The building will contain 81 new residential apartments, elevators and landscaped open space for the residents. The two buildings, developed through a joint venture between Phipps Houses and Urban Builders Collaborative, will be completed in the fall of 2011. All the units in this development will be permanently affordable to households with incomes up to \$46,080 for a family of four and up to \$32,280 for a single person. The total development cost of the project is \$143.5 million. The New York City Housing Development Corporation is contributing \$21.7 million and a loan of \$71.4 million for the construction of the project, supported with a letter of credit provided by JPMorgan Chase and Bank of New York Mellon. In addition, JPMorgan Chase, acting through a placement by Richman Housing Resources, will invest \$38.8 million in Low Income Housing Tax Credit equity to pay down the construction loan at permanent conversion. Phipps Houses will invest \$1.9 million of its own funds as equity and will advance \$700,000 provided by the New York State Energy Research and Development Authority to make energy-saving enhancements. NYCHA will receive annual lease payments for the property which will be used to help modernize and preserve public housing throughout the City.

Rehabilitation Initiatives: Elevators and Energy Efficiency

The *American Recovery and Reinvestment Act of 2009 ("Recovery Act")* provides \$4 billion in supplemental "stimulus" funding for the public housing capital fund. HUD has allocated \$3 billion of the appropriation using the current formula; \$1 billion of the appropriation will be awarded through competitive grants targeting the leveraging of private sector funding, renovations, or energy retrofits. On March 4, 2009, NYCHA's Board authorized the execution of an Amendment to the Annual Contributions Contract, between NYCHA and HUD. The Amendment allows HUD to provide NYCHA with the additional formula allocation of \$423 million in capital funds authorized under the Recovery Act. On April 10, 2009 NYCHA requested approval from HUD to amend the FY 2009 Annual Plan to incorporate additional projects to be funded under the Recovery Act.

NYCHA will use the \$423 million in Recovery Act funds for a total of 75 public housing capital projects, including elevator repairs, boiler replacements, other maintenance, repair, and energy efficiency projects in developments across the five boroughs. The total value of NYCHA projects benefiting from stimulus funding is \$518 million and the projects are expected to create or preserve jobs for New Yorkers. The addition of these stimulus funds increases NYCHA's 5-year capital plan to more than \$2 billion.

a) Elevators - NYCHA has for many years invested in its major building systems, including elevators. In the past decade, NYCHA has spent approximately \$200 million to replace over two thirds of its 3,334 elevators. NYCHA's FY 2009 Capital Plan calls for the replacement and upgrade of 97 elevators across 8 developments. With approximately \$72 million of ARRA funds specifically earmarked for elevator replacement and upgrades, NYCHA will repair and upgrade an additional 151 elevators in 14 developments throughout the city. The addition of these funds allows for the repair and upgrade of a total of 242 elevators in 22 developments in 2009.

b) Energy Efficiency and Conservation - Approximately \$209 million of NYCHA's \$423 ARRA funds will be used for energy efficiency and conservation upgrades that will improve the quality of life for NYCHA's residents. In August 2009, four new energy conservation contracts totaling \$28 million in ARRA funding were passed by NYCHA's Board for the purchase of energy efficient refrigerators for developments throughout the five boroughs; roof replacement at the Mott Haven Houses in the Bronx; a new green roofing system that will reduce heating and cooling loads at Corsi Houses Community Center in Manhattan; and roof replacement and related work at Wyckoff Gardens in Brooklyn.

NYCHA is in the process of converting its aging tank-based domestic water heating systems to new instantaneous models. NYCHA will continue its city-wide deployment of instantaneous hot water heaters with the goal of replacing 1,352 hot water heaters by the end of 2011 as part of its overall plan for energy-efficient improvements. Additional energy efficiency improvements include: various indoor common area and apartment lighting upgrades, and replacement of boiler rooms and associated heating equipment at 36 NYCHA developments. These upgrades will generate approximately \$30 million of savings annually, some of which will be for investment in later phases.

Maintenance

Community Development Funds

Public Housing Capital Fund

For a description of NYCHA use of Capital Grant funds, please refer to Part III. Action Plan, Section C., Program Descriptions, and Part I., Community Profile Section B., New York City Housing Authority, respectively.

Public Housing Modernization Program

The New York City Housing Authority (NYCHA) has utilized CDBG funds to rehabilitate City and State aided public housing developments. These funds have been used to maintain the integrity of our housing stock replacing such critical items as boilers, roofs, underground piping, electrical systems, elevators, doors and compactors.

As of June 30, 2004, CDBG funds were no longer allocated to the NYCHA Public Housing Modernization Program. In 2007, this program was closed and remaining funds were reallocated to other non-NYCHA Community Development programs. On their own, NYCHA's City and State aided developments receive no continuing governmental subsidy to fill the gap between the cost of operating the buildings and rents collected. While the State aided developments receive some capital funding from New York State, the City aided developments do not receive any capital funds. To provide adequate assistance to the City and State developments, NYCHA diverts funds from the HUD subsidies for its Federal developments to offset the operating deficits at the City and State locations. NYCHA cannot continue to fund these developments in this manner as it endangers the financial stability of all developments operated by the Authority.

Alternate Resources

Please refer to Part IV., Other Actions, Section B., Relevant Public Policies and Barriers to Affordable Housing for a description of NYCHA's Use of Alternate Development Methods.

Resident Programs Initiatives: NYCHA CDBG-funded Public Service Needs

Senior Resident Advisor Program

The New York City Housing Authority (NYCHA) will continue to provide supportive services for the physically and/or mentally impaired at-risk elderly tenants and will assist such tenants to maintain independent living within the following NYCHA developments: UPACA 6, Bethune Gardens, Harborview Terrace, Meltzer Towers, LaGuardia Addition, and Gaylord White in Manhattan; Bronx River Addition, Randall Balcom, and West Tremont Avenue in the Bronx; Conlon LIHFE Towers and Shelton Towers in Queens; and Palmetto Gardens in Brooklyn.

Services will be provided by utilizing Senior Resident Advisors (para-professionals), social workers (supervisory professionals) and tenant volunteers in a network of services on a twenty-four hours a day, seven days a week or a 9:00 a.m. - 5:00 p.m. five days a week basis, depending on the site. The Authority will continue to:

- Provide comprehensive service delivery to the physically and/or mentally impaired elderly through Senior Resident Advisors and Social Workers. Services will include: crisis intervention, transportation and escort services, health and social services linkages, information and referral services, and reinforcement and informal support systems.
- Supervise and train paraprofessional staff through qualified Social Workers who provide back-up for assessments of needs and case management.
- Recruit and train tenant volunteers (e.g. floor captains), who check daily on the well-being of other tenants on their respective floors, report problems to the Senior Resident Advisor and provide a vital communications network for the development area. NYCHA finds that it is necessary to increase the volunteer incentives component of the program in order to attract and recruit the floor captains who are essential to the deliverance of services.
- Strengthen linkages with community-based resources, as well as develop more comprehensive services with these resources which include, but are not limited to, local hospitals, homecare agencies, the New York City Human Resources Administration and protective service agencies.
- Document the measurable performance goals set forth for the program by maintaining homebound client contacts by home visits, the effectiveness of volunteers by monthly floor captain meetings, and the skill level of Senior Resident Advisors by monthly staff training sessions.

NYCHA has received CDBG funds in the amount of \$450,000 annually for the past ten years. However, this level of funding will not be sufficient to maintain an optimum level of services to the program's target population in 2010 through 2014.

The estimated additional funding needs for 2010 through 2014 are as follows:

<u>Year</u>	<u>Estimated Need</u>
2010	\$ 305,743
2011	\$ 15,287
2012	\$ 16,052
2013	\$ 16,854
2014	\$ 17,696
Five Year Total	\$ 371,632

The five-year additional funding need of \$371,632 has been entered under Public Service Needs: Senior Services in the Listing of Priority Needs Table.

Elderly Safe at Home Program

The New York City Housing Authority (NYCHA) will provide increased comprehensive services in order to reinforce security services for, provide outreach to, and combat crime perpetrated against the physically vulnerable, elderly and handicapped tenants in seven Housing Authority developments which include: East 152nd Street-Courtlandt Avenue, Jackson, Forest, McKinley, and Claremont Village which is comprised of Webster/Morrisania, Butler, and Morris. The Authority will continue to:

- Identify elderly and non-elderly disabled residents in need of assistance by means of outreach services and monitoring the health and well being of residents through home visits and telephone check-ups.
- Assist residents in accessing public entitlements and advocating with service providers on their behalf.

- Disseminate information to educate the elderly and handicapped tenants as to security, crime prevention, health maintenance, escort services, counseling, entitlements, court proceedings, victim assistance and the availability of these and any other pertinent services through periodic distribution of pamphlets and through the regularly scheduled monthly meetings to be held at each of the developments in the program.
- Strengthen linkage with community based resources as well as developing more comprehensive services with these resources which will include but are not limited to New York City Police Department, Victims Services, Inc., Visiting Nurse Services, general Social Services agencies, and local hospitals.
- Provide ongoing staff training throughout the year especially through the use of special workshops on topics which include but are not limited to: methods of crime prevention, and the aging process, assessing the needs of the elderly, and guidelines for interviewing the elderly.
- Organize and sponsor workshops for preventive health and safety which include but are not limited to: blood pressure testing, glaucoma testing, and accident prevention.
- Develop and integrate new service components based on identified needs which include but are not limited to: intergenerational programs with youths living in the development area.
- Continue to document the measurable performance goals set forth for this program, which are to improve quality of service by number of home visits; to increase outreach to frail and elderly by number of telephone checkups; to maintain in-service training and community conferences, etc., by number of staff workshops, seminars. etc.

The Elderly Safe at Home Program is being funded by an allocation of \$225,000 in CDBG funds, and has been funded at this level over the past ten years. This level of funding will not be sufficient to maintain optimum services for the program's target population in 2010 through 2014. One of NYCHA's goals for the next few years is to increase the number of community awareness programs offered to its elderly and disabled residents residing at the program's seven sites.

The estimated additional funding needs in 2010 through 2014 are as follows:

<u>Year</u>	<u>Estimated Need</u>
2010	\$ 121,998
2011	\$ 6,100
2012	\$ 6,405
2013	\$ 6,725
2014	<u>\$ 7,061</u>
Five Year Total	\$ 148,289

The five-year additional funding need of \$148,289 has been entered under Public Service Needs: Senior Services in the Listing of Priority Needs Table.

C. Homeless Strategy and Priority Needs

1. Methodology

The City's long-term strategy for addressing the needs of homeless people and those at-risk of homelessness is centered on three over-arching themes:

- Investing in proven strategies to reduce the number of homeless individuals on the streets.
- Preventing those families and individuals at-risk of homelessness from entering shelter.
- Ensuring that shelter is a short-term solution to a housing crisis by rapidly re-housing families and individuals.

The City's efforts in these areas are encompassed in a continuum of care which includes the following: outreach to the unsheltered homeless; diversion programs to prevent homelessness; assessment centers to determine clients' needs and make appropriate referrals for services; emergency shelters with supportive services to stabilize an individual or family so that they are able to live independently; permanent long-term housing options, both supported and non-supported to rapidly re-house families and individuals; and aftercare services to maintain stability in the community and prevent recidivism to shelter. These priority areas are delineated below:

2. Homeless Priority Needs

Priority 1: Outreach and Assessment

Outreach

Among the targeted populations in the continuum of care are individuals who appear to be living on the street, around transportation facilities, in parks and in other spaces not intended for human accommodation. The City's plan to overcome street homelessness centers on Street Homeless Solutions, a reconfiguration of the provision of services to street homeless individuals. In 2007, the Department of Homeless Services and the Department of Health and Mental Hygiene combined their outreach funding, which previously was contracted to over a dozen different providers, and has now redistributed this funding to four new providers. Each provider is accountable for the street census in their respective borough-based areas through performance-based contracts. These outreach services will be partially funded by \$3.5 million ESG funds.

Outreach providers utilize a Housing First philosophy and are now armed with additional transitional housing options for the street homeless population. DHS has will continue to develop Safe Havens and Stabilization Beds, both which offer low-threshold models for the chronically street homeless.

By 2010, DHS outreach providers will be utilizing a new state-of-the-art database which will enable outreach workers in the field to access and input critical client data through handheld devices. The new database will allow DHS to track the progress of its work including the number of chronically and newly homeless clients and their location.

Strategic planning is underway to ensure that the Drop-in center system is well-positioned to help meet the City's goals of reducing homelessness. Drop-in centers provide homeless individuals with meals, counseling, medical/psychiatric services, showers, laundry facilities, some clothing, recreational activities, referrals for employment, assistance in applying for benefits, and other social services for adults in New York City. Approximately \$1 million is allocated in ESG funding to support these services.

Assessment

Homeless Single Adults

The Intake and Vacancy Control (IVC) is the system entry point for new admits into the shelter system. Individuals are processed and assigned an identifying HA number and all adult clients are enrolled in our AFIS finger-imaging database system that attaches a 5-point finger image to each client's picture in the database. *Intake* is also comprised of a basic information-gathering process and placement into an assessment bed. DHS operates one intake facility for men and three intake facilities for women. The goals of Assessment include the completion of the Applicant Intake Document (AID), a physical exam, and a brief psycho-social assessment. These deliverables are utilized to best determine the most appropriate shelter placement for each individual based on their service needs. Approximately \$1 million ESG funding is allocated to this category.

Homeless Families with Children

Homeless families with children apply for shelter at the Prevention Assistance and Temporary Housing (PATH) Intake Center. PATH is open to accept applications 7 days a week between the hours of 9 and 5, and to make placements 24-hours a day. At Path, families work with the Human Resources Administration (HRA) and the City's community-based prevention programs (Homebase) to explore diversion options to avoid the need for shelter and to assist families to return to the community.

Families who are not diverted and continue the shelter application process are given a ten-day conditional shelter stay, while their application is reviewed in order to determine the family's eligibility for temporary housing. A new state-of-the-art intake center is currently under construction and slated to open in late 2010.

Homeless Adult Families without Minor Children

Homeless families with children apply for shelter at the Adult Family Intake Center. AFIC is open 24-hours a day, 7 days a week. Adult families are given a ten-day conditional shelter stay while their application is reviewed to determine the family's eligibility for temporary housing.

Priority 2: Transitional Shelters

Homeless Single Adults

From assessment, homeless single adults are referred to one of 50 transitional shelter residences which may include a focus on employment training, mental health rehabilitation, veterans, or substance abuse treatment. Many shelters offer case management and other services aimed at assisting residents to return to independent living in the community. Social workers, Case Managers, Employment Specialists, Housing Benefits Counselors, on-site medical staff and Vocational counselors work closely with clients to help them become independent. An individualized approach is implemented to provide clients with the services needed to achieve the highest level of self-sufficiency. These supportive services will be partially funded by \$18.2 million ESG funds.

Homeless Families with Children and Homeless Adult Families without Minor Children

From Path or AFIC, families are placed in either a conditional placement for up to 10 days while their eligibility is determined. If determined eligible, the transitional shelter will provide housing for families until they can live independently in permanent housing. Transitional family residences come in a variety of models, most of which offer apartment style units and a wide array of support services, including employment training, educational services, intensive case management, substance abuse prevention, independent living skills training, and childcare. All families are expected to work cooperatively with staff to develop a mutually agreed upon independent living plan. Approximately \$2 million ESG funding is allocated to this category.

Priority 3: Permanent Supportive Housing:

In November 2005, the City and State of New York signed the New York/New York III agreement, a \$1 billion pact to finance and develop 9,000 new units of supportive housing in New York City over the next 10 years. Of these units, 7,500 will be for single adults and 1,500 units will be for families. This Agreement targets a broader range of individuals than the New York/New York I and II Agreements, which produced units solely for single adults with mental illness and some history of homelessness.

The primary focus of New York/New York III for single adults is on those who are chronically homeless and/or at risk of becoming so. These individuals may also have substance abuse disorders, HIV/AIDS, or a severe and persistent mental illness (SPMI). Originally, the Agreement also specified a disabling clinical condition but this criterion has been removed.

The DHS Adult Services Division, in its role as one of the four placement entities, is charged with referring clients to 5,450 of these units, 3,950 congregate and 1,500 scatter sites. The clients for these units must meet one of the three following criteria:

- **NYNY III Category A** - Chronically homeless (those homeless for one out of the past two years or two out of the past four years) single adults who suffer from serious and persistent mental illness or who are diagnosed as mentally ill and chemically addicted (MICA).
- **NYNY III Category E** - Chronically homeless (those homeless for one out of the past two years or two out of the past four years) single adults, as well as single adults who have been homeless for at least 6 months of the last year who have a substance abuse disorder that is a primary barrier to independent living. The application must contain documentation from a qualified health professional that the client has an active substance abuse disorder.
- **NYNY III Category F** - Homeless single adults who have completed a course of treatment for a substance abuse disorder and are at risk of street homelessness or sheltered homelessness and who need transitional supportive housing (that may include half-way houses) to sustain sobriety and achieve independent living.

Priority 4: Permanent Housing

Homeless Single Adults

The goal of homeless services is to provide individuals with the help they need so that they can move to permanent housing as quickly as possible. Single adults utilize a variety of permanent housing options including SRO's, Section 8 rental assistance and the Advantage programs (described below). In FY 2009, 10,039 single adults were placed in permanent housing, of which 1,995 was supportive housing.

Homeless Families with Children and Homeless Adults without Minor Children

In 2007, DHS, in collaboration with HRA and the NY State Office of Temporary and Disability Assistance developed Advantage New York, a portfolio of rental assistance to address varying needs of families and individuals in shelter. Advantage New York is the primary rental assistance for families exiting shelter, and includes Work Advantage, Fixed-Income Advantage or Children Advantage. Eligible families receive up to two years of rental assistance. In FY 2009 a record number of families were placed in permanent housing, 7,716 families with children, and 1,094 adult families. Seventy-four percent of these placements were through the Advantage program.

Priority 5: Homeless Prevention

Launched in October 2004, HomeBase is a neighborhood-based homeless prevention program originally implemented in six high-need Community Districts. In 2007, Homebase was expanded Citywide and is now providing services to households at risk of becoming homeless in all communities in New York City. The program offers community-based prevention services, shelter diversion services as well as aftercare services.

These prevention programs provide an array of services including case management, mediation, independent living skills training, and offer flexible financial assistance to help stabilize families permanently or temporarily while more suitable living arrangements can be found. These services are available to both individuals and families. As of August 2009, HomeBase has served over 15,650 community clients and 1,348 diversion clients—90% of community clients and 99% of diversion clients served to date have not entered the shelter system.

DHS through the FALS (Family Anti-Eviction Legal Services) program is currently administering seven (7) contracts totaling \$6.6 million to provide comprehensive, flexible and individualized legal and related services to help ensure that families with children, adult families without children and single adults avoid becoming homeless. Services include appearances at judicial and administrative hearings, trials, appeals, and other such forums as required to settle or try eviction cases, factual investigations; inquires into whether a tenant's rent level is correct, whether there are conditions which require repair, and whether these constitute defenses to a proceeding; legal research; preparation and filing of required agency and court papers; drafting briefs; ongoing client contact, including follow-up interviews, when appropriate; and institution of appropriate remedial actions; assistance with pro se documents; drafting letters; and negotiations with landlords and/or other advocacy assistance. HPRP funding will allow the City to expand its anti-eviction work through the augmentation of funding to the DHS FALS contracts as well as funding to the Department for the Aging and the Department of Health and Mental Hygiene.

D. Community Development (Non-Housing) Strategy and Priority Needs

The Community Development (Non-Housing) Plan was required by the Housing and Community Development Act of 1992. When promulgating its regulations related to the new Consolidated Plan, the Department of Housing and Urban Development (HUD) incorporated the CD Non-Housing Plan. HUD has informed the City that the CD Non-Housing Plan must identify the City's priority needs for non-housing issues. Ultimately, it is hoped that Congress, once made aware of the needs of the cities, will appropriate additional funds for CD and other domestic programs. However, there is no indication that any additional CD funds would be made available by Congress or that the City would decide to use the additional money to fund the needs identified in this plan.

Community Development Funding Issues for 2010-2015

In January, 2010, the City of New York's CD Program will begin its thirty-sixth year. Historically, the grant peaked in CD 6 (1980-1981) when it was \$259,948,000. Unfortunately, not only has the grant not kept up with inflation, but it has been significantly reduced since that time. Following are the CD grant amounts for the last five years:

CD 31: \$207,195,000
CD 32: \$185,593,000
CD 33: \$184,966,000
CD 34: \$178,009,000
CD 35: \$180,347,000

Fortunately, some of the grant reductions have been offset by the availability of other revenues, primarily Program Income. The sale of Federal Urban Renewal areas has been a significant source of these Program Income revenues.

Although housing remains one of the most critical needs of the City and a priority for CD funding, the Department of Housing Preservation and Development's (HPD) success in selling the bulk of the City-owned housing (tax foreclosed or in rem properties) has resulted in a shift in CD funding to other housing-related programs. In the period 2005-2009, CD Block Grant funds began paying for the following housing-related programs: Primary Prevention Program and the Alternative Enforcement Program.

In the last five years, CD began paying for the following non-housing programs: LPC Planning, Scorecard Program, and the Adult Literacy Program.

The City has an established process for identifying its needs and priorities at the local level. The 59 community boards are responsible for producing Community District Needs Statements which serve as the basis for the development of budget priorities. The Statements are produced after consultation with community residents, City agency local service chiefs, and with the assistance of the Office of Management and Budget and the Department of City Planning. Because the Community District Needs Statements identify the specific non-housing needs of each community board, the reader is directed to also review the Needs Statements, available from the Department of City Planning. HUD has indicated that it is not its intent for the Consolidated Plan to duplicate existing documents.

Eligibility under the HUD CD Program regulations, 24 CFR Part 570, is the ultimate determinant of whether any activity can be CD-funded. The primary objective of the CD Program is to benefit low- and moderate-income persons. Not less than 70% of CD funds must be used for activities that principally benefit persons of low- and moderate-income (in accordance with the HUD Section 8 income limits). CD funds may also be used for activities that aid in the prevention of slums or blight on an area or spot basis. In addition, no more than 15% of a community's CD budget may be used for Public Services. No more than 20% may be used for programs categorized as Planning or Administration. Due to these restrictions, there are many non-housing activities that could not be CD-funded. It is important to note that the CD Program represents less than 1% of

the City's Expense Budget. Thus, other Expense Budget and Capital Budget funds will continue to substantially address the City's non-housing needs.

1. Methodology: Table 2B – Priority Community Development Needs

This Community Development Plan will address currently funded non-housing projects and programs as well as those that appear to be CD-eligible. The agencies responsible for the programs listed in this plan have projected needs based on the program's current CD allocation being constant over the five-year period 2010-2014. The needs and cost estimates have not been confirmed by the Office of Management and Budget. For a more detailed description of the currently-funded CD programs, see the Consolidated Plan program description listing.

Please note that due to the eligibility categories that HUD has identified in Table 2B: Priority Community Development Needs, some housing-related programs are discussed here. For example, the Department of Housing Preservation and Development's Targeted Code Enforcement Program is included under Code Enforcement, and the Department for the Aging's Elderly Minor Home Repair Program and the Mayor's Office for People with Disabilities' Housing, Information and Education are included under Public Services. The public service needs of the CD-funded Senior Resident Advisor Program and Elderly Safe-at-Home may be found within the New York City Housing Authority Strategy and Needs Section. Also, the Department of Homeless Services' homeless shelter services needs are discussed in their needs section.

The "Dollars to Address Needs" column in Table 2's Priority Community Development Needs are derived from the needs that are discussed in the narratives below. For each program or activity listed, the five-year funding need has been identified and inserted into the related Table 2B needs category. As this table reflects the priorities for CD funding, there are categories for which there is no dollar amount listed. This should not be construed to mean that the City does not have additional funding needs under these categories, only that the City does not currently foresee using CD funds for these activities.

2. CD Non-Housing Programs Projected Needs for Years 2010-2014

The programs below are in the order in which they first appear in Table 2B. Some programs are entered under multiple eligibility categories.

EMERGENCY DEMOLITION PROGRAM

HPD's Demolition Unit has the authority to perform emergency demolitions when an owner fails to do so pursuant to a Department of Buildings (DOB) declaration of emergency, as established by the New York City Administrative Code. The Code requires the treatment of any structure that may become "dangerous or unsafe, structurally or as a fire hazard, or dangerous or detrimental to human life, health, or morals." This includes deteriorated residential and commercial structures determined to be unsafe and/or debilitated across the City.

Summary of Unmet Needs: There are two general routes by which a property may be added to HPD's demolition workload. First, the Department of Buildings may require immediate demolition for seriously hazardous buildings that pose an imminent threat. For buildings which are structurally unsound but where conditions do not rise to the same hazardous level, DOB may initiate an Unsafe Building proceeding in Supreme Court. The court may issue a precept, which is an order to correct the condition. If an owner fails to respond to the precept, it will get referred to HPD. Much like the Targeted Code Enforcement Program, the Demolition Program has no control over its workload.

Due to the current downturn in the economy, many property owners are not sufficiently maintaining their buildings, and not demolishing them when ordered to do so by the Buildings Department. This has created an additional need for funding. Demolition needs and costs are extremely difficult to predict, but HPD anticipates that an additional \$5 million annually would allow CD funds to meet a substantially larger share of the City's demolition needs.

The five-year need is \$25,000,000 and has been entered under Clearance and Demolition in the Community Development Needs Table.

TARGETED CODE ENFORCEMENT

HPD's Targeted Code Enforcement Program enforces the Housing Maintenance Code in 27 identified deteriorated and deteriorating neighborhoods where 51% of the population is at or below 80% of the area median income. CD funds are used to support the staff who perform code inspections and, where appropriate, coordinating with owners to implement repairs.

Summary of Needs: The workload of the Targeted Code Enforcement Program is complaint driven; households call the City's 311 line to report housing quality problems, and HPD responds by sending out an inspector.

The number of complaints rose sharply after the introduction of the 311 system; in City Fiscal Year (CFY) 2008 there were more than twice the number of housing complaints than in CFY '02. The rising workload and limited CD resources have increased the time to close both emergency and non-emergency complaints.

HPD has a long-standing baseline of 308 code inspectors, to which was added about 100 lead inspectors after the passage of the City's Local Law 1. Spreading the 296,000 complaints received in 2002 across the 308 inspector positions equates to 962 complaints per inspector over the course of the year. To maintain that same ratio at current complaint levels, HPD would need approximately 620 inspectors, or an increase of about 200 people over the existing baselines.

The salary and fringe benefit cost of these additional inspectors is approximately \$13 million. Additional funding would be required for OTPS costs such as the hand-held computers that inspectors carry on their routes, support staff to manage routing and violation processing, and supervisors for the additional field staff. In total, HPD anticipates that the full cost of increasing the inspector force would be about \$15 million.

Without additional CD resources, HPD has used a variety of technology initiatives to improve productivity, and, as noted above, has had to accept some increase in response times. Additional resources would make Targeted Code Enforcement more responsive to the needs of New Yorkers. Furthermore, HPD anticipates that the current weak economy will hurt housing quality because owners lack the resources to invest in their buildings, and that as a result, complaints will rise. Additional CD resources would position HPD to respond to this anticipated growth in the need for targeted code enforcement.

The annual need is \$15 million. The five-year need is \$75 million and has been entered under Code Enforcement in the Community Development Needs Table.

CODE VIOLATION REMOVAL IN SCHOOLS

The Department of Education estimates that an additional \$10 million per year is needed to prevent or rectify code violations in New York City schools over the next five (5) years. This \$50 million need estimate assumes current maintenance funding levels from both the City and the State (through its District Maintenance Program).

The five-year need of \$50,000,000 has been entered under Public Facility (General) in the Community Development Needs Table.

DFTA SENIOR CENTER IMPROVEMENTS

The Department for the Aging estimates that the needs for its Senior Center Improvements Program are as follows: \$4,000,000 in Year 1, \$4,500,000 in Year 2, \$5,000,000 in Year 3, \$5,500,000 in Year 4, and \$6,000,000 in Year 5.

The five-year need of \$25,000,000 has been entered under Public Facility: Senior Centers in the Community Development Needs Table.

COMMUNITY ARTS DEVELOPMENT PROGRAM (CADP)

For over 30 years, the Department of Cultural Affairs' (DCA) Community Arts Development Program (CADP) has assisted hundreds of arts organizations serving New York City's low- and moderate-income communities. Such groups play a vital role in creating and maintaining healthy, vibrant communities. In addition to providing quality arts programming, they help strengthen their communities by building bridges across race and socio-economic divides, fostering economic development, and creating a positive social environment.

Community-based arts organizations can have a substantial impact on the quality and prosperity of their neighborhoods. Cultural activities:

- Bring to residents experiences and knowledge that are unavailable in the neighborhood;
- Create new productive uses for neighborhood facilities and under-utilized or abandoned spaces;
- Supplement local educational resources;
- Build cultural identities for disenfranchised groups;
- Play a role in leveraging both local and non-local assets for neighborhood improvement; and
- Bring people together, nurture creativity, and strengthen their communities.

City Fiscal Year (CFY) 2009 marked a new direction for CADP with the introduction of Building Sustainability, a high-impact initiative offering nonprofit arts groups the opportunity to develop the leadership and planning tools needed for building high-performing organizations.

DCA's broad and deep experience in working with the City's myriad cultural groups has given it insight into the field's vulnerabilities. Of critical importance is the fact that an organization sometimes takes on challenges and opportunities that significantly affect its entire operation. Situations that often require additional or improved capacity include but are not limited to: facility renovations, executive transitions, increased demand for services, mergers/alliances, and external issues (e.g., shifting demographics, changes in the economy).

During periods of change and growth, it is important for groups to anticipate and prepare for what lies ahead. However, when challenges are unexpected, complex, or unusual, a considerable number of groups do not have adequate tools to deal with the associated comprehensive issues. Consequently, such groups struggle to maintain the same level and quality of services to their community.

With adequate assistance, groups can not only survive major challenges but can flourish. Indeed, addressing critical capacity needs is an important step toward both enhancing an organization's ability to serve the public and ensuring its sustainability. The best results are attained when organizations take a deliberate, proactive approach to building capacity and assess their needs in relation to their entire enterprise. Changes in one area, such as a facility renovation, usually place new and sometimes unexpected demands on other areas. Thus the organization must examine and address the ramifications that making such changes will have on capacity elements. CADP's capacity building efforts ensure that organizations develop the related capabilities, people, systems, and structure required to address such unique opportunities and challenges.

Capacity Building Efforts

Effective capacity building programs match the right effort with the right problem or opportunity. CADP's efforts include both Building Sustainability grants, which provide an in-depth, comprehensive, customized approach to individual organizations facing significant challenges; and technical assistance seminars that provide a large number of organizations with extensive knowledge about pertinent topics.

In order for Building Sustainability's efforts to be most effective, program intervention must focus first on the core capacity components: leadership and planning. The grantees' customized projects in capacity areas, such as board development, strategic planning, and business planning, ensure that groups establish a foundation of

strong governance and feasible, well-structured plans. Additionally, it is essential for groups to have timely access to adequate support. Thus, Building Sustainability grants should be available on an annual basis.

Advancements in the group's organizational infrastructure include enhanced leadership skills, improved financial management and oversight, a more engaged governance, increased financial stability, and concrete information regarding constituent demands, staffing needs, and the cost of operations. Such improvements make the groups more self-sufficient.

Sustaining cultural organizations and their capacity needs: Ultimately the City's interest in capacity building should come from the desire to increase the impact of all the resources invested in a community including those of arts organizations, thus ensuring the greatest mission impact and community benefit. An effective CADP capacity building budget would include:

Building Sustainability grants	8 organizations/year	\$320,000
Technical Assistance seminars	6 events/year	<u>\$ 60,000</u>
Yearly Total		\$380,000
Calendar Years 2010-14		\$1,900,000

Capital Projects

DCA recognizes that many community-based arts organizations, especially those serving low- and moderate-income communities, operate in facilities in need of improvement (e.g., to correct building code violations, make the facility ADA-compliant, or repurpose space for cultural activity). However, many such projects do not qualify under the City's Capital funding requirements and groups are often unable to find adequate financial support. DCA proposes managing three renovations per year beginning in CFY 2012. The requested facility improvements budget would include:

Yearly total	3 renovations/year	<u>\$150,000</u>
Calendar Years 2010-14		\$450,000

The total five-year Capacity Building need of \$1,900,000 has been entered under Planning in the Community Development Needs Table.

The total five-year capital need of \$450,000 has been entered under Public Facility: Neighborhood Facilities in the Community Development Needs Table.

ACS DAY CARE CENTER SERVICES

The Administration for Children's Services (ACS) estimates an overall need population of 345,508 children under 6 years of age who are eligible for subsidized child care in New York City. The age distribution of these children is as follows: 169,977 children (49.2 percent) are infant/toddlers under 3 years of age and 175,531 children (50.8 percent) are preschoolers ages 3-5.

As of June 30, 2009, ACS' child care enrollment below 6 years of age totaled 86,834 (inclusive of TANF and Head Start). The majority of these enrolled children (62,918) are preschool children ages 3-5, making up 72.5 percent of the enrolled population, followed by infant/toddler children (23,916) under three years of age at 27.5 percent.

In addition to preschool and infant/toddler programs, subsidized child care is also provided in after-school programs to a substantial number of school-age children. As of June 30, 2009, 39,901 school-age children (this includes 15,067 "Low-Income" and 22,834 TANF-funded children) were enrolled in publicly-funded child care. These children are mostly funded via vouchers, since group contract care for school-age children was phased out between 2004 and 2006. These after-school programs are particularly critical for working parents – 81 percent of the "Low-Income" families require care due to employment.

ACS is serving 14.1 percent of the eligible infant/toddlers, and 35.8 percent of the eligible preschool children. The total estimated unmet need (potentially eligible children under the age of 6 years not being served) for publicly-funded child care is 258,700 children. [Note: this total has not been adjusted to reflect those children being served by private child care programs.]

As of June 2007, only 12.5 percent of families in need of infant/toddler care were able to obtain care (21,254 children enrolled in Low-Income/Working or TANF programs). This means only one of every eight eligible parents in need of infant-toddler services obtained care. In response to this overwhelming need, publicly-funded service for this population has been increased by 12.5 percent over the past 2 years - from 21,254 to 23,916 - although far greater increases are still needed.

Given the huge unmet need for child care services, any unused capacity is particularly problematic. Over the past two years, ACS has made a serious effort to improve utilization and reduce unused capacity. As a result, the occupancy rate has increased from 93.2 percent in June 2007 to 97.3 percent in June 2009. Unused capacity is now less than half of what it had been; it has decreased from 6.8 percent of capacity in June 2007 to 2.7 percent of capacity in June 2009.

Cost of Child Care Services

- Using the New York State CFY 2008 – CFY 2009 market rate, the funding requirement for preschool child care services is \$224.00 per week. Using the market rate for a blended infant/toddler cost, the funding requirement is \$312.50 per week.
- To increase the level of services to 50% of infant/toddler and preschool children requires serving an additional 85,921 children. Fifty percent of the total need would be met. The cost of serving 50% (42,961) of the additional children in contract day care centers is \$643.4 million each year. The cost of providing services through vouchers to the remaining 42,960 additional children in center, group family day care, and informal settings is an additional \$431 million a year. The combined cost of serving 50% of the total need would be \$1.1 billion a year.

Facility Costs

- To expand services using contracted care would also entail increased facility costs. New construction / renovation would require 110 square feet of facility space (average square footage per child) at a cost of \$350 per square foot. Construction costs for construction and/or renovation needed to meet demand for child care services would, therefore, require \$1.7 billion in capital expenditures. If this entire amount were applied to new construction, 452 new facilities could be developed to serve this population, based on a typical model of 95 children per contracted child care facility.
- In addition, meeting the needs of projects for existing child care facilities will total \$41 million in FY'06 through FY'10 as follows:
 - \$3 million - Major renovation/Upgrade for six City-owned child care centers.
 - \$18 million - Lead & Asbestos testing and removal for 570 child care centers (including Head Start and NYCHA).
 - \$6.5 million - To complete Lease Renewal Upgrade projects for remaining 10 Sites.
 - \$10 million – On-call consultant work and on-premise consultants for CDBG-funded work.
 - \$3.5 million - Install/Upgrade Fire Control and Automated Fire Extinguishing systems for 100 child care centers.

The total service needs for Day Care Center Services is \$1,100,000,000 and has been entered under Public Services: Child Care Services in the Community Development Needs Table.

The five-year need for the upgrade and creation of day care centers is \$1,741,000,000 and has been entered under Public Facility: Child Care Centers in the Community Development Needs Table.

BRONX RIVER PROJECT

In 2001, the Department of Parks & Recreation (DPR), Bronx River Restoration, and the Bronx River Working Group launched the Bronx River Alliance as the next step in efforts to restore the River and create a continuous greenway along its length. The program has several funding sources including City Tax Levy, private grants, and other federal grants. CD funds are used to purchase education and outreach materials, office supplies, field equipment, and restoration supplies; to print and mail newsletters and brochures; and for the support of program consultants and ecological restoration personnel. The CD funding fully covers the Bronx River Conservation Manager position and two assistant crew leader positions.

In the past five years, CD funding has helped lay the foundation for a new Bronx River Parks District and a cleaner river that is used increasingly for education and recreation activities. The programs are vital in providing a safe, healthy environment for the estimated 400,000 visitors to the parks along the Bronx River and for the 23,000 who typically take advantage of the programs and services each year. The Bronx River Administrator's Office requests \$5,109,140 in additional Community Development funds over the next five years to support more than doubling the size of the district and to continue expanding work in the low- and moderate-income neighborhoods it serves. These additional CD dollars would ensure completion of the Bronx River Greenway and increase usership, restore more acres of parkland along the river, and provide more products and services to the communities through which the river flows.

Bronx River Education, Recreation, and Outreach: Total \$995,830

An aware and involved public is the key to protecting the millions of dollars of investments in the new district and expanding greenway along the river corridor. To help build a fully participatory community, the Bronx River Project offers education, recreation, and volunteer programs along the length of the river corridor and the district. It is planning to add more programming in these underserved communities to help them make full use of the river and parkland resources. The Recreation Program, which has tripled the number of people served in the last five years, will provide more walking, biking, and paddling trips and clinics and offer more waterfront activities for youth at nearby Parks recreation centers. The Education and Outreach Programs will increase the number of volunteers working with the Alliance and District crews to restore more parkland and protect the area, enticing more visitors to enjoy the parks and waterfront. It will expand the docents program, training more adult and youth volunteers to act as guides both on land and water, and will also offer enhanced training to the district's playground associates to help them implement safe and fun activities that incorporate the waterfront.

By 2012, the Bronx River Alliance will move into the River House, its new Headquarters at Starlight Park, which will also act as a public space with classrooms, a boat launch, and meeting facilities. Among new tasks, it will need to coordinate groups' use of the space and provide site-specific programming and signage.

The estimated cost for these expanded programs includes the following:

- Recreation Coordinator - \$45,000/year; \$225,000/5 years - expanded canoe clinics near Starlight Park, expanded programs, more free and paid trips, more work with DPR recreation centers.
- Playground Associates at Starlight Park, Skate Park in Bronx Park, and Concrete Plant Park - Three seasonal positions at \$10,000 per position per year; \$150,000/5 years.
- Volunteer Program – Expand new program over next five years. Part-time or seasonal coordinator, \$100,000/5 years; 10 Storage/Lockers at \$100 = \$1,000; incentive materials and supplies, \$1,000/year; \$5,000/5 years.
- Canoe Shuttle vehicle – crew cab (hybrid or other green vehicle if possible), \$25,000.

- Boat Trailers – 2 x \$2,500 = \$5,000.
- Paddling Club- Storage unit for boats = \$5,000.
- Bicycles – to expand the bike training program, to offer bikes to those who don't have them for rides, for staff to use to offer/lead rides, secure parking/storage for bikes. \$250/bike x 10 bikes = \$2,500.
- River House – This building will not only be used for staff, but as a public space.
 - Furnishings: \$117,830.
 - Coordinator of programming combined with Bronx River Alliance Volunteer Coordinator: \$30,000/year; \$150,000/5 years.
 - Interpretive signage (To attain LEED certification for the building, the Alliance must implement certain education programs, including an interpretive signage program for the building with LEED-certified information and River information). Estimated cost for three signs at \$5,000 each = \$15,000.
 - LEED Building assessment – Estimate = \$1,000.
 - Traffic study monitoring conducted by interns - Estimate = \$3,000.
- Interpretive signage, design, and printing: \$5,000/sign x 30 signs = \$150,000.
- Design and Printing Costs: Program Brochures such as walking guide, education program guide, paddling guide = \$30,000.
- Postage: \$1,000/year; \$5,000/5 years.
- Web design: \$5,000 for maintenance, partial overhaul, or update.
- Cellular phone service for volunteers, staff, events, etc.: 10 x \$50 = \$500.

New Bronx River Parks District and Expanded Ecological Restoration and Management: Total \$1,339,560

The Bronx River Greenway parkland has been designated a distinct district in and of itself. The newly formed District 14 (established February 2009) will improve and integrate maintenance and operations of the Bronx River Greenway parkland. Working in concert with the district is the Bronx River Conservation Crew, which performs ecological restoration and river management services in the parkland surrounding the river corridor. In order to ensure the effectiveness of the new district and its ecological health and support increased usership of these new and/or enhanced parks, CD funds would be used for the following:

- Tree pruning contract – Due to increased public visitorship in restored wooded areas, tree pruning beyond the usual standard will be necessary to ensure tree health and public safety - \$25,000/year; \$50,000/2 years.
- Equipment maintenance – \$10,000/year; \$50,000/5 years.
- Conservation Crew Member - \$30,000/year; \$150,000/5 years.
- Gardener – One gardener for the South Bronx portion of District 14 at Concrete Plant Park beginning in 2010 and one for the DOT segment beginning in 2012. One gardener for five years at \$58,000 per year (\$290,000) and one gardener for three years at \$58,000 per year (\$174,000). Total \$464,000. Plant supplies (including grass seed) - \$10,000/year; \$50,000/5 years.
- Assistant Gardener – two for new district at \$42,100 per person per year; \$421,000/5 years.
- Two Storage Containers or Sheds – to help store equipment for the expanding volunteer program and district or Fort Knox shed retrofit (this may be much costlier); \$10,000.
- Van – \$20,000.
- Pickup Truck with plow or watering rig– \$30,000.
- All Terrain Vehicle - \$5,000.
- Gem Carts and Batteries: Three carts at \$12,000 each = \$36,000. Batteries – six per cart for three carts at \$170 per battery = \$3,060.
- Watershed Improvements: Monitoring equipment for plants, water quality, rain barrels, GreenStreets, etc.: \$10,000/year; \$50,000/5 years.

- Cellular phone service for crew: 10 x \$50 = \$500.

Bronx River Greenway Development: Total \$2,063,000

To date, DPR's Bronx River division and Bronx River Alliance have overseen the allocation of nearly \$60 million to Bronx River Greenway capital projects. The Greenway Director plays a large part in gathering these resources, and an equally critical role in ensuring the successful use of them by: developing plans and guidelines for the Greenway; building support for the construction of Greenway projects; resolving interagency obstacles to project completion; ensuring extensive public involvement in planning and use of the Greenway; and promoting awareness and use of the Greenway through the web and other communications tools. Successes include leveraging \$7 million in non-Mayoral funds for City capital projects, completed Design Guidelines, a Signage Master Plan, and the adopted plan for the Bronx River District. A master plan for Shoelace Park is also currently underway.

The Greenway Director maintains strong links with state and city transportation and environmental agencies, community organizations, the East Coast Greenway Alliance, and others to ensure the integration of the greenway with street connections, encourage joint programming, incorporate community needs into the designs, and promote usage of the greenway. While the program secures millions of dollars in greenway funding, most of these resources cannot be allocated to the Greenway Director's salary and the position is facing elimination. Accordingly, CD funds are needed for the following:

- Greenway Director - \$65,000/year; \$325,000/5 years.
- Greenway Signage
 - Design of maps for wayfinding signs: \$14,000.
 - Fabrication of wayfinding, orientation, identification, and boat launch signs: \$85,000.
 - Design support: \$2,000/year; \$10,000/5 years.
- Security Cameras for Concrete Plant Park, River House, Ranaqua connection, West Farms: four units at \$5,000 per unit: \$20,000.
- PEP Officers: District 14 has waterfront access and a newly created Greenway open 24/7. The PEP Officer need is estimated at six beginning in 2010 and an additional three once the Starlight Greenway segment opens in 2012. Six officers at \$31,000 = \$186,000/year; \$930,000/5 years. Additional three officers beginning in 2012 x \$31,000/year; \$279,000/3 years.
- MetroNorth Fencing: 8' chain link fence to be added along Park's property line (.35 miles) - Estimate is \$300,000.
- Burke Avenue Staircase (\$20,000) and Kazimiroff Bridge gates (\$75,000); Total labor and materials (probably wrought iron): \$100,000.

Program Direction: Total \$710,750

In addition to the Greenway Director described above, two other positions are critical to the expansion of the Bronx River District and the services outlined in this plan: the Deputy Director and the Director of Finance and Administration. While the Bronx River Alliance instituted these positions and has been supporting them through private and state funds, the financial downturn has reduced funding from these sources. Included in the needs are five communication devices for the management team to keep work flowing between the office and the field.

The Deputy Director develops and oversees the ecological restoration and river management, education, recreation, outreach, and greenway programs. This includes, for example, increasing the use and training of volunteers and green worker trainees; creating programs and activities for new and newly-renovated parks; developing educational, monitoring, and recreational activities on the Bronx River; and developing watershed-wide projects to improve water quality and educate the public about water quality. He/she also prepares the \$1.6 million annual budget for these programs. The Deputy also ensures coordination between the program staff and

the staff of the newly created Bronx River District to ensure a smooth start-up and successful expansion of the district as it incorporates new Greenway parks over the next five years.

The Director of Finance and Administration manages the income and expense accounts for an annual budget of \$1.6 million. The income sources are a complex mixture of federal, state, and city grants; private foundations and corporations; individual donations; and Parks funding. Each source has a different invoicing, purchase order, and/or reporting requirement, which makes the accounting and reporting tasks unusually complicated. The Finance Director submits all City purchase orders for Bronx River programs and the newly created Bronx River District and maintains equipment inventories. He/she also manages the physical operations of the office. This role will become especially critical as the Alliance prepares to occupy and operate a new facility, the Bronx River House at Starlight Park, which begins construction in 2010.

Needs for Program Direction include:

- Director of Finance and Administration: \$65,000/year; \$325,000/5 years.
- Deputy Director/Administrator: \$72,000/year; \$360,000/5 years.
- Communication Devices for Management Team: Annual costs for phone and email service is \$1,000 plus a \$150 one-time fee for each device for five devices = \$5,750/1 year; \$25,750/5 years.

The total of the five-year service needs for the Bronx River Project is \$4,673,140 and has been entered under Public Services (General) in the Community Development Needs Table.

The total of the five-year facility needs for the Bronx River Project is \$436,000 and has been entered under Public Facility: Parks and/or Recreation Facilities in the Community Development Needs Table.

GREENTHUMB

Established in 1978, GreenThumb remains the nation's largest urban gardening program, assisting 600 neighborhood groups in the creation and maintenance of community gardens aimed at increasing civic participation and encouraging neighborhood revitalization. Administered by the Department of Parks and Recreation, GreenThumb provides materials and technical support and manages the license applications for all community garden properties located on City land. Most of these properties are under the jurisdiction of the Department of Parks and Recreation, the Department of Housing Preservation and Development, and the Department of Education. Since 2001, 282 garden sites have been transferred to the Parks Department for permanent preservation as community gardens.

Over the next five years, GreenThumb will continue an ongoing push to upgrade formerly interim garden sites with capital improvements in fencing and site design; an improved and intensified schedule of workshops and trainings to increase skills; and develop initiatives to enhance gardens' capabilities to address current health challenges facing low-income New Yorkers, particularly youth, including lack of access to fresh foods, poor nutritional education, limited recreational opportunities, and the resultant obesity epidemic.

First Lady Michelle Obama's garden at the White House and the U.S. Department of Agriculture Peoples' Garden Program announced this year have drastically increased the visibility of community gardens, which has nearly doubled the public demand for access to community gardening opportunities. Nationwide, community garden support organizations have reported greatly increased interest in, and need for, technical assistance in community garden development and management techniques to expand the capacity of existing gardens to incorporate additional members.

In order to adequately address these needs, GreenThumb will require a substantial increase in staffing, particularly in the form of office, publication, and outreach personnel. In addition, raising the salaries of existing personnel, including the Director, Publications Associate, and support staff, to agency parity will require additional funds of \$40,000 per year; \$200,000 for the five-year period.

Proposed New Personnel (Listed in order of priority)

- Office Associate: In order to assist the additional public outreach and program activities, a Clerical Associate position would be made full-time (currently this job is performed by seasonal employees) at an additional cost of \$35,000 per year; \$175,000 for the five-year period.
- Outreach Coordinator(s): GreenThumb currently employs four Outreach Coordinators (Community Coordinators) who conduct the majority of GreenThumb's public programs, including leading workshops, addressing gardener needs and concerns from the public, annual inspections, and supply distribution. In order to maximize the program's ability to meet increased demands for community gardening opportunities and improve existing community garden conditions, GreenThumb would need to hire an additional four Outreach Coordinators at an annual salary of \$45,000 per year, \$900,000 for the five year period.

Several substantial increases to the OTPS budget will also be required in order to meet the following needs of the agency in monitoring and improving permanent garden sites:

- In order to facilitate the inspection of DPR's GreenThumb properties in line with Parks Inspection Program standards, GreenThumb will need to purchase two handheld Fujitsu Stylistic LT T 600 computers for site inspections at a cost of \$4,000 each (\$8,000 total).
- In order to increase the sustainability of permanent community gardens, GreenThumb would like to replace the large amounts of lumber it distributes annually with plastic lumber. Plastic lumber used for raised beds will not have to be replaced for many years, as opposed to non-treated boards that require replacing every two to three years. Plastic lumber is also a sustainable, environmentally-friendly product made from recycled post-consumer materials. Because plastic lumber will not decompose and because it will no longer be necessary to purchase large quantities of traditional lumber, this can be interpreted as a one-time cost of \$150,000 over the five-year period.
- Lighting is also needed at many gardens to improve the safety and aesthetics of the sites as well as to extend the gardens' operating hours. Solar security and pathway lighting as needed for DPR community gardens is estimated at \$600,500.

Garden Improvement Needs

- Additional CDBG funds will also be required for capital upgrades. The most pressing need at most garden sites is improved fencing to enhance security and site aesthetics. The cost to replace aging wire and post and chain link fences with steel picket fencing is estimated at \$150 per linear foot. GreenThumb's five-year goal is to install steel picket fencing at 300 additional sites. Although garden sizes vary, a frontage of 50 feet is average. An estimated \$2 million over the next five years is needed based on these numbers. As a lower cost alternative, replacing remaining damaged chain link or wood and wire fences with agency specified powder-coated chain link fencing is estimated to be a one-time cost of \$975,000 based on 2009 site visits. This would be for the new installation of fence and gates where there is collapsing fence, old wood and wire fencing, unsecured areas, etc. in order to secure all garden sites (property and materials).
- GreenThumb would like to install sidewalks in front of gardens that lack them and repair existing sidewalks in areas where the sidewalk is so degraded that it is a public safety hazard. Based on 2009 site visits, the repair and replacement of sidewalks as needed for DPR community gardens is estimated to cost \$335,800.
- Consistent access to water is an important requirement for successful community gardens, particularly those involved in food production. An environmentally sound and low cost alternative to in-ground water systems is the installation of low maintenance rainwater harvesting systems that gather water from

The total of the five-year service needs for GreenThumb is \$2,033,500 and has been entered under Public Services (General) in the Community Development Needs Table.

The total of the five-year garden improvement needs is \$1,350,000 and has been entered under Public Facility: Parks and/or Recreation Facilities in the Community Development Needs Table.

The total of the five-year sidewalk improvement needs is \$335,800 and has been entered under Infrastructure: Sidewalks in the Community Development Needs Table.

PROSPECT PARK ADMINISTRATOR'S OFFICE

The Prospect Park Special Administrator's Office, within the City's Department of Parks and Recreation (DPR) 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.

The Prospect Park Administrator's Office requests \$2,140,000 in Community Development funds over the next five years to maintain the infrastructure of Prospect Park. The facilities in the Park are vital to serving the Park's six million annual visitors, many of whom live in low-income areas immediately surrounding the Park. The funding priorities are as follows:

Service Needs

- Educational Exhibits: Since its opening in 2002, the Prospect Park Audubon Center has served almost 1 million students, families, and adults with interactive and innovative programs and exhibits. In order to continue serving its audience, an overhaul of the well-used and aging exhibits is in order. This will allow the Center to continue to be relevant to its community and a center of environmental education for the people of Brooklyn. This project will provide for the development of a new exhibit masterplan; schematic design; and fabrication and installation of exhibits. The total estimated cost for this project is \$500,000.
- Technology equipment: The Administrator's Office plans to upgrade its technology infrastructure. This project includes the provision of more electronic storage space as well as enhancing the connection speeds between the locations within the Park. The total expected cost for these improvements is \$100,000.
- Furniture: The Administrator's Office plans to replace office furniture for staff that supports public programs in the Park. Also needed are new chairs for the Litchfield Villa conference room, which is used for volunteer orientations and other meetings. The total expected cost for this furniture is \$150,000.
- Recycling Program: The Administrator's Office plans to expand its recycling program so that more opportunities are given to the public and to staff to recycle. The total expected cost for this program is \$20,000.

- Volunteer program supplies: The Administrator's Office plans to significantly expand its volunteer program. Supplies and equipment will be needed to allow new and existing volunteers to work in the Park. The total expected cost for these supplies and equipment is \$50,000.

Facility Improvements Needs

- Repainting of Lefferts Historic House: Lefferts Historic House, built circa 1783, is the third most visited site of the Historic House Trust collection, welcoming 33,119 visitors in calendar year 2008, slightly more than Gracie Mansion. The site serves diverse, largely low-income communities of visitors from the adjacent neighborhoods of Flatbush and Crown Heights. Today, Lefferts is experiencing severe exterior paint failure and biological growth. The conditions exhibited include checkering, alligatoring, peeling from poor adhesion, and peeling from moisture. These reflect advanced stages of paint deterioration and indicate the ability of moisture to penetrate to the wood. If current conditions continue, this will enable deeper cracking to take place and set the stage for extensive wood deterioration. The total estimated cost for the repainting is \$300,000.
- Waterproofing: The Administrator's Office plans to waterproof the Tennis House and the Eastwood Annex buildings. These buildings are occupied by staff supporting educational and public events programs and inadequate waterproofing has made the buildings prone to damage from leaks as well as issues arising from mold. The total expected cost of this waterproofing is \$385,000.
- Repair of the Boathouse: The Administrator's Office plans to make repairs to the exterior terra cotta and to the interior Guastavino tile at the Boathouse. The Boathouse is a school and public educational facility and is also available to the public for events. The total expected cost for these repairs is \$35,000.
- Flooring repairs: The Administrator's Office plans to make repairs to the floors of some of the buildings in the Park including the Picnic House, the Boathouse, and the Tennis House. The total expected cost for these improvements is \$70,000.
- Rustic Structures: The Prospect Park Administrator's Office plans to reconstruct and repair, as needed, all of the Park's rustic bridges and other structures to their original Olmsted and Vaux design. These bridges and shelters are located within the Park's natural areas, and are constructed using rustic wooden materials, with no visible metal nails, blending into the Park's pastoral design. They will be enjoyed by Prospect Park's millions of annual visitors from Brooklyn's diverse communities. The total repair cost for all rustic structures in the Park is \$250,000.
- Improvements at the Parade Ground: The Administrator's Office plans to make repairs to fencing and synthetic turf throughout the Parade Ground as well as adding additional storm drainage and extending water supply throughout the location for cooling purposes. Also needed are new soccer goals and basketball nets to replace damaged equipment. The total expected cost for these improvements is \$250,000.
- Interpretive Trail Signage: Prospect Park's interpretive trail system, which includes four interpreted trails, the Lullwater, Peninsula, Midwood, and Waterfall, combine health with education as visitors walk the trails and discover interesting and educational information along the way. Thousands of people visit the trails daily all year-round, the majority of whom come from underserved communities with limited opportunities for environmental education. The project would refurbish the interpretive sign system with durable, graffiti- and scratch-resistant materials; re-design and revise text and images; and install the signs. The total estimated cost for this project is \$30,000.

The total five-year service needs for Prospect Park is \$820,000 and has been entered under Public Services (General) in the Community Development Needs Table.

The total five year facility improvements needs for Prospect Park is \$1,320,000 and has been entered under Public Facility: Parks and/or Recreation Facilities in the Community Development Needs Table.

LANDMARKS PRESERVATION COMMISSION HISTORIC PRESERVATION GRANT PROGRAM

Nonprofit Projects

The program awards one or two grants each year of up to \$50,000 to support the restoration of buildings owned by groups that work with low- and moderate-income communities. These groups are able to capitalize on the initial landmarks support and raise matching funds amounting to millions of dollars for rehabilitation work on these buildings occupied by low- and moderate-income households.

Historic buildings owned by nonprofit organizations that work directly with eligible low- and moderate-income persons are generally housed in larger buildings that cater to the mission and goals of the not for profit. Many of these buildings suffer from problems stemming from deferred building maintenance. In order to rehabilitate these buildings, a condition assessment of the building must be undertaken. The assessment serves to identify building conditions and the work that needs to be done, estimating the cost of repairs and prioritizing the rehab work. This report is done in the form of a building conditions assessment report by a restoration architect.

Assuming LPC's current allocation of \$176,000 remains constant over the next five years, funding these projects at an acceptable level would require larger grants:

- Two condition assessments for commercial facades a year at \$25,000 each would require a maximum of \$50,000; \$250,000 for the five-year period.
- Restoration of 2 commercial façades at \$50,000 each would require a maximum of \$100,000 per year; \$500,000 for the five-year period.

The total five-year need for the Landmarks Historic Preservation Grant Program: Nonprofit Projects is \$750,000 and has been entered under Public Facility Needs: Non-Residential Historic Preservation in the Community Development Needs Table.

Streetscapes

In low-income neighborhoods, the streetscape comprising of the areaways, sidewalks and street furniture, also regarded as the public spaces by homeowners, are generally in a deteriorated condition. Historic neighborhoods and communities are characterized by a sense of place and community – all of which are embodied in these public community spaces. The program has no allocation to rehabilitate these public spaces; this could have a significant impact on stabilizing blighted neighborhoods and communities.

- Streetscape rehabilitation in 1 historic block each year at \$100,000; \$500,000 for the five-year period.

The total five-year need for the Landmarks Historic Preservation Grant Program: Streetscapes is \$500,000 and has been entered under Infrastructure: Street Improvements in the Community Development Needs Table.

LAND RESTORATION PROGRAM

The Land Restoration Program (LRP) is administered by the Department of Parks and Recreation. LRP was created in 1982 in order to address New York City's problem of unattended, vacant lots within CD-eligible areas. LRP adopts sites for treatment on a rolling basis at the request of Borough Presidents, Community Boards, Council members, and through strict site selection criteria.

Due to the changing nature of the City's vacant land inventory, LRP will continue to expand its objectives to include partnership projects with Parks Department programs such as GreenThumb, Forestry, Natural Resources

Group, and Parks Borough Operations staff. LRP will also expand options for working with other city agencies including the Department of Sanitation, Department of Housing Preservation and Development, Department of Environmental Protection, and the Department of Citywide Administrative Services' Division of Real Estate Services. As a result, LRP is working to maximize its resources by working on open space projects in CD-eligible areas that will complement local development efforts. Programmatic changes within Parks and GreenThumb will also cause shifts in LRP operations.

This expansion and diversification of LRP's objectives will result in more program flexibility and should improve program operation. The goal is to increase the quality of the service that LRP provides with regard to the number of residents, acres, and communities served in the broader spectrum. In the upcoming years, LRP will need to replace or acquire new portions of its tractor, vehicle, and equipment fleet in order to meet the increasing demands of the program, as well as add some staff members in order to keep up with the work load.

Accordingly, LRP is requesting additional funds for the following actions:

- Immediate addition of two staff members at pay grade. The ability to complete work with two four-man crews as opposed to one, six-man crew would be tremendous. A 33% increase in staff would lead to a roughly 50% increase in productivity during the same time period - \$450,000 over the next 5 years.
- Acquisition of a 4-wheel drive front end loader/backhoe combination and related equipment. LRP was forced to relinquish an aged front end loader five years ago and as yet has not been able to replace it. This causes the program to either decline projects that are too big or requires extended coordination with another division or agency for assistance - \$200,000.
- Replacement of a dump truck (in two to three years). One of LRP's existing dump trucks is reaching the end of its life cycle and will need replacement within the next few years - \$110,000.
- Increased budget for more planting material - \$100,000 over the next 5 years.
- Acquisition of a skid loader mounted tree spade to allow for faster digging and transplanting of large plant material to be rescued, moved, etc. This will permit LRP to dig and relocate large plant material faster, safer, and with greater survivability of the plant thereby reducing the need to purchase new plants - \$37,500.
- Replacement of an aged tent style garage with a Butler style building with more solid construction for use as a vehicle maintenance area and hazard material storage - cost for purchase and assembly is approximately \$220,000.
- Full implementation of an Integrated Pest Management Program on all properties under the care of LRP and GreenThumb. This would include control and removal of invasive/noxious weeds; control, treatment, and reduction of plant fungi that invade the gardens; treatment of small waterbodies to prevent mosquito infestations, thereby reducing insect disease vectors; and prevention and control of rodent problems throughout all of these properties. Total estimated cost - \$75,000 over five years.

The five-year need of \$1,192,500 has been entered under Other Public Facility Needs in the Community Development Needs Table.

NEIGHBORHOOD VACANT LOT CLEAN-UP PROGRAM

The Department of Sanitation (DSNY) cleans vacant lots and the surrounding premises of City-owned, abandoned buildings that are littered with garbage, debris, and bulk refuse to meet the City's Health Code standards. CD funds pay for those cleanings that are performed in CD-eligible areas. Monthly cleaning

schedules are keyed to community boards and based on health emergencies, preparatory cleaning for other CD-funded lot-related programs, and community board requests.

The development of handheld computers remains at the top of the Vacant Lot Clean-Up Program's list of priorities. The Lot Cleaning Division, with the cooperation of DSNY's Bureau of Information Technology and the Department of Information Technology and Telecommunication (DOITT), hope to utilize the Geographical Information System (GIS) and the Department of City Planning's Geosupport Online Address Translator (GOAT) to assist with the expansion of the current Wide Area Network (WAN) to include handheld computers. The handheld computers would provide complete clarity to the Field Supervisors and Lot Inspectors for accessing pertinent information for identification of Block and Lot number, official ownership of record (private or City), measurements of the vacant property, and information from the Division's PowerBuilder databank, or the new Siebel Lot Cleaning application, which is currently being designed and developed. This information will streamline the entire lot cleaning operation and minimize the turn-around time for cleaning vacant lots and the response time to 311 complaints.

Currently, there is no actual projected cost for the design and development of the handheld computers. Therefore, DSNY cannot address a factual estimated dollar need for each year.

As there is no current estimated cost for this need, To Be Determined (TBD) has been entered under Solid Waste Disposal Improvements in the Community Development Needs Table.

BEACON SCHOOLS PROGRAM

The NYC Department of Youth and Community Development (DYCD) operates the Beacon Schools Program, which provides comprehensive services to youth and community residents in low- and moderate-income areas. 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. Typical program activities include homework help, tutoring, literacy programming, arts and crafts courses, and leadership development opportunities such as the Youth Council.

In order to enhance these services, DYCD is proposing the following programming initiatives to address the needs of CD-eligible communities:

Life Skills and Career Awareness/School-to-Work Transition

These services are designed to increase personal responsibility and self-esteem and develop decision-making and problem solving skills. DYCD will introduce the Junior Achievement (JA) *Economics for Success* and *Be Entrepreneurial* curriculum for Middle and High School youth to CD-eligible communities. JA is a nonprofit organization that educates and enhances young people's workforce readiness skills, entrepreneurship, and financial literacy by bridging the gap between education and business. The aim is to introduce participants to the world of business and educate them about what is involved in becoming a successful entrepreneur.

A significant number of new HIV infections in the United States occur among young people under the age of 25, the majority being infected through sexual contact. DYCD will provide information, training, and resources for Beacon programs that promote a range of life skills and equip young people with the tools they need to avert HIV and other health problems.

Academic Enhancement and Recreation/Health and Fitness

In January 2009, DYCD piloted a cooking and nutrition program – *Fun Food, Smart Food* - at six Out-of-School-Time (OST) and Beacon programs. *Fun Food* is an expansion of the *Go! Healthy* model developed by the Children's Aid Society (CAS), in partnership with the Mayor's Office of the Food Policy Coordinator, the Mayor's Fund to Advance NYC, the Department of Health and Mental Hygiene, and the Department of Parks and Recreation. DYCD proposes to expand services across the 14 CD-eligible programs. *Fun Food, Smart Food* empowers middle school youth to develop a working knowledge of cooking, become conscious

consumers, and make healthy food choices. The 12-week comprehensive cooking program includes a curriculum, part-time staff, professional development, and food.

DYCD is committed to building and expanding services and partnerships that support its goal of providing quality and meaningful science- and technology-based activities. In April 2009, DYCD, in partnership with New York City For Inspiration and Recognition of Science and Technology (FIRST), provided 40 OST and Beacon programs with the opportunity to participate in FIRST Lego League (FLL). The program is designed to engage boys and girls between 9 and 14 years of age in hands on science and technology learning experiences. Services will be expanded to the CD-eligible communities and will include professional development for Robotics coaches, on-site consultations, and implementation. All programs would participate in a tournament competition.

Civic Engagement/Community Building

In September 2008, DYCD launched its TeenACTION Service Learning program that allows youth between the ages of 13 and 21 to design and implement meaningful service projects that address the needs in their communities. The program promotes an appreciation for service and civic engagement, life and critical thinking skills, commitment to academic achievement, and healthy behaviors. All CD-eligible programs will incorporate the TeenACTION curriculum designed to offer students the chance to engage in structured learning experiences, service projects, and opportunities to develop critical life skills.

In order to increase multicultural awareness and instill competency in cultural sensitivity, foreign language fluency, and economic literacy, DYCD will introduce the Global Literacy Curriculum *All Over the World*, which focuses on multicultural awareness. Youth will research specific cities around the world and gain an understanding of young people in other parts of the world while at the same time learning critical literacy and mathematical skills.

The total cost to implement the above projects is:

14 FT Education Coordinators (one per Beacon Location)	\$637,000
14 PT Counselors	\$132,300
Supplies and Curriculum	\$560,000
Staff Trainings	\$350,000
TOTAL ANNUAL COST	\$1,679,300
TOTAL FIVE-YEAR PLAN COST	\$8,396,500

The five-year need of \$8,396,500 has been entered under Public Services (General) in the Community Development Needs Table.

NYC COMMISSION ON HUMAN RIGHTS:

LAW ENFORCEMENT PROGRAM AND NEIGHBORHOOD HUMAN RIGHTS PROGRAM

The Commission on Human Rights views its development during the next five years as expanding its enforcement activities and community educational efforts. Various social and economic factors are likely to influence the Commission's activities and programs, notably:

- The drop in the housing market, job loss, and downturn in the overall economy;
- Rising immigration levels from varied source countries;
- Increasing resident population with a limited English proficiency;
- Growing aging population;
- Amendments expanding the Human Rights Law's jurisdiction; and,
- Increasingly subtle manifestations of discrimination in employment and housing.

All these factors will direct and shape both the enforcement and educational efforts of the Commission.

Law Enforcement Bureau

Beginning several years ago, all legal matters in the Law Enforcement Bureau are handled by attorneys. This has resulted in an increase in litigation with the Commission doubling the percentage of cases referred for trial since 2005. The Bureau has also seen a rise in the filing of meritorious complaints as the result of the publicity generated by successful litigations, an amendment to the NYC Human Rights Law adding “lawful source of income” as a protected class, and a shift of Law Enforcement personnel from non-attorneys to attorneys. Many cases require an increased amount of time and effort spent on depositions, interrogatories, research, interpreter services, and personnel required to brief issues of law. Obviously, these increased efforts have also required an increase in staffing and other budgetary needs of the Bureau.

The Bureau has also increased its efforts to conduct Commission-initiated investigations in housing and employment. The investigations require special trained investigators who can participate in undercover-type investigations. The Bureau’s five-year projection of unmet needs anticipates the following expenditures:

Staffing

- Hire two attorneys (to replace attorneys lost due to budget cuts) to handle the increased litigation needs of the Bureau. Annual cost: \$100,000. Five-year cost: \$500,000.
- Hire two investigators to examine areas of systemic discrimination. Annual cost: \$80,000. Five-year cost: \$450,000.

Legal Research

- The Bureau’s current budget only allows for three subscriptions to LEXIS/NEXIS, a legal research provider. With increased litigation comes the need for more extensive and expansive legal research. The Bureau is requesting to provide this service to each of its 20 agency attorneys. Annual cost: \$5,000. Five-year cost: \$25,000.

The five-year need of \$975,000 has been entered under Public Services (General) in the Community Development Needs Table.

Community Relations Bureau

The Community Relations Bureau directs the citywide Neighborhood Human Rights Program through five borough-based Community Service Centers. Center staff provides community education for adults and young adults concerning the coverage and protections of the NYC Human Rights Law, fair housing counseling including mortgage and home equity counseling, referrals, and pre-complaint intervention services through a variety of activities.

The recent housing and credit crisis tripled mortgage and equity counseling referrals from HUD and other counseling agencies, leading the Commission to expand its number of counselors and offer the service in all borough offices. Additional trainings aim to avert or address predatory and discriminatory lending practices.

Other programs include Equal Access trainings with seniors and the disabled; complaint intervention in housing and public accommodations; bias prevention and response; and school- and youth-based programs, workshops in school classes, and peer mediation training for middle and high school students.

The Bureau’s five-year projection of needs anticipates the following expenditures:

Staffing

Within the next five years, the Commission will inevitably experience a sizeable field staff turnover. The present Human Rights Specialist (HRS) field staff member has an average of 23 years of public service: 17% have 30 or more years of public service, 49% have over 20 years of service; and an additional 26% have over 15

years of service. Only 1 staff member has less than 10 years of service. As a result of recent Tax Levy budget cuts, staff levels have been reduced to the lowest in over 15 years and soon will not allow for adequate office or service area coverage. Additional funding for three HRS positions at \$42,000 per position will mitigate this staffing issue for an annual cost of \$126,000 and a five-year cost of \$630,000.

Materials/Translation

Local Law 73 and Title VI of the Civil Rights Act of 1964 require the translation of Commission materials. These laws provide that no person be denied access to benefits or activities of programs receiving federal assistance. Meaningful access includes language assistance, i.e. translation of materials into Spanish, Arabic, Chinese, Russian, and Haitian Creole. The Bureau also must translate materials into Korean following Local Law 29 compliance with the minority language voter assistance requirements of the Federal Voting Rights Act extended in 2002. The Commission has translated its main booklet and some materials but additional materials remain. Additional booklets for special populations are also needed for those in back-to-work programs and for the formerly incarcerated. The total cost for the translation and materials production is estimated at \$75,000 per year or \$375,000 over 5 years.

Limited English Proficiency Program

The Commission will expand its materials available to individuals with a limited English proficiency by checking the grade level of all printed material and incorporating workshop formats that take adult literacy into account, including the use of illustrative DVDs. The NYC Department of City Planning has reported that 25% of all New Yorkers have limited English proficiency and that the percentage is likely to increase over the next 5 years with a projected 5-20% increase in the overall population. Of that increase, nearly 40% are expected to be foreign-born or speak a language other than English at home. The cost of expanding the Commission's available materials is estimated at \$75,000 per year or \$375,000 over 5 years.

Architectural Consultant

The City's population of persons aged 50-70 is predicted to increase over 20% by 2015. Accordingly, the Commission's Equal Access Program is expected to see a similar rise in requests for accommodations in housing and public facilities. As these cases increase, there will be a need for architectural consultation or expert witness services. The Commission estimates the need for these services to be 5 per year at \$1,400/day for an annual cost of \$7,000 or \$35,000 over 5 years.

The five-year need of \$1,415,000 has been entered under Public Services (General) in the Community Development Needs Table.

MINIPOOLS

There are no needs for the Minipools Program.

VAN CORTLANDT/PELHAM BAY ADMINSTRATOR'S OFFICE

Both Van Cortlandt and Pelham Bay Parks provide the premiere recreational spaces in the Bronx to over four million annual visitors, the majority from low- and moderate-income communities. In 2005, a major development occurred in the Administrator's Office when DPR provided Tax Levy funds to create a second administrator position. Since then, the two administrators have worked together to enhance the individual strengths of these Parks and to better serve the public who use them.

Over the next five years, new CD funds would enable the Administrators' Office to expand community outreach efforts to support the Parks' nonprofit partners and develop new youth, volunteer, and programming opportunities. New personnel additions are necessary to affect these changes and conduct public programs that will create educational and recreational opportunities, support park use by providing a safe and enjoyable experience, and protect and preserve the Parks' unique natural resources.

The following funding items are in priority order:

- Director of Community Outreach & Programming – A primary need for both parks is the addition of staff that will assist the Administrators to develop and enhance community outreach, youth and educational programming, volunteer opportunities for natural areas restoration, and support for nonprofit partners in securing the resources needed to expand the Parks' programs and activities. The annual cost for each park is \$60,000; total cost is \$300,000 for the five-year period. Ideally, there should be one for each park as it is difficult to manage two atmospheres, two nonprofits, and two administrators. Thus, the total cost for both parks for the five-year period is \$600,000.
- Park User Survey and Cultural Study – The last User Survey for both Van Cortlandt and Pelham Bay Parks was done in 1997-98. The Administrators' Office would like to conduct a new Parks User Survey to study demographics as well as visitation patterns at various destinations within the Parks. The survey should include both a cultural study and a census count. The total estimated cost over five years to conduct the User Study is \$200,000.
- Administrative Program Support – As the Administrators' Office has expanded its operations and programming, there is a dire need to upgrade and increase supplies such as office computers, software, and various programming equipment, i.e., floor mats, chairs, tables, educational materials, canopy tents, and barricades. The total cost over the five-year period is \$35,000.
- Education and Outreach – The Nature Trails in Van Cortlandt and Pelham Bay Parks are some of the first established in New York City and are primary routes for many seeking to connect with urban forests and marshes. Each year, the Urban Park Rangers lead thousands of schoolchildren on nature walks, but the trails are in need of new markers, interpretive signage, and trail enhancements. Parks' publications, such as the Map & Visitors Guides and Native Americans in Van Cortlandt & Pelham Bay Parks, should be updated and reprinted. In addition, outreach efforts can be increased through park-specific website development and maintenance and newsletter publication for those who have no access to a computer. The total cost over the five-year period is \$50,000.
- Varied and Enhanced Recreation – Over the next five years, the Administrators' Office seeks to involve more youth and families in creative, accessible play and increase the opportunities that children have to recreate. New programming will improve the outdoor experience for children, connect them to the natural environment, and provide sensory and imaginative play opportunities for children with special needs. Additions would include new play equipment pieces (or replacement of good quality but well-worn ones) that encourage fitness or adventure-play, as well as shade structures, landscaping, and safety fencing. The total cost over the five-year period is \$120,000.
- Natural Areas Volunteer Opportunities – Both parks strive to connect city dwellers with the wilderness right in their backyard. One of the most successful ways to raise public awareness and foster stewardship amongst youth is through hands-on volunteer projects with teachable moments. Restoration work requires a wide variety of equipment, such as hand tools, gloves, gravel, and plants. In addition, specialized purchases are essential: small all-terrain vehicles help prep areas quickly and haul volunteer supplies; range fencing beautifies park perimeters and protects newly planted areas; and watering units that fit on a pickup truck can be used in remote sites. The annual cost is \$10,000; total cost over the five-year period is \$50,000.
- Improved Visitor Experience – Signage makes the park experience safe and pleasurable. Some specialized directional and decorative signs can enhance the visitor experience. In addition, running message LED signs would promote events and programs in an extremely effective way. Even though capital improvements in the past five years have added new barbecue grills and recycled-plastic tables to picnic areas, there is still overwhelming demand for more. The addition of anchored tables (installed on cement slabs) and several "moveable" tables for special event use would be beneficial. Other bare

The total service needs for Van Cortlandt & Pelham Bay Parks is \$975,000 and has been entered under Public Services (General) in the Community Development Needs Table.

The five-year need for the User Study for Van Cortlandt & Pelham Bay Parks is \$200,000 and has been entered under Planning in the Community Development Needs Table.

ELDERLY MINOR HOME REPAIR PROGRAM

The Department for the Aging (DFTA), through the New York Foundation for Senior Citizens, operates the Elderly Minor Home Repair Program, which provides free minor home repairs to the City's elderly population. Since 1984, this program has been the only citywide repair program that serves elderly, low-income homeowners. The current decline in the economy combined with an increase in longevity has strained program resources.

Currently, 85% of the registered 4,334 homeowners are in their middle- to late-80's, widowed, and unable to physically and/or financially make repairs to their homes. This situation may lead to abandoning the home or institutionalization, causing them to become a tax burden to the community. The goal of the program is to enable the senior to maintain the home so it remains a viable resource for them and the community.

The Foundation currently has only four repairmen for the five boroughs. Due to the unavailability of increased funding and an increase in need, the repairmen's workweek has increased from 35 hours to 40 hours without an increase in salary. The Foundation provides the repairmen with family medical/health coverage, vacation and sick leave benefits, and reimbursement for mileage and toll expenses as they use their own vehicles. Due to increases in gasoline and toll costs, reimbursement for these expenses has risen.

The senior population is only expanding further as the Baby Boomer generation turned 65 years old in 2009. Already, second generation clients (heirs to the family home) are enrolling and meeting the requirements for the program. Accordingly, the program is requesting that the budget be increased to \$737,500 or greater by 2014 to allow for a staff of 8 full time repairmen working 35 hours per week and a part time repairman working 20 hours per week for vacation/illness coverage. Each repairman would see 14+ clients' homes per week, 42 weeks per year, for a total of 588 visits a year. In total, the program would serve 4,704 homes yearly. In City Fiscal Year (CFY) 2009, the 4 repairmen saw only 2,508 seniors and the wait time for an appointment is currently a minimum of one month depending on borough.

Notably, there has been a senior migration from houses in Brooklyn to co-ops/condos and private homes in Staten Island. The original goal of serving 180 clients in Staten Island was surpassed by serving 359 homes in Fiscal Year 2009. If we can obtain additional qualified repairmen, we clearly will be able to serve more clients.

Budgetary requests for the current year and upcoming years are as follows:

Travel expenses: Repairmen use their own vehicles as the cost of obtaining and maintaining agency vehicles would be prohibitive. They are currently reimbursed at the new rate of .485 cents per mile over their individual baselines. The Foundation budgets \$12,000 yearly for four repairmen; however, actual expenses for CFY 2009 were \$12,500. The estimated annual cost for a team of 8 repairmen would be \$20,000. If they had free EZPass bridges/tolls and free parking, it would be a significant savings.

Uniform allowance: The cost of uniforms for 5 repairmen is \$1,161.00 per year. However, the program did not purchase replacement uniforms this past year as a cost-saving measure. A staff of nine repairmen would require a uniform budget of \$2,000 or more annually.

Repair Materials: In the past, the program has been able to secure free materials from various manufacturers and suppliers. However, with the exception of electrical materials, the Foundation has not been able to renew those agreements due to the economy. As a result of that development and other budget constraints, the program could not provide free materials to low-income clients in CFY 2009. Rather, materials were only provided free of charge to those seniors in the extremely low-income category. Repairmen were also prohibited from shopping for parts unless it was an unexpected emergency repair at the home. The program is requesting this line be increased to \$24,000, which would allow it to resume providing parts/materials to both the extremely low- and low-income clients. The moderate-income clients would continue to purchase their materials.

Communications - Telephone and Walkie-Talkie/Cell Service, Postage, Messenger Services: All staff members find the phones an invaluable tool. The cell phones proved their value after 9/11 by enabling the program to continue uninterrupted even though the office, which is two blocks from World Trade Center, was officially closed for three weeks. Communication expenses for CFY 2009 were \$10,328. Under a new, lower plan, the 6 cell phones are about \$235 per month. The CFY '10 communication budget line is \$9,700. However, if the request for additional repairmen is approved, monthly service costs would perhaps double.

Rent: The office rent increased this year due to increases in electricity and taxes. It is anticipated that the current line of \$13,000 will be increased by an additional 5-10% annually to \$19,000 by 2014. Due to the increased need for services, the program may hire an additional Junior Program Coordinator and/or administrative assistant, which will require a larger space.

Health Insurance: Health insurance coverage is a major draw in recruiting and retaining staff. All four repairmen are married with dependents. All full-time staff do not pay for this insurance but pay for optional dental insurance. The cost for CFY '09 was \$56,552.76, which surpassed the budgeted amount of \$53,687. On August 1, 2009, the new rate of \$67,208.04 went into effect. The program has further projected a 20% increase over the next 5 years.

Liability Insurance: The program also anticipates an increase in its liability insurance cost, which is currently budgeted at \$5,700.

Personnel: The repairmen's salaries range from \$15.13 to \$16.50 per hour, or \$34,113 to \$37,338 per year, for a 40-hour workweek. A fifth repairman is an immediate need and would be hired at the \$34,113 level. The program is also requesting that all current repairmen be returned to the 35-hour workweek and their salaries be increased by 5% over the next 5 years.

The Program Coordinator and Program Director have been with the program since 2001 and 1989, respectively, and request a 5% increase and return to a 35-hour workweek. The Secretary, Director of Programs, and Controller have always contributed substantially in enhancing the program and should be granted a 5% increase.

The unmet need related to personnel increases and OTPS is approximately \$335,184 for the five-year period.

The five-year need of \$335,184 has been entered under Public Services: Senior Services in the Community Development Needs Table.

ADULT LITERACY PROGRAM

The connections between educational attainment, English proficiency, and economic development are clear and well documented. In research based on the International Adult Literacy Survey of 2001, Green and Riddell found that that each additional year of education raises earnings by approximately 8% (David Green and W. Craig Riddell; Labour Market Outcomes; 2001). This estimate of the "return to education" is similar to those obtained by other studies. Likewise, according to the 2000 Census, the poverty rate for New York City adults with limited English proficiency is more than double the rate for adults who speak English proficiently.

The Department of Youth and Community Development (DYCD) funds and administers a network of programs that are conducted by community-based organizations and offer Adult Basic Education (ABE), General Educational Development (GED) test preparation, and English for Speakers of Other Languages programs. These programs offer basic reading, writing, numeracy, and English language skills that lead to employment, continuing and vocational education, and increased civic participation. In addition, participants receive a range of supportive services such as educational counseling, employment assistance, and social services. Each year, approximately 10,000 New Yorkers enroll in one of these classes.

Currently, of the \$8,100,000 annual cost of this programming, CDBG funds account for \$1,660,000. (The remaining resources are a combination of New York City Tax Levy and federal Community Services Block Grant funds.) However, the unmet need is great. By increasing the CDBG allocation to \$3 million annually, DYCD will be able to serve an additional 2,000 New Yorkers each year. The anticipated five-year cost for ABE programming is \$15,000,000, of which \$6,700,000 is unmet.

In addition to classroom services, CDBG funds were used in 2007 and 2008 to develop an innovative English language learning approach for broadcast television called “We Are New York.” The “We Are New York” TV show consists of nine half-hour episodes based on the lives of immigrants in New York that help adults improve their English skills while learning essential information related to health, education, financial literacy, etc. The show is now available on DVD for widespread distribution along with workbooks for adults to practice their English and basic literacy skills. With existing funding, it is estimated that 100,000 adults will watch the program on TV each year and 50,000 will use a workbook to improve their English and literacy skills.

With an additional \$5 million in CDBG funds annually, the City could produce 10 more episodes and print additional copies of the educational materials. Over the next 5 years, 500,000 adults could be reached with a 19-unit ESL program (38 hours of instruction) with a workbook for each unit and an on-line companion educational website. The anticipated five-year cost for the TV program and related materials is \$25,000,000.

The five-year need of \$31,700,000 has been entered under Public Services: Employment/Training Services in the Community Development Needs Table.

NYC BUSINESS SOLUTIONS

NYC Business Solutions is at the forefront of the Mayor’s commitment to help New York City’s small businesses start, operate, and expand throughout the City of New York. Principally focused on reaching businesses and entrepreneurs in underserved areas throughout the City, NYC Business Solutions provides small business owners and entrepreneurs the ability to access government services at NYC Business Solutions Centers located in business districts throughout the five boroughs or via a Business Outreach Team that visits customers in person at their place of business.

NYC Business Solutions provides a full suite of services to customers including help with accessing financing and government incentives, navigating government permitting and regulations, recruiting and training workers, and selling to government. Together, these resources are intended to help more start-up businesses open and more operating businesses flourish throughout the City of New York.

Business Outreach

NYC Business Solutions provide direct technical assistance to help businesses start, operate, and expand. Business Outreach staff visit targeted underserved neighborhoods throughout the five boroughs to inform business owners and entrepreneurs of all the services NYC Business Solutions can offer and to provide direct technical assistance.

Given the high demand for NYC Business Solutions services, the Department of Small Business Services has decided to launch a satellite NYC Business Solutions Center in the Washington Heights/Inwood neighborhood. The center will open in October 2009.

The estimated need for business outreach is \$55,000 per year; \$275,000 for the five-year period and has been entered under ED Technical Assistance in the Community Development Needs Table.

Business Education

NYC Business Solutions provides business courses that teach entrepreneurs and small businesses the skills they need to reach their business goals. NYC Business Solutions courses are delivered through contracted expert instructors. Customers attend courses at the NYC Business Solutions Centers located throughout the five boroughs.

Funding Request to Enable the Following:

- Legal Assistance Course – NYC Business Solutions provides legal services to customers through a network of attorneys offering pro-bono assistance. In the past six months there has been a 150% increase in requests from customers for legal assistance. In order to serve the most customers with the greatest efficiency, NYC Business Solutions would like to offer a legal assistance course. The courses would be offered once a month at each of the seven Centers. The additional funding would enable 1,200 customers to benefit from the course.
- Cash Management Course – NYC Business Solutions provides financing services by helping customers identify lenders and packaging their loan application to increase their chances of receiving a loan. NYC Business Solutions currently does not have any services that provide assistance to customers post-loan with managing cash and ensuring the most efficient use of resources. The course would be offered in four 2-hour sessions. The additional funding would enable 1,200 customers to benefit from the course.
- Internet Marketing – NYC Business Solutions Centers develop courses and workshops to meet customer demands that occur specifically at their Centers, and offer these courses on an as-needed basis. In the past six months, there have been 32 Internet Marketing sessions developed and offered by the Centers. The program feels there is sufficient demand to build a standardized curriculum and offer this course on a consistent basis in all Centers. The course would be offered once a month at each of the seven Centers. The additional funding would enable 1,200 customers to benefit from the course.

The estimated need for business education is \$153,000 per year; \$765,000 for the five-year period and has been entered under Public Services: Employment/Training Services in the Community Development Needs Table.

HOMELESS OUTREACH AND HOUSING PLACEMENT SERVICES

The Department of Homeless Services oversees Project Hospitality's Homeless Outreach and Housing Placement Services Program, which provides outreach and housing placement services to homeless, mentally ill persons who also may have substance use/dependence problems. The primary goal of the program is to move mentally ill homeless and dually-diagnosed clients out of the Staten Island Ferry Terminal and off the streets of Staten Island into transitional or permanent housing settings. To accomplish this goal, the program provides housing accompanied by wraparound treatment and support services. The program engages mentally ill homeless persons, provides them with emergency services, and encourages them to use available health and mental health, substance abuse treatment, case management, emergency/transitional housing, and other services.

Many of the people the program attempts to engage during outreach efforts are seriously compromised and resist engagement, treatment, and services. Often, these homeless persons exhibit dangerous behaviors, placing themselves and others at risk for harm. In order to engage those persons more effectively, it will be necessary to provide intensive outreach and treatment in the field by a professional who is trained in this type of crisis intervention. The Psychiatrist completes assessments and evaluations needed to determine the mental health needs of clients, assists staff in making mental health referrals, and identifies clients who may be experiencing

psychiatric decompensation. The Psychiatrist engages, assesses, and provides treatment, referral, and follow-up to those homeless mentally ill and/or chemically abusing individuals who require immediate intensive services.

A significant barrier to providing necessary services for severely mentally ill and/or active drug users is the modest level of psychiatric services the program is able to provide. The Homeless Outreach and Housing Placement Services Program can only provide fewer than 7 hours per week of psychiatric services. Therefore, Project Hospitality requests support to enhance delivery of direct psychiatric counseling services through an additional 10 hours per week of psychiatrist time.

Another critical need for many clients is additional Nurse Practitioner time. Many clients have not seen a medical professional for a considerable period of time, have been living in unhealthy and unsanitary environments, and may have undiagnosed and untreated medical conditions that pose a danger to themselves and others. The Nurse Practitioner (NP) provides assessments related to emergency medical situations requiring urgent high level care, TB testing, and evaluation of acute, non-urgent illnesses. The NP also writes prescriptions, monitors medication compliance, and tracks improved health outcomes. With the assistance of team members for escort and triage, the NP refers homeless persons for emergency and chronic care. Finally, the NP provides training to team members in all of the above areas. The current contract's Nurse Practitioner line is budgeted at fewer than six hours per week. Accordingly, Project Hospitality is requesting support to provide an additional five hours per week of Nurse Practitioner time, which is expected to greatly enhance the outreach and treatment team's capacity to engage and treat mentally ill and substance-abusing homeless persons who are in need of services.

Psychiatrist:	10 hours/week x 52 weeks @ \$125/hour	\$65,000
Nurse Practitioner:	5 hours/week x 52 weeks @ \$51.33/hour	<u>\$13,346</u>
	Subtotal	\$78,346
Fringe Benefits @ 30.4%		<u>\$23,817</u>
Annual Need		<u>\$102,163</u>
Five-Year Need		\$510,815

The five-year need of \$510,815 has been entered under Health Services in the Community Development Needs Table.

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. Community Development (CD) currently funds a range of Safe Horizon programs. Unmet needs for Calendar Years 2010 through 2014 are presented below. The needs for the nine areas total \$180,175,000.

Domestic Violence Police Program: \$33,675,000

Now operating in six police precincts and seven New York City Housing Authority police service areas, the Domestic Violence Police Program (DVPP) pairs Safe Horizon case managers with domestic violence police officers to reach out to families at risk. DVPP sites received more than 30,000 reports last year from families who experienced domestic violence. Past evaluations have indicated that DVPP's work leads to a decrease in the number of domestic violence calls to 911, a decrease in the severity of subsequent incidents, and increased acceptance of police involvement. Given the significant need, there is a compelling need for CD funds to support the expansion of DVPP to the City's other 71 precincts. At approximately \$85,000 per site plus the hiring of 10 managers at 70,000 per manager, the annual cost would be \$6,735,000 and the five-year cost would be \$ 33,675,000.

Safe Harbor Youth Program: \$19,375,000

Developed in 1991, Safe Horizon's Safe Harbor Program combines peer mediation with victim assistance services, school-wide anti-violence activities, and a welcoming environment where individual and group counseling is offered to students, teachers, and parents. The program's goal is to foster New York City middle and high school students' ability to cope with the violence they struggle with in their lives – not only at school, but also at home and on the streets, thereby reducing trauma and obstacles to learning. Safe Horizon believes that there should be a Safe Harbor in each of the 31 intermediate school districts. At a cost of \$125,000 per site, the total annual need is \$3,875,000 and \$19,375,000 for the five-year period.

Community Programs: \$25,000,000

The five Community Offices, one in each borough, offer comprehensive services to crime victims and families grappling with domestic violence, sexual assault, and homicide. These services include case management, support groups, practical assistance and advocacy, and individual counseling. Additional funding would allow community programs to achieve the goal of doubling its current capacity in each of its borough-wide community programs. An average of five additional case managers are needed in each borough, and with the accompanying supervision and occupancy costs, the total cost per borough would be approximately \$1,000,000 per year, or \$5,000,000 total. For the five-year period, these unmet needs total \$25,000,000.

Children's Centers in the Courts: \$8,375,000

A day in court can be especially traumatic for children. Safe Horizon operates Children's Centers that provide supportive, educational day care for child victims and children who accompany their parents to court. The Centers operate in Family Courts in the five boroughs, the Manhattan Criminal/Civil/Housing Courts, the Queens Civil Court, the Bronx Housing Court, the Brooklyn Criminal Court, and the Red Hook Community Justice Center. There is an unmet need for Children's Centers in the Queens and the Bronx Halls of Justice at an annual cost of \$300,000 for each of the two centers. There is also a need for increased coverage in the form of two "floater" teachers to provide coverage during staff absences and vacancies at the cost of \$75,000. Lastly, with the possible loss of current ACS-funding for three existing Centers in Manhattan Family Court, Bronx Family Court, and Brooklyn Criminal Court due to changes in the Department of Health and Mental Hygiene's regulations concerning child care centers, new funding for these Centers may soon become essential. The cost of operating these three Centers, run jointly with the Office of Court Administration, is \$225,000. The total annual cost of \$675,000 translates into a five-year cost of \$3,375,000.

Additionally, Safe Horizon's experience in the courts has shown that there is a need for specialized counseling components within the Family Court system to help young victims cope with the aftermath of violence. Such crisis counseling and referral services, in reducing the effects of violence and trauma, would provide young victims with the support and skills needed to prevent re-victimization. The cost of operating Children's Counseling Units in each of the city's Family Courts is \$200,000 for an annual cost of \$1,000,000 or \$5,000,000 over the five-year period.

Court-based Programs: \$65,000,000

Safe Horizon provides services to meet the emotional and practical needs of victims and witnesses in the New York City Family, Criminal, and Integrated Domestic Violence Courts. Court-based programs are designed to help restore the victim's sense of dignity; assess safety; work collaboratively to explore risk management options and develop plans; and assist victims and witnesses in participating in the court system. The efforts of Safe Horizon's court-based staff, district attorney's office staff, Corporation Counsel Attorneys, police and court officers, and the judiciary to collaboratively assist crime victims result in an immediate and supportive response to victims' needs. These efforts lead to an increase in the prosecution of crimes and help to enhance victim safety.

Safe Horizon's Court-based Programs include Reception Centers, Case Services, Complaint Room and Petition Services, and Transportation and Emergency Services. Given the significant need, Safe Horizon is requesting CD funds to expand the programs in the New York City Family, Criminal, and Integrated Domestic Violence Courts. An average of 10 additional case managers are needed in each borough, and with the accompanying

supervision and occupancy costs, the cost per borough would be approximately \$2,000,000 per year, for an annual cost of \$10,000,000 for the five boroughs. The five-year need for the five boroughs is \$50,000,000.

In addition, with available funding, Safe Horizon can provide Supervised Visitation Services in three more boroughs than is currently the case. An average of 3 supervising social workers, 3 social workers, and 10 additional case managers is needed in each of the 3 boroughs, as well as the accompanying supervision. The cost per borough would be approximately \$1,000,000 per year, for an annual cost of \$3,000,000 for the three boroughs. The five-year need for the three boroughs is \$15,000,000.

The Family Assistance Project: \$5,000,000

One in four girls and one in six boys will be victims of sexual abuse before they reach the age of eighteen. Without trauma-focused treatment, many of these children will be at extremely high risk for a host of serious problems including re-victimization, substance abuse, and severe psychiatric issues. Fortunately, there is treatment for survivors of incest and sexual abuse that has a significant body of clinical research to support its effectiveness. Safe Horizon operates the Family Assistance Project, the only comprehensive program in New York City that provides trauma-focused, evidence-based treatment to incest and sexual abuse survivors, their siblings, and their non-offending caregivers. Safe Horizon proposes to expand the Family Assistance Project services citywide at an average cost of \$250,000 per borough, a total \$1,000,000 citywide. The five-year cost would be \$5,000,000.

Child Advocacy Centers: \$15,000,000

Safe Horizon developed its co-located Child Advocacy Center model to fully respond to the need for an immediate investigation and intervention in a manner that minimizes the trauma to young victims of child abuse. The program's innovative structure permits both the child victim and family to access all the services they need within a single location, working with a team of professionals they come to know and trust. The approach ensures that: (1) children and non-offending family members receive support, assessment, and advocacy during the period following disclosure when they are most frightened and vulnerable; (2) the investigation minimizes the number of times children must tell their stories; and (3) the investigative agencies are able to coordinate efforts to better protect children and successfully prosecute offenders. Safe Horizon currently operates four New York City Child Advocacy Centers – in Brooklyn, Staten Island, Manhattan, and Queens – and a Center in the Bronx is in development. The gap in funding for calendar year 2010 is \$1.8 million in needs not met by any funding source and a little more than \$3 million for the subsequent four years. For the five-year period, the total is \$15,000,000.

The Domestic Violence and Crime Victims Hotlines: \$5,000,000

These 24-hour hotlines typically receive over 16,000 calls a month and represent New York City's gateway to services throughout the 5 boroughs. Over 90 percent of domestic violence shelter residents gain admission by calling the Domestic Violence Hotline. Client advocates provide crisis intervention counseling, practical assistance, safety planning advice, and referrals. High public demand for the Hotlines' services has produced the need for staffing levels and operational support beyond anticipated funding levels. These unmet needs total approximately \$1,000,000 annually, for a total of \$5,000,000 for the five-year period.

Project Safe: \$3,750,000

Project Safe's free lock repair and replacement services prevent re-victimization for 800 crime victims annually, over half of whom are domestic violence victims with exclusionary orders of protection. The program also serves many elderly persons who have experienced robbery, burglary, or abuse at the hands of a family member or home care aide. Over the past few years funding for this essential program for victims has decreased by two-thirds. Current CD funding supports about one quarter of the program's true need, leaving an annual need of approximately \$750,000, or \$3,750,000 over five years.

The five-year need of \$180,175,000 has been entered under Public Services: Crime Awareness in the Community Development Needs Table.

HPD FAIR HOUSING SERVICES

HPD's Fair Housing Services provides counseling, mediation and educational services through CD-funded contracts with community based organizations (CBOs) covering the five boroughs of New York City. In 2008 this program provided counseling, education, and technical assistance to over 36,357 New Yorkers, including providing one-to-one counseling for 14,038 clients. HPD and the CBOs conduct a citywide fair housing education campaign to increase awareness of housing laws, agency services, community resources, and referrals. This campaign includes utilizing local media, conducting workshops, and sponsoring conferences. In 2008, the program produced 149 workshops attended by 3,960 persons and 18 conferences attended by 12,936 persons. In addition to coordinating the program, HPD Fair Housing Unit staff conducts training for development entities under contract with the agency and field calls from the City's 311 system.

Statement of Unmet Needs

As detailed in The Affirmatively Furthering Fair Housing Statement of the Consolidated Plan, the perpetuation of residential racial segregation through discrimination and harassment is an impediment to the goal of fair housing. The City addresses these market and community forces through community relations and law enforcement, and by ensuring that the City's housing stock is available without regard to a person's protected class. Despite having one of the nation's most comprehensive set of protections in place, a study by the Fair Housing Justice Center determined that the City's metropolitan area is the fourth most segregated area in the nation for African-Americans and the fifth most segregated for Hispanics. This finding, in concert with the perennial shortage of affordable housing in this highly regulated market and the economic downturn that has produced a wave of foreclosures, has increased the need for counseling, education, and outreach, particularly to the emergent immigrant population in the City.

HPD estimates that in 2010-2014 the program will require \$3.5 million dollars.

The total five-year unmet need for this program is \$3.5 million, and has been entered under Public Services: Fair Housing Activities in the Community Development Needs Table.

AVENUE NYC

The Department of Small Business Services projects that additional CD funds would be used to provide program services as follows:

- Expand Avenue NYC funding for: neighborhood economic development planning; place-making; business attraction; façade improvement management; Business Improvement District planning; merchant organizing; special commercial revitalization initiatives; LDC website development and planning for financial sustainability.

Additional CD funds would allow the program to expand the services to more CD-eligible areas, allow for increased funding for existing organizations, and fund additional organizations.

The estimated unmet need is \$2 million per year; \$10 million for the five-year period and has been entered under ED Technical Assistance in the Community Development Needs Table.

DCP INFORMATION TECHNOLOGY

DCP Geographic Systems

The following are the Department of City Planning's Geographic Systems Section's (GSS) currently identifiable unmet needs for the next five years for inclusion in the HUD Consolidated Plan requirements. Dollar amounts indicated are rough approximations based on recent prices or salaries and do not include additional fringe benefits.

Support for 911 Computer-Aided Dispatching (CAD) Systems

As part of the Emergency Communications Transformation Program (ECTP), a Citywide Street Centerline (CSCL) database is currently under development. CSCL is designed to meet the public safety dispatch requirements of the City's Emergency Services Agencies (ESA) and the needs of the other City agencies using street centerline data. The CSCL is intended to replace separate street centerline and address databases currently maintained by the Fire Department of New York City (Starfire), the New York City Police Department (Sprint), the Department of Information Technology and Telecommunications (NYCMap), and the Department of City Planning (LION). DCP's LION is one of the main data sources being used to create CSCL.

By Mayoral directive, the ESA have a requirement that new or changed geography must be in their CAD system within five days of notification. Currently, GSS provides file updates four times a year. This update cycle does not meet the Mayoral Directive. In order to support this objective, CSCL was designed to be able to provide file updates to the ESA for inclusion into their CAD systems on a daily basis. It will be necessary, therefore, to dedicate at least two full-time research specialists to act as the DCP/ESA geographic liaisons who will handle all ESA geography requests. The estimated cost is \$50,000 per person per year. The total five-year need is \$500,000.

Property Address Directory (PAD): BIN (Building Identification Number)-on-Demand

An integral component of DCP's Geosupport System is a database called the Property Address Directory (PAD). The PAD file contains information related to each tax lot in the City including a BIN for each structure.

DCP assigns BINs when notified that a building is in the construction phase or after construction has been completed. Changes to BINs are currently made accessible to Geosupport users four times a year. The Department of Buildings (DOB) not only needs a BIN assigned at a much earlier stage, but also has a need to access changes more frequently than the current Geosupport cycles allow. The goal of the BIN-on-Demand project is to develop a system which will allow DOB to request a new BIN from DCP on an "as needed" basis, and to make such information available to all Geosupport users on a more frequent basis (weekly instead of quarterly). This will allow DOB and other interested agencies to track a building by BIN from the planning stages through the entire life cycle.

Currently, DCP is working on writing the software needed to implement BIN-on-Demand so that DOB can request a new BIN for new buildings at the time of DOB's job application filing. There are approximately 103,000 buildings in the City that do not have a BIN assignment. BINs for these 103,000 buildings will need to be generated and each building must be reviewed by research specialists so that an address or addresses can be assigned where possible. It is estimated that it will take 9 years to complete the research needed to assign BINs and addresses to the 103,000 buildings missing from PAD. DCP proposes that this work be expedited and that it be done over a two-year period. DCP currently uses CUNY interns for this type of research effort. CUNY charges \$25 per hour plus overhead per intern. The estimated cost for these services would be \$403,000 over two years.

Integrating the PAD file and the Department of Finance's Digital Tax Map

The Department of Finance (DOF) developed a new system to automate tax map changes in the Surveyor's office. The new system, called the Digital Tax Map (DTM), is maintained as an ESRI geodatabase. The Property Address Directory (PAD), which is part of the Geosupport System, relies heavily on data produced in the DTM. DCP wants to take advantage of the DTM data structure by re-engineering the current PAD file so that it can be tied directly to the tax lot data in the DTM. This project requires funding in two phases. In order to determine the work effort involved in developing this enhancement, in Phase 1 a consultant would be needed to scope out the work effort necessary. The estimated consultant cost is \$150,000 for one year. Funding for Phase 2 would be the cost of development and implementation. This cannot be determined until Phase 1 is complete. At that point, DCP would require funding to proceed. The five year need is \$150,000.

Personnel Development

Technical training, conferences, publications, and subscriptions are some of the related elements necessary for the GSS staff to maintain state-of-the-art proficiency in GIS technologies. The cost estimate is \$20,000 per year. The five year need is \$100,000.

The total five-year need for DCP Information Technology is \$1,153,000 and has been entered under Planning on the Community Development Needs Table.

DCP COMPREHENSIVE PLANNING

The Department of City Planning estimates the following positions are necessary to carry out the various planning activities it undertakes.

Unit	# of Positions	Annual Value
Borough Offices	10	\$650,000
Planning Mgt. Support	5	\$325,000
Total	15	\$975,000

The five-year staffing need is \$4,875,000.

Other Than Personal Services (OTPS) funds in the amount of \$135,000 are also necessary to support the requested positions and \$300,000 for printing and publications. The five-year OTPS need is \$975,000.

Funding is needed for five interns. The interns are needed because regular Geographic Systems staff will be totally immersed in the CSCL Project in conjunction with DOITT staff. The interns will conduct property-related research needed to improve DCP's ability to correct or identify errors in the Census address list. The five-year intern staffing need is \$576,956.

The total five-year need for Comprehensive Planning is **\$6,426,956** and has been entered under Planning on the Community Development Needs Table.

EMPOWERMENT ZONE ADMINISTRATION

No unmet needs have been identified for this program.

SCORECARD PROGRAM

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

The Mayor's Office of Operations has run the program since 1978. The primary goals of the program are to help DSNY develop policy, plan changes to its cleaning and enforcement programs, and evaluate its methods and the performance of its field managers. Community Boards and other members of the public use the data to learn about cleanliness conditions in their neighborhoods and participate with DSNY in planning or negotiating operational and enforcement changes. BIDs use ratings to evaluate their self-funded sanitation programs, and the BID ratings are valued by SBS and the City Comptroller's Office as a source of hard data on the results of BID programs.

Scorecard Need: Reporting and Trouble-shooting Analyst

Recent technology improvements mean that Scorecard information will be sent to the Mayor's Office in near-real-time, instead of being uploaded in the office once per day. In order to ensure the most up-to-date analysis and reporting of Scorecard findings, an analyst is required to monitor reporting. The real-time reporting and other technology enhancements could lead to improved information for Scorecard's stakeholders (e.g. DSNY). However, the ability of the Mayor's Office to report on Scorecard findings is limited by the in-office resources available to the program. Current analysis is handled by a team of analysts who only give a portion of their day to the program, and inspectors who spend time in the office to help run reports and monitor inspections. In order for the program to gain efficiencies and continue its essential services, an in-office, full-time analyst is required.

Staffing:

- Hire one staff analyst to support the reporting and analysis of the program and to trouble-shoot issues from the field. *Cost per year: \$44,000. Five-year cost: \$220,000.*

Program Expansion: NYC's SCOUT Program

The Street Conditions Observation Unit (SCOUT) is a team of inspectors based in the Mayor's Office of Operations. Their mission is to drive every City street once per month and report conditions that negatively impact quality of life to 311. SCOUT inspectors send reports of conditions they observe to the 311 Customer Call Center, and 311 assigns the conditions to the relevant agency for appropriate corrective action – the very same way that 311 handles complaints from the public. Examples of SCOUT's frequently-reported conditions include graffiti, potholes, illegal posterage, and sunken catch-basins.

The goal of the SCOUT program is to improve the street level quality of life in City communities, while enhancing the responsiveness of City government to quality of life conditions. SCOUT follows up with on-site inspections of a percentage of its findings every month, ensuring that agencies are responsive to 311 customers. Since its inception in October 2007, SCOUT has reported over 100,000 conditions to 311 and from there to City agencies. Without SCOUT inspecting every City street, many of these conditions would not have been found or rectified by City agencies. The proactive nature of the program means that conditions in every community are sent to the 311 Customer Service Center, giving equal "voice" to neighborhoods that are not apt to voluntarily interact with government (e.g. a community with many undocumented New Yorkers).

While providing an innovative and essential service, the SCOUT program is not currently set-up as a lasting program. The 15 inspectors are all "borrowed" from other City agencies for 6-month periods. The vehicles driven by the inspectors are also on-loan from other agencies such as NYPD. In order to institutionalize this program and continue to offer proactive condition reporting and quality assurance for 311 customers, the program must become a permanently funded fixture of the Mayor's Office of Operations. The ultimate goal would be to combine the SCOUT and Scorecard teams into one trained observer program where inspectors could travel the City once and capture both SCOUT and Scorecard ratings.

Staffing

- Hire 15 Service Inspectors to join the SCOUT program. Individual inspector salary would be \$32,000. *Cost per year \$480,000. Five-year cost: \$2,400,000.*

Vehicles & Fuel

- Purchase 15 Toyota Prius sedans for inspectors at \$23,000 per vehicle. *Up front cost \$345,000.*
- Fuel and Maintenance. *Cost per year: \$27,000. Five-year cost \$372,000.*

The five-year need of \$3,337,000 has been entered under Planning in the Community Development Needs Table.

Table 2B: Priority Community Development Needs

Priority Need	Priority Need Level	Dollars to Address Need
Acquisition of Real Property	Low	
Disposition	Low	
Clearance and Demolition	High	
Emergency Demolition Program		\$25,000,000
Clearance of Contaminated Sites	Low	
Code Enforcement	High	
Targeted Code Enforcement		\$75,000,000
Public Facility (General)	High	
Code Violation Removal in Schools		\$50,000,000
Senior Centers	High	
DFTA Senior Center Improvements		\$25,000,000
Handicapped Centers	Low	
Homeless Facilities	Low	
Youth Centers	Low	
Neighborhood Facilities	Medium	
Community Arts Development Program		\$450,000
Child Care Centers	Medium	
ACS Day Care Center Services		\$1,741,000,000
Health Facilities	Low	
Mental Health Facilities	Low	
Parks and/or Recreation Facilities	Medium	
Bronx River Project		\$436,000
GreenThumb		\$1,350,000
Prospect Park Special Administrator's Office		\$1,320,000
Parking Facilities	Low	
Tree Planting	Low	
Fire Stations/Equipment	Low	
Abused/Neglected Children Facilities	Low	
Asbestos Removal	Low	
Non-Residential Historic Preservation	High	
LPC Historic Preservation Grant Program		\$750,000
Other Public Facility Needs	High	
Land Restoration Program		\$1,192,500
Infrastructure (General)	Low	
Water/Sewer Improvements	Low	
Street Improvements	Medium	
LPC Historic Preservation Grant Program		\$500,000
Sidewalks	Medium	
GreenThumb		\$335,800
Solid Waste Disposal Improvements	High	
Neighborhood Vacant Lot Clean-Up Program		TBD
Flood Drainage Improvements	Low	
Other Infrastructure	Low	
Public Services (General)	High	
Beacon Schools Program		\$8,396,500
Bronx River Project		\$4,673,140
CCHR Law Enforcement Program		\$975,000

CCHR Neighborhood Human Rights Program		\$1,415,000
GreenThumb		\$2,033,500
Minipools		\$0
Prospect Park Special Administrator's Office		\$820,000
Van Cortlandt/Pelham Bay Special Administrators' Office		\$975,000
Senior Services	High	
Elderly Minor Home Repair Program		\$335,184
Handicapped Services	High	
Housing, Information and Education		\$75,000
Legal Services	Low	
Youth Services	Low	
Child Care Services	High	
ACS Day Care Center Services		\$1,100,000,000
Transportation Services	Low	
Substance Abuse Services	Low	
Employment/Training Services	High	
Adult Literacy Program		\$31,700,000
NYC Business Solutions		\$765,000
Health Services	High	
Homeless Outreach and Housing Placement Services		\$510,815
Lead Hazard Screening	Low	
Crime Awareness	High	
Safe Horizon		\$180,175,000
Fair Housing Activities	High	
HPD Fair Housing Services		\$3,500,000
Tenant Landlord Counseling	Low	
Other Services	Low	
Economic Development (General)	Low	
C/I Land Acquisition/Disposition	Low	
C/I Infrastructure Development	Low	
C/I Building Acq/Const/Rehab	Low	
Other C/I	Low	
ED Assistance to For-Profit	Low	
ED Technical Assistance	High	
Avenue NYC		\$10,000,000
NYC Business Solutions		\$275,000
Micro-enterprise Assistance	Low	
Planning	High	
Community Arts Development Program		\$1,900,000
DCP Information Technology		\$1,153,000
DCP Comprehensive Planning		\$6,426,956
Scorecard Program		\$3,337,000
Van Cortlandt/Pelham Bay Special Administrators' Office		\$200,000

E. Strategy and Priority Needs for Persons with HIV/AIDS

Introduction

The New York City Eligible Metropolitan Statistical Area is a complicated environment in which to deliver residential and supportive services for persons living with HIV disease (PLWH). Several major challenges contribute to factors that affect the building and/or renovation of housing units and the delivery of housing related supportive services. The single most significant obstacle is that New York City represents the tightest and most expensive real estate market in the nation.

Findings from the New York City Department of Housing Preservation and Development's *2008 New York City Housing and Vacancy Survey (HVS)* showed that the citywide rental vacancy rate was only 2.91%. Vacant units available for low rents continue to be extremely scarce. The rental vacancy rate in 2008 for units with asking rents between \$500 and \$799 was just 1.50%; for units with asking rents of \$800 - \$999 it was 2.15%; data was not available for the lowest cost units with asking rents of less than \$500 because of too few units to report. The vacancy rate for rent-stabilized units was 2.15% in 2008, as compared to 2.68% in 2005. The availability of so few affordable apartments makes it extremely difficult for low-income persons living with HIV/AIDS to find appropriate, affordable housing, and poses challenges for organizations that may wish to employ a scattered site housing model to provide housing for PLWH.

Another significant obstacle is the result of complicated zoning, building laws and regulations. Projects involving capital development require careful planning in order to accommodate the regulatory process that governs building and rehabilitation projects in NYC. Delays inherent in non-profit organizations securing funding through the City and State include the procurement process, gaining regulatory approval, overcoming obstacles presented by the local community board approval process, and completing construction/renovation. Only the most skilled and experienced of programs manage to leapfrog this process successfully.

In response to the housing shortage in New York City, former New York State Governor George Pataki and New York City Mayor, Michael Bloomberg penned a \$1 billion agreement in 2005 titled New York/New York III (NY/NY III). This agreement, when fully implemented in 2016, will yield an additional 9,000 beds for chronically homeless and at-risk individuals and families in New York City. The initiative focuses on development of both congregate supportive housing and scattered-site housing for nine special populations; the largest group targeted being chronically homeless single adults who suffer from a serious and persistent mental illness (SPMI) disorder. The at-risk target population includes single adults in State psychiatric facilities, youth aging out of foster care, chronically homeless families, and homeless people with substance abuse disorders. With cross-governmental involvement including the New York State Office of Mental Health (OMH), Office of Temporary and Disability Assistance (OTDA), Office of Alcohol and Substance Abuse Services (OASAS), and the Department of Housing and Community Renewal (DHCR), NY/NY III promises to address the overwhelming need for the availability of affordable housing for individuals infected and affected by HIV/AIDS.

The HIV Health and Human Services Planning Council of New York, which serves Ryan White Part A planning council for the New York EMA, funds the Community Health Advisory and Information Network (CHAIN) study, a longitudinal research project focusing on persons living with HIV disease in New York City and Westchester, Rockland, and Putnam counties, has consistently identified housing as one of the greatest unmet needs of PLWH who participate in the study.

The CHAIN report titled *Housing Need, Housing Assistance, and Connection to HIV Medical Care* (February 2007)¹, identified housing problems or a need for housing among 35% of research participants interviewed. Thirty percent (30%) of CHAIN participants reported being either homeless or unstably housed currently or in

¹ Aidala, A.A., Lee, G., & Siegler, A. (2007). Housing need, housing assistance, and connection to HIV medical care. Community Health and Information Project (CHAIN) Report. New York: Columbia University.

the previous six months prior to the baseline interview in 2002-2003. Ten percent (10%) of survey respondents reported being literally homeless at the time of their interview, meaning they were sleeping on the streets or in a shelter. Fifty-two percent (52%) had experienced homelessness or housing instability at some point in their lives. The report states: “Almost half (46 percent) of the homeless were not receiving care that meets minimum clinical practice guidelines, compared to 23 percent of PLWH with their own, stable housing, 26 percent of those doubled up, and 35 percent of those in a temporary or transitional housing program.”

Numerous research studies focusing on PLWH and housing status conclude that a significant relationship exists between housing status (e.g., unstably or marginally housed or homeless) and medication adherence, CD4 count and viral load, and mortality. Lieb et al. (2002)², for instance, found that homeless patients were more likely than others to exhibit an adherence problem (70 percent vs. 56 percent, respectively). Concerning CD4 counts and viral loads, Kidder et al. (2007)³ observed that homeless PLWH were worse off than others: “The homeless were more likely to exhibit lower CD4 counts and higher viral loads than their counterparts.” The challenge moving forward for the New York City EMSA is to provide an adequate supply of decent, affordable housing for persons living with HIV disease.

1. Methodology

The development of priorities for housing and supportive services needs of persons living with HIV/AIDS and their families is the responsibility of the New York City Department of Health and Mental Hygiene (DOHMH), HIV/AIDS Bureau. The New York City EMSA HOPWA program is entering its nineteenth (19th) year of funding. During the last five years, the City’s HOPWA amounts (per year) were as follows: \$52,654,359 (18); \$56,811,177 (17); \$54,723,000 (16); \$56,610,000 (15); \$47,056,000 (14).

The housing and supportive service needs of PLWH far exceed those that can be met by the available federal funding stream. In carefully planning its five-year strategic plan goals and objectives, the City must balance the realities of a tight fiscal environment with the overwhelming housing and social needs of low-income PLWH, many of whom have complex co-morbid conditions that exacerbate the challenges that must be addressed. The following list of priority needs carefully balances the interests of the HIV/AIDS community and the needs PLWH with the realities of a tight funding environment.

2. Listing of Priority Needs

The City’s long-term strategy for addressing the housing needs of persons with HIV/AIDS is based upon a broad continuum of services designed to address the housing, healthcare, and supportive service needs of persons with HIV/AIDS. The City will build upon existing programs as well as developing new programs to address needs of a changing HIV/AIDS epidemic.

Priority 1: Reduce homelessness among persons living with HIV disease in New York City.

- Goal A: Ensure the availability of transitional and permanent supportive housing for PLWH in congregate and scattered-site settings, especially for special populations such as persons diagnosed with a mental illness or a substance abuse disorder that is primary barrier to independent living.
- Goal B: Ensure the availability of short-term and long-term rental assistance to assist PLWH maintain stable, appropriate housing.

² Lieb, S., et al. (2002). Predicting death from HIV/AIDS: A case-control study from Florida public HIV/AIDS clinics. *Journal of Acquired Immune Deficiency Syndromes*, 30(3), 351-358.

³ Kidder, D.P., Wolitski, R.J., Capsmith, M.L., & Nakamura, G.V. (2007). Health status, health care use, medication use, and medication adherence among homeless and housed people living with HIV/AIDS. *American Journal of Public Health*, 97(12), 2238-2245.

Priority 2: Enable persons living with HIV disease (PLWH) to establish and maintain a stable living environment in housing that is decent, safe, and sanitary

Goal A: Ensure the availability of housing information services that assist persons that are HIV-infected who are homeless, unstably housed or at-risk of becoming homeless in finding housing.

Goal B: Provide start-up rental assistance (permanent housing placement services) to qualified PLWH so that they may establish permanent housing.

Priority 3: Ensure that persons living with HIV disease (PLWH) are able to have access to and maintenance in HIV primary care.

Goal A: Ensure the availability of supportive services within supportive housing programs such as case management, counseling, and other related services that ensure that PLWH are connected to HIV primary care.

Goal B: Ensure the availability of entitlements coordination and client advocacy services that allow PLWH to access medical insurance, home care, and related public benefits that allow PLWH to access HIV primary care.

3. Five Year Needs Projections

Supportive Housing

Supportive housing provides housing and supportive services to persons living with HIV disease, including PLWH with special needs such as persons who suffer from serious and persistent mental illness (SPMI), substance users in need of harm reduction, the formerly incarcerated, and persons over age 55+. The City will continue to provide permanent and transitional supportive housing in congregate and scattered site settings.

Congregate and scattered site supportive housing programs utilize funds for operating costs, rental assistance (both project-based and tenant-based), and supportive services. Currently the City uses HOPWA funding to provide 2,969 units of supportive housing. There is an estimated need for an additional 1,000 units of supportive housing. To support existing services, the five-year need will be \$200,000,000 (average of \$40,000,000 per year).

Rental Assistance

The City of New York, through the HIV/AIDS Services Administration (HASA), administers a rental assistance program for PLWH in the five boroughs of New York City. As of April 2009, HASA was providing rental assistance to nearly 25,000 households. However, there are residents of NYC who are medically-eligible for HASA but do not qualify to receive HASA benefits. HASA-non-eligible PLWH who are in need of rental assistance in order to maintain safe, decent, appropriate housing are eligible to apply to the HOPWA program to receive rental assistance.

Through a subcontract with the Gay Men's Health Crisis, the City will serve an average of 330 households with long-term, tenant-based rental assistance through its Sustainable Living Program. This program is designed for persons who are able to live independently. To support this program, the five-year need will be \$15,500,000 (average of \$3,100,000 per year).

Short-Term Rental Assistance

A very limited amount of funding is allocated for the purposed of short-term rental assistance. PLWH receive long-term rental assistance through HASA or other housing subsidies. However, for a small proportion of the PLWH population in NYC, short-term rental assistance is necessary to prevent homelessness. Through a subcontract with Gay Men's Health Crisis, the City will serve an average of 12 households with short-term rental assistance that will prevent homelessness. To support this program, the five year need will be \$250,000 (average of \$50,000)

Housing Information Services

The City provides supportive services to persons living with HIV disease through 5 programs that provide housing placement assistance.. The existing programs are borough-specific and provide services to assist clients in locating and securing housing, assisting with readying apartments for occupancy. The City's five-year need for housing information services is \$8,750,000 (average \$1,750,000 per year over five years).

Benefits Coordination

Through HASA, case managers facilitate client access to and maintenance in housing, medical insurance, and other related public benefits. HASA clients and their families often present a multiplicity of needs that the case management unit works to address. Case managers facilitate client access to Medicaid, home care, homemaker services, Food Stamps, federal disability benefits, and community based mental health and substance abuse programs. The City's five-year need for benefits coordination services is \$5,000,000 (average \$1,000,000 per year over five years).

F. Strategy and Priority Needs for the Elderly and Frail Elderly

The City's four strategies outlined at the beginning of this section for addressing the housing-related needs of its elderly will be conducted as follows:

The first to continue to advocate for increased funding for the Section 202 Supportive Housing for the Elderly Program. This program is the primary source of funds available to eligible not-for-profit housing developers to build or rehabilitate units of housing with services exclusively for the elderly. While the City is not eligible to apply for Section 202 funding itself, it will continue to ensure that as many qualified projects in New York City receive funding as possible. The City will also provide, when available, either the vacant land or the vacant building needed for a potential Section 202 site, as well as special real estate tax relief to projects which meet certain conditions.

The City will work toward the expansion of an affordable assisted living model, utilizing City funding and other financing opportunities, for low and moderate income elderly, who are not eligible for Section 202 supportive housing, and can not afford market-rate assisted living.

DFTA will continue to develop resource materials for prospective developers or operators of residential options for the elderly, to help applicants for government housing programs to understand senior housing needs. The City will also provide technical assistance to proposers, including statistical information on the population and area in which the potential project is to be located.

To address the second strategy, decent, suitable living environments for the elderly are promoted through programs that enable senior citizens to retain their homes and maintain them adequately so that they can live independently in the community. To this end, the City sponsors the Senior Citizen Rent Increase Exemption Program (SCRIE), which reduces future rent increases for low-income elderly and protects them from losing their homes due to rising rents. In order to repay the building owner for the loss in income attributable to the rent exemption, the City will continue to provide a credit to the owner's real estate tax liability. In this way, the City will help tens of thousands of its most vulnerable elderly residents continue to afford their housing. The program does not show up as a direct City expenditure, however, but the City contributes a sizeable and increasing amount yearly in tax abatements.

For low-income elderly homeowners, the City sponsors the Senior Citizen Homeowner Exemption program (SCHE), administered by the NYC Dept. of Finance, which provides a 5% - 50% exemption on NYC real property tax to income-eligible elderly home owners. The Department for the Aging will continue to perform outreach efforts for this program to ensure that those eligible elderly are informed of this benefit.

The HEAP program, described in the Other Actions, Relevant Public Policies section, also helps to promote decent living environments through assistance to income-eligible elderly to defray fuel costs and help with heat emergencies. The Department for the Aging will continue to reach as many eligible seniors as possible through outreach efforts.

The ability to cope with home repairs and make modifications to the home when warranted is important for the elderly individual remaining at home. The Department for the Aging will continue to sponsor minor repair services to income-eligible elderly, and advocate for more funding for this type of program. The City is working with, and will continue to work closely with the not-for-profit sector and other governmental agencies to expand funding for home modification and emergency repair programs.

DFTA also provides assistance to tenants regarding rights and benefits available, provides training on these issues to providers, and works closely with the Citywide Task Force on Housing Court to help seniors who are having tenant-landlord disputes.

Thirdly, long-term, community-based residential options are key to addressing the needs of the elderly. To achieve this goal, supportive services are often necessary. The Department for the Aging will continue to contract with community-based organizations to provide services such as meals, personal care, housekeeping and transportation, which allow the elderly to "age in place" if they so choose.

DFTA will also continue to provide support services in "Naturally Occurring Retirement Communities", where substantial portions of tenants in larger apartment complexes and communities have aged, thus forming a community of elderly residents. The Department will work with groups experiencing this phenomenon to further identify their needs, and support their efforts to utilize available funding. The Department will also increase efforts in support of more assisted living and supportive housing to address the long-term housing needs of the growing elderly population.

The fourth strategy, which concerns assistance for housing operators, management and staff, will be addressed through a continued role in promoting and assisting service coordinators in federally sponsored senior housing through trainings, opportunities for professional development, and other technical assistance. DFTA will continue to provide technical assistance to NORC Supportive Service Program staff in serving these communities, which are densely occupied by elderly residents.

G. Strategy and Priority Needs for Non-Homeless Persons with Disabilities

Available housing for non-homeless persons with disabilities is in short supply. The reasons for this extend beyond the mere shortage of affordable housing. For many people in this category, low household income often combines with physical disability or a need for on-site social services to make finding suitable housing a nearly impossible task.

The City of New York has sought to make available a wide variety of housing to meet the distinct requirements of non-homeless persons with disabilities. The City faces greater challenges in the next five years due to the fiscal constraints in the City's budget, and the great cost of new construction or substantial renovation of the City's existing housing stock. The currently funded programs now in operation are designed to meet our highest priority needs.

For example, the Federal Section 811 Housing Program, administered by HUD, funds the construction of new housing, as well as the rehabilitation of existing housing, for people with disabilities. HUD provides direct grants to private, non-profit corporations and consumer cooperatives. Grants usually cover 100% of the projects' cost, within HUD limits. HUD also provides Project Rental Assistance to pay the difference between tenant rents and mortgage amortization. The mortgage term is 40 years, during which time the project must operate as supportive housing for people with disabilities. Residents of Section 811 projects must have some significant physical disability. Sponsors must provide a support service plan appropriate to the target population.

The City will seek to expand the stock of housing for non-homeless persons with disabilities by lobbying HUD to provide more funds to the City for more Section 811 housing. The City will also advocate to allow use of Section 811 funds for creation of accessible housing in developments with various other populations, such as older persons, and able-bodied persons with low incomes. This will enable people with disabilities to become more integrated into their communities.

HPD currently funds the production of new units of affordable housing through either new construction or substantial rehabilitation. Prospective tenants must apply and be chosen through a lottery process administered by the not-for-profit or developer agency receiving the HPD funding. Persons with disabilities in need of accessible, usable housing may voluntarily identify themselves in order to ensure that they are matched with the five percent of the housing set aside for persons with mobility impairments pursuant to Federal requirements.

The City of New York's Building Code also serves to provide accessible housing beyond what is required under federal laws, through a provision that requires, in most new construction and renovations, that residential dwellings be made accessible and adaptable. If the Federal Government implements the housing provisions included in the Interim Final Regulations of Title II of the Americans with Disabilities Act, insofar as the requirements of this Act establish requirements beyond the accessibility provisions already included in the City's building code, and beyond the requirements of Section 504 of The Federal Rehabilitation Act, the City will seek additional funding sources.

The New York City Mayor's Office for People with Disabilities (MOPD) operates the Housing Information and Education Service, fully funded through the Community Development Block Grant (CDBG) Program. It is a computerized system that has a list of accessible housing available in the City of New York. The program also coordinates with HPD to receive notice of upcoming rent-ups in HPD housing stock that has been newly constructed or substantially rehabilitated, and is subject to the Federally-mandated five percent housing set-aside for people with disabilities. The program will seek to reach out to non-profit developers and private owners in an effort to obtain more housing opportunities for the disability community.

MOPD also administers Project Open House, operated with CDBG funds. The program receives and evaluates requests from low-income homeowners and/or tenants to modify their dwellings to make them accessible. This citywide service enables residents with disabilities to stay in their homes by providing moderate rehabilitation

grants for equipment such as chair lifts, and such alterations as ramps and widening doorways. The program also provides for training in the use of equipment provided. The City will continue to operate this program, thereby helping people with disabilities to remain in their homes and maintain their independence.