

Consolidated Plan

Annual Performance Report 2012
Volume 2



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DEPARTMENT OF CITY PLANNING CITY OF NEW YORK

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Consolidated Plan

2012

Annual Performance Report

Volume 2



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2012 Consolidated Plan Annual Performance Report (APR)

February 28, 2014

VOLUME 2

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PART II -- Status of Actions Undertaken in Previous Year

Part II, Status of Actions Undertaken in Previous Year, is divided into five sections, A-F. The respective sections provide an assessment of the various housing, homeless, supportive housing, community development, and other federally-required activities undertaken by the City in 2012. Section A. is an assessment of the City's continuum of care for homeless individuals and families, and homeless special needs populations. The relevant public policies as required by HUD are described in Section B. This subsection addresses the federally-required activities undertaken by the City with regards to: barriers to affordable housing; resident initiatives within public housing developments; the elimination of lead-based paint hazards; an anti-poverty strategy to assist households of low- and moderate-income; changes to the City's institutional structure and the coordination of efforts between City agencies, not-for-profits and other entities to enhance Consolidated-Plan related activities.

In Section C. is a summary of the City's anti-displacement policy for federally funded housing rehabilitation and new construction programs. Section D. outlines an assessment of the City's HOME minority business enterprise and women business enterprise outreach-related activities in 2012. Section E. summarizes the status of City projects funded by HUD's Brownfield/Economic Development Initiative (B/EDI) Programs and Section 108 Loan Guarantee Program. Lastly, Section F. summarizes the procedures and subsequent results used by respective formula entitlement grant administering agencies' to monitor subcontractors, subrecipients, and project sponsors to ensure compliance with the statutory provisions of the National Affordable Housing Act.

A. Continuum of Care

The City of New York has a Continuum of Care in place that addresses the needs of the homeless, the elderly, persons with either physical or mental disabilities, persons with alcohol and drug addiction, persons with HIV/AIDS, public housing residents, youth, and victims of domestic violence. A detailed description of the Continuum of Care can be found in the 2012 Consolidated Plan.

The City undertakes a complex set of activities to cover the needs of each group of individuals and households within the classifications listed above. For the homeless an elaborate system including emergency shelter and transitional housing with services exists to assist persons and families to eventually find permanent housing.

Department of Homeless Services

The federal Department of Housing and Urban Development (HUD), under the terms of the McKinney-Vento Homeless Assistance Act, provides funding to localities to operate Continuum of Care Homeless Assistance Programs to assist homeless persons move to permanent housing and self-sufficiency. HUD distributes much of this funding through an annual grant competition that is announced in a Notice of Funding Availability (NOFA). Funds awarded through this competition support the Supportive Housing (SHP) and Shelter Plus Care (S+C) programs. Not-for-profit organizations may apply directly to HUD for funding under the SHP program, but only States, units of local government and Public Housing Authorities are eligible to apply for S+C funds. SHP has four components: transitional housing, permanent housing for persons with disabilities, safe haven and supportive services only. All components promote the development of supportive housing and services that assist homeless individuals to transition from homelessness to living as independently as possible. The Shelter-Plus-Care Program provides rental assistance for homeless persons with disabilities in connection with supportive services funded from sources outside the program.

The Department of Homeless Services (DHS) has coordinated the City's response to the HUD NOFA since 1995. It works in partnership with the New York City Coalition on the Continuum of Care (NYC CCoC), a large group of homeless service providers, consumers, advocates, representatives of the public, and government agencies. The NYC CCoC, as the lead entity for the City's homeless continuum of care planning process, analyzes service gaps and needs, sets annual priorities for the use of new HUD funds, and establishes an application process for organizations seeking either new or renewal funding through the grant competition. As the NYC CCoC lead agency, DHS coordinates all application processes, reviews and ranks project applications, provides technical assistance to organizations wishing to apply for funds, and prepares and electronically submits the Continuum of Care narrative Exhibit 1 for inclusion in the NOFA application. DHS also manages the CCoC's centralized HMIS database. New York City has been extremely successful in obtaining funding through the HUD NOFA.

The following table summarizes HUD grant awards made in New York City since 1995.

NOFA Year	Funds Awarded (Millions)	Number of Grants
1995 - 1999	\$331.4	303
2000-2004	\$360.60	696
2005-2008	\$316.7 (\$74.0+\$75.5+\$83.3+\$83.9)	811 (161+189+228+233)
2009	\$102.1*	249*
2010	\$101.6**	260**
2011	\$103.9***	262***
2012	\$6.2	3
Total	\$1,207.9	2,321

* Includes 2009 bonus projects announced in 2010.

** Announced in 2011, for 2010 NOFA year.

*** Bonus projects for 2011 NOFA year were announced in 2012 and NYC CCoC's three new projects were awarded. 2012 NOFA competition was not completed in CY 2012, therefore the 2012 award information is not included in this table.

Outreach Programs

Throughout 2012, ESG funds continued to be an integral component of the City's continuum of care for the homeless. These funds have supported DHS' outreach activities to street homeless persons. DHS and DOHMH jointly fund 4 outreach programs that serve all 5 boroughs of New York City (Brooklyn and Queens are combined). The contracts are organized in such a way that provides a single point of accountability for street homeless clients in each borough. These contracts are based on a milestone payment structure where a percentage of a program's budget is paid when a retention period in housing is met. Outreach programs are to focus primarily on transitional and permanent housing placement of chronically homeless clients in an effort to reduce the street census. Teams coordinate services and make placements in drop-in centers, safe havens, stabilization beds, reception centers, shelters and many different permanent housing settings. Many of these placements also provide homeless individuals with meals, counseling, medical/psychiatric services, showers, laundry facilities, recreation space, referrals for employment, assistance in applying for benefits, and other social services. In CY2012, 562 chronically homeless street clients were placed into housing options.

Safe Havens

New York City created a low threshold model of emergency shelter for individuals living on the streets who repeatedly refused to enter shelter called Safe Havens, not to be confused with HUD-funded Safe Havens. They offer fewer rules and private/semi-private rooms. NYC safe havens are funded in with ESG. The ESG funded safe havens placed 86 clients into permanent housing in CY2012.

Interim Housing Program

ESG funding also supported the Grand Central and CAMBA Drop-In Centers. Drop-in Centers provide clients with food, shower/bathroom facilities and chairs to rest. Clients are also provided on-site case managers and housing specialists who work with them to provide transitional shelter or permanent housing. Clients are provided with support systems, assistance in obtaining entitlements and access to medical/psychiatric care. In CY2012, the Grand Central and CAMBA Drop-In Centers placed 220 clients into permanent and transitional housing.

Single Adult System

At the end of CFY 2012, 59 single adult shelters and two Veteran Short-term Housing facilities were in use. DHS continues to provide extensive supportive services in these single adult facilities, by addressing employment, educational services, mental health rehabilitation, specialized services for veterans and clients

formerly involved with the criminal justice system, substance abuse treatment, intensive counseling, case management, and health services.

Employment Programs

Employment is a cornerstone of DHS' effort to help its clients move back to independence. Federal ESG funding supports several employment initiatives. The Harlem I program in Manhattan is a substance-free environment for 198 men which stresses the importance of saving money and behaving responsibly. The program assists clients with employment including career counseling, job search assistance and placement services. ESG is also used by DHS to fund four staff members to provide employment counseling/intake and assessment at various adult shelters throughout the shelter system. Access to mainstream resources and workshops including employment readiness, resume writing and interviewing techniques are conducted. DHS staff in the Adult Services Division are also funded by ESG to provide case management and placement services to clients to move them quickly to permanent housing. The combined employment initiatives served 2,618 homeless clients in CY2012.

DHS recognizes that its shelter residents face other obstacles in achieving independent living. For this reason, DHS provides several different program models for clients who are chemically dependent. ESG funding supported three substance abuse initiatives: substance abuse counselors at Barbara Kleinman and substance abuse services at the Kenton and Forbell shelters. These substance abuse initiatives placed 355 persons into permanent housing in CY2012.

ESG funding supported mental health services at five DHS shelters: Help Women's Center - TLC, Valley Lodge, Project Renewal's Fort Washington Shelter, the Park Avenue Shelter and the Park Slope Shelter.

The Mental Health Program at the Help Women's Center - TLC provides intensive clinical case management to seriously and persistently mentally ill residents. Services include individual counseling, therapeutic group work, crisis intervention, psycho-education, community meetings and recreational activities. Program services include entitlement advocacy, psychiatric evaluations, clinical case management, referrals to medical, psychiatric, and substance abuse treatment, medication monitoring and enhancing ADL skills and money management. This program is administered by the Department of Health and Mental Hygiene Health (DoHMH).

Valley Lodge is a transitional shelter serving 50 homeless men and 42 homeless women fifty years of age and older, including those with medical problems, mental illness, and a history of alcohol and substance abuse. An array of services is available to residents on-site, including assistance with medication management, a medical team, visiting nurse, psychiatric services from psychiatrists, podiatry clinic, glucose level and blood pressure monitoring, smoking cessation, diet and nutrition information, money management, case management services, entitlement advocacy, referrals for housing placement and recreational activities.

Project Renewal's Fort Washington Shelter provides shelter and mental health services to two hundred adult male mentally ill clients. There are three psychiatric treatment programs on site. These programs include the Social Service Treatment Team, Project Pride and Project Steps. Each program offers psychiatric and nursing care, case management, individual and group therapy, recreational activities, entitlements advocacy and housing referrals. Each team has its own case managers and psychiatrists. Each client is expected to visit a psychiatrist while at the facility. Case managers work with clients to assist them in achieving therapeutic goals.

The Park Avenue Shelter operated by the Lenox Hill Neighborhood House serves 100 homeless adult women 45 years of age and older with a primary psychiatric diagnosis and long-term history of homelessness. Women currently using drugs or alcohol are not appropriate. The goal of the program is to create a safe, clean and motivating environment to engage women in treatment. A variety of social and recreational services are available for client participation.

The Park Slope Shelter operated by CAMBA is a 70-bed facility for women with serious mental illness and a co-existing substance abuse problem. The shelter provides an array of social services to enable women to

stabilize their condition. Medication management, behavior modification, psycho-education, literacy services, substance abuse services, money management, housing readiness skills development, recreational activities, and other therapeutic programs assist residents in making progress towards a goal of independent or supportive housing.

The ESG-funded mental health programs described above placed 359 clients into permanent housing in CY2012.

Program Housing and Placement

A continuum of outreach, assessment, and therapeutic programs help homeless individuals move into permanent housing, either in an independent living arrangement or a supportive housing environment. DHS placed 8,804 single adults and adult families into housing during CFY 2012.

DHS measures providers' performance with its Performance Incentive Program (PIP). The current PIP holds providers accountable for their performance on four indicators: percent of housing placement target achieved; percent of clients placed that return to shelter; percent of long term stayers placed (these are clients who have been in the shelter system for two out of the past four years); and percent of census that are nine month stayers. Depending on their performance on these indicators, providers can earn up to 10% or lose up to 15% of their budgets. By rewarding shelters for clients' increased housing permanency and decreased length of stay in shelter, DHS ensures that its providers' goals are aligned with those of the agency.

Next Step Shelters

While the standard shelter model serves a majority of our clients well, some clients need additional support and enriched services in order to make the transition from shelter to independent living. ESG funded three Next Step Shelters which serve clients in a more structured and service intensive environment, who have not been successful in completing the goals of their independent living plan. Some of the highlights of the Next Step programs are the establishment of a detailed independent living plan (ILP) with clear, concrete deliverables with specific target dates for completion; a rich array of life skills-building workshops and motivational group work; rewards for compliance with the ILP and consequences for non-compliance; and intensive case management and daily client engagement. In CY2012, 447 clients were placed into permanent housing from these facilities.

Office of Client Advocacy

DHS's Office of Client Advocacy (OCA) provides a voice for clients within DHS by mediating conflicts between shelter staff and clients, assisting clients to overcome barriers to permanent housing, interacting with other agencies and organizations on behalf of clients, and addressing phone and walk-in inquiries. The OCA is responsible for assisting clients in navigating the service system and bringing systemic issues to the attention of DHS and providers. The staff assists clients with a wide array of challenges. The staff encourages clients to first work with caseworkers or shelter staff to resolve individual issues. The OCA also facilitates monthly Client Meetings with both single adults & families. Individuals and families can contact a staff member between the hours of 9:00 A.M. to 5:00 P.M., Monday through Friday, and the OCA has a hotline that records messages 24 hours a day. Messages left after hours are responded to the next business day. The OCA works with clients who come to our office for emergencies Mondays through Thursdays from 9-5. Staff is located at Beaver Street. The OCA travels to meet clients at our intake facilities, shelters, drop-in centers and street locations to work with clients make presentations and participate in case conferences. In 2012, the Advocacy Unit served a total of 4,280 constituents. ESG funds continue to be utilized for this unit.

Department of Health and Mental Hygiene - Bureau of HIV/AIDS Prevention & Control

For a review of the Department of Health and Mental Hygiene-Bureau of HIV/AIDS Prevention & Control's activities to assist persons living with HIV/AIDS, please refer to Volume 1., Part I.A.4., HOPWA CAPER Assessment.

New York City Housing Authority

NYCHA has several ongoing initiatives aimed at reducing the incidence of homelessness. These initiatives include:

Relocation of Homeless Families and Preventive Program through Section 8 and Public Housing Assistance

As part of the City's homeless strategy, NYCHA allocates Section 8 vouchers to be used as a preventive tool to assist working poor and other households at imminent risk of entering a shelter and with limited ability to afford an apartment in the long term. A total of 23 Section 8 rentals and 306 public housing placements were made during 2012 into these programs.

Families at-risk

Family Unification and Independent Living Programs

The Family Unification Program provides public housing apartments and Section 8 rental assistance to families, who are not NYCHA tenants, who due to the lack of adequate housing, are at-risk for having their children retained in foster care. Once adequate housing is provided, children are returned to their families. The Independent Living Program provides public housing apartments and Section 8 rental assistance to young adults leaving foster care who have a goal of Independent Living. NYC Children's Services (formerly the Administration for Children's Services) certifies families and young adults that meet these requirements. In 2012, there were 0 apartments rented as a result of the issuance of Section 8 vouchers to persons serviced through the Children's Services' Housing Support and Services ("HSS") unit. During 2012, there were there were 435 public housing units rented as a result of HSS services, for the same year. Of that sum, 328 public housing units were rented to Independent Living youths and 107 public housing units were rented to families being reunified.

Individuals at-Risk

Homeless Veterans

The HUD Veteran's Affairs Supportive Housing (VASH) program provides Section 8 rental assistance to homeless veterans. This program combines Section 8 rental assistance with case management and clinical services provided by the Veteran's Administration (VA) at its medical centers and in the community. The New York City Department of Homeless Services is working jointly with the local VA office to pre-screen and refer applications to NYCHA. NYCHA began receiving VASH applications in October 2008 and has rented 1,744 Section 8 apartments through Year-end 2012. (There were 375 net VASH rentals during Calendar Year 2012).

Disabled

Persons with Disabilities - Section 504

In accordance with the Voluntary Compliance Agreement (VCA) signed jointly with the Department of Housing and Urban Development in 1996, NYCHA agreed to make five percent of its total units, equivalent to 9,100 apartments, handicap accessible and made available to residents / applicants with mobility impairments. In addition, NYCHA will provide reasonable accommodations and 504 modifications to existing conventional apartments.

As of December 31, 2012, NYCHA has converted 7,694 units to 504 and completed approximately 12,242 partial modifications in NYCHA units including, but not limited to, widened doorways, roll-in showers, modified kitchen cabinets, lowered kitchen sink counters, bathroom grab bars, raised or lowered electrical outlets, raised or lowered toilet seats as well as audio/visual alarms.

NYCHA also offers reasonable accommodations in policies, procedures and practices that will make non-dwelling facilities, services and programs accessible to persons with disabilities.

Victims of Domestic Violence

For a description of the activities and accomplishments of the Housing Authority's Supportive Outreach Services (SOS), Emergency Transfer Program (ETP), Domestic Violence Aftercare, and Witness Relocation Programs please refer to the Mayor's Office to Combat Domestic Violence (MOCDV) description of activities

for the prevention of displacement and housing-related assistance to victims of domestic violence located at the end of this section.

Department of Health and Mental Hygiene

The Department of Health and Mental Hygiene (DOHMH) is committed to working with both government partners and private not-for-profit agencies to provide services to persons with serious mental illness, mental retardation, developmental disabilities, and alcohol and substance use disorders. In City Fiscal Year 2012, the Department funded over 1,000 mental hygiene programs.

People with Mental Illness

As of December 2012, the City and State were providing a continuum of housing options for individuals with mental illness amounting to nearly 18,310 residential units in New York City:

- Licensed Housing Units 6,524
- Supported Apartments and SRO Units 12,086

There are approximately 3,501 state and city housing units in various stages of development and over a thousand new units of housing to be created under the third City/State New York/New York Agreement. This includes 652 units in construction or under development through the State. Also, OMH is in the process of siting 175 capital units. Funding for these units had previously been frozen.

Other Community-Based Program Services

The New York State Office of Mental Health funds scatter-site supported housing units statewide, 6,621 of which are in New York City.

New York/New York Agreements

Under the 1990 New York/New York I Agreement, 3,617 units of new housing are available for individuals who are homeless and living with mental illness.

The 1999 New York/New York II Agreement provided for another joint City/State effort to develop approximately 1,500 additional housing units for individuals living with mental illness who are homeless. By securing various other sources of funding, the City was able to increase its share of development by an additional 327 units, with capital funding provided by the New York City Department of Housing Preservation and Development (HPD). Of these NY/NYII units, 1,827 are currently available. All 500 State OMH congregate sites are open. The City and State jointly fund these units at \$12,735.

Under the 2005 New York/New York III Agreement, the City and State are developing approximately 9,000 new units over ten years to serve individuals who are homeless and living with mental illness and various other special needs populations. The units began opening in 2007 and the funding ranges from \$14,888/unit for adults who have been chronically homeless and have a serious mental illness to \$25,000/unit for families who have been chronically homeless where the head of household has a serious mental illness. The procurement process is ongoing and various State and City agencies responsible for NY/NY III have issued RFPs for some of the units. As of December 2012, approximately 1,395 units funded by the State and City combined were opened, for various populations. This includes 457 units for Populations A, B and C and 112 “Services Only” units for Population A. With Services Only units, HCR or OTDA funds the capital and OMH provides the service funding.

High Service Needs I and II Housing

The first High Service Needs City/State match for a congregate housing development program was initiated in State Fiscal Year 2001 to provide approximately 800 new congregate housing units for mentally ill persons with high service needs. The State made awards for the development of 320 service-enriched SRO units for single adults and 80 community residence units for children and youth. A total of 275 adult units are open, 45 are in development and all 80 children’s units are operational, all of which are now operating. The City’s match of 400

units, funded at a rate of \$14,106 per unit annually, is all for single adults. Of these 400 units, 381 were operational as of December 31, 2012. The remaining 19 units are in various stages of development and are expected to be operational over the next year and a half.

The second High Service Needs City/State match for congregate housing development was authorized in State Fiscal Years 2004 and 2006 to provide 1,600 units of supported housing for single adults with mental illness in New York City. The State issued an RFP in the fall of 2003 for its commitment of 800 units, and the City issued an RFP for its 800 matching units in February 2005. The State will be providing \$13,233/unit annually to subsidize the social service and building operation costs, and the City will contribute an additional amount to bring the total annual funding to \$14,888/unit. As of December 2012, the State had awarded contracts for all but 91 of the 800. A total of 471 units are currently operational. An additional 25 units will be operational during 2013. The remaining units are in various stages of development. The city has currently contracted for 655 units which are available for housing. 121 more units will be available in FY 2013. There are an additional 24 remaining units in pipeline in various stages of development. There are approximately 1,036 operational High Service Needs Units funded by both the City and State. Unit procurement and development are expected to continue over the next few years.

SMI/SED Young Adult Pilot Program

In July 2006, the City released an RFP for a pilot program to create supportive housing for young adults with serious and persistent mental illness or serious emotional disturbances. This initiative will fund 52 units at \$22,000 per unit annually. All of these units are currently operational.

Human Resources Administration

HRA's HIV/AIDS Services Administration (HASA) administers supportive social and housing services for persons and families living with HIV/AIDS. These services are supported with grants from both HOPWA and other federal funds. The grants are also complemented with other funds from both New York State and New York City. Please refer to the Department of Health and Mental Hygiene/Office for AIDS Policy Coordination Continuum for a description of HASA activities.

The Human Resources Administration (HRA) directly operates one emergency domestic violence shelter, oversees the reimbursement of 51 domestic violence shelters and oversees and provides client referrals for our transitional housing program for victims of domestic violence. Please refer to the Mayor's Office to Combat Domestic Violence (OCDV) Continuum for a description of HRA domestic violence-related activities.

In addition, HRA cooperates with several city agencies, including DOHMH, the Department of Homeless Services, and the Department of Housing Preservation and Development, to address the needs of the homeless mentally ill. HRA also administers the Home Energy Assistance Program, to provide income eligible senior citizens and low-income individuals and families with heating assistance.

Department for the Aging

The City provides for a Continuum of Care for the elderly through a variety of direct and community-based supportive services, protection against rising rents, and property tax abatements. These efforts play a significant role in helping seniors to live independently for as long as possible.

- In 2012, there were no HUD Section 202 funds awarded in New York City. However, with funds awarded in previous FFYs, 283 new units of 202 housing for very low-income elderly was brought on line.
- In CFY 2012, the Department's contracted Legal Services Programs provided over 30,000 hours of free legal services for the elderly, including assistance with landlord/tenant issues, housing conditions, tenants' rights, and discrimination.

- The Department provided information and assistance to elderly and their families in need of housing options or housing-related assistance. During CFY 2012, DFTA responded to over 12,000 inquiries or service requests for low-income senior housing, housing options for frail or disabled seniors, home repair, of housing-related assistance referred through the City's 311 Customer Service Center.
- Through its contracted service providers, in CFY 2012 the Department provided for approximately 824,000 hours of home care, and over eleven million congregate and home delivered meals were provided to older New Yorkers at senior centers and in the homes of the homebound elderly.
- Through its network of community-based providers, in CFY 2012, DFTA's Elder Abuse Programs provided over 19,600 hours of assistance to victims of elder abuse, including older victims of harassment or financial exploitation (including predatory lending), which can often lead to displacement.
- The City's Senior Citizen Rent Increase Exemption Program (SCRIE), administered by the NYC Depart of Finance, exempts low income elderly living in rent-regulated housing from future rent increases, thereby preventing displacement or eviction in many cases. In CFY 2012, SCRIE provided tax abatements of \$95.6 million to landlords on behalf of eligible senior households.

The City's Senior Citizen Homeowner Exemption Program, administered by the Department of Finance provided approximately 52,102 income-eligible senior households with partial property tax exemptions, totaling \$104.6 million.

The above services contribute to the continuum of care and needed support services within the community, and play a significant role in helping seniors remain living independently in the most appropriate and least restrictive environment.

- The City has continued its pro-active role in lending technical support to and facilitating the development of service providers in housing-based settings. In CFY 2012, the Department for the Aging, through its contracts to provide on-site Supportive Service Programs in Naturally Occurring Retirement Communities (NORC'S), funded over 102,000 hours of supportive social service and healthcare management/assistance. These and other supportive services were provided to approximately 15,600 elderly residents in these communities. In NORC's and traditional senior housing settings the Department for the Aging has continued to provide training, information and educational opportunities to those working in housing locations to help elderly maintain their independence and level of functioning in their home.

The Mayor's Office for Persons with Disabilities

The Mayor's Office for People with Disabilities (MOPD) provided assistance, information and referrals to people with disabilities who sought to find accessible, affordable housing, or assistance renovating their current residences. In addition, MOPD provided assistance to individuals subjected to disability-related housing discrimination, including illegal evictions, and information about their housing rights. MOPD also provided legal and technical assistance to landlords and building managers seeking to understand their obligations regarding accessible facilities and non-discriminatory practices. During the 12-month period from January 1, 2012 through December 31, 2012, MOPD assisted approximately 243,989 people in total. MOPD also provided technical and legal assistance in the design and construction of accessible housing to private and City architects. Building types included multiple dwellings, homeless shelters, domestic violence shelters, and associated community facilities such as day care centers, offices, and other social service facilities.

In 2012, MOPD continued to gather and maintain data regarding accessible and affordable housing. When such housing comes up for rent or sale, MOPD forwarded the information to a number of non-profit organizations with housing locator components. MOPD also provided this information to individuals who contacted the office.

In addition, MOPD is responsible for project administration of Project Open House, a program operated with CD funds to provide barrier removal, including accessible entrances, lifts and other renovations, for homes of low-income people with disabilities.

MOPD has worked with other City agencies to transmit constituent concerns and provide informal investigative assistance in housing related complaints. These complaints ranged from failure to remove barriers to public accommodations, failure to reasonably accommodate residents with disabilities, and the general accessibility provisions under a number of laws. A major and continuing complaint has been the lack of affordable housing for people with disabilities. In 2012, MOPD received approximately 46,000 housing inquiries in regards to affordable housing and housing discrimination, including calls, emails and walk-ins. MOPD will continue to expand its efforts in these areas.

Further, MOPD is a partner in the city's Affordable Housing Resource Center (AHRC), located at <http://www.nyc.gov/html/housinginfo/html/home/home.shtml>. The AHRC provides information on all aspects of City housing, including renting an apartment, buying a home, and apartment maintenance issues. This site is also the location of the City's affordable housing lottery listings.

In addition to MOPD's activities addressing the needs of people with disabilities, HPD's Office of Community Support services and Equal Opportunity reviews, evaluates and monitors housing projects with federal funding (Home, Section 17, CDBG, etc) to insure compliance with the Federal Fair Housing Amendments Act of 1988, Section 504 of the Federal Rehabilitation Act, the ADA, and the required fair housing marketing plans.

MOPD plays an ombudsman's role in relocating HPD tenants with disabilities into City owned housing. MOPD also provides an informal mechanism for discrimination complaints to resolve disputes against City owned and supervised properties.

All of the apartments developed by HPD in its new construction projects with elevators are made adaptable for people with disabilities in accessible buildings. Efforts are made to attract tenants for these apartments through marketing efforts in news papers, local fair housing offices, and MOPD.

MOPD, in partnership with the Department of Finance, handles many inquiries regarding the Disabled Rent Increase Exemption (DRIE), which exempts low income qualified people with disabilities living in rent-regulated housing from future rent increases, thereby preventing displacement or eviction in many cases. At the close of 2012, there was an active caseload of approximately 8,223 households receiving DRIE benefits.

Department of Youth and Community Development

DYCD's Runaway and Homeless Youth (RHY) continuum of services is designed to protect runaway and homeless youth and, whenever possible, reunite them with their families. In cases where reunification is not possible, these programs help youth progress from crisis and transitional care to independent living arrangements. The New York State Office of Children and Family Services (OCFS) regulates residential services provided by youth bureaus across NYS. The New York City Charter designates DYCD as the NYC Youth Bureau.

In 2006, DYCD established a new "continuum of care" model for its runaway and homeless youth (RHY) system that included drop-in centers for each borough, revised street outreach services, specialized services for Lesbian, Gay, Bi-Sexual, Transgender, and Questioning (LGBTQ) youth, pregnant and parenting youth, and sexually-exploited youth, and expanded shelter options.

In 2008, DYCD released an RFP for Runaway and Homeless Youth Services to refine the redesigned system that was created in 2006. Those refinements included adjusting drop-in center and street outreach hours of operation to reflect usage patterns, making transportation services the responsibility of all RHY service providers, and introducing a price-per-bed range for each type of shelter. Contracts resulting from the 2008 RHY Services RFP began July 1, 2009. In 2012 DYCD began a planning process that resulted in the release of a concept paper in April 2013 that outlined proposed changes to DYCD's continuum of care. An RFP will be released in June 2013. New contracts funded through this RFP will begin in July 2014.

DYCD services include:

- Borough-based Drop-in Centers
- [Crisis Shelters](#) (regulated to serve youth under age 21)
- [Transitional Independent Living \(TIL\) Programs](#) (regulated to serve youth ages 16 to under 21)
- [Street Outreach Services](#)

CFY2013 Program Facts:

Total Program Budget:

- \$11.9M (CTL: \$11 million; State: \$778,256; Emergency Shelter Grant: \$98,217)

Providers:

- Projected Enrollment: 8,462 Drop-in Center participants, 4,800 Street Outreach contacts
- 12 providers
- 26 contracts
- 24 sites (7 Crisis Shelters; 12 TILs, 5 Drop-in Centers)

Service Levels:

- Crisis Shelters: 114 beds
- TILs: 136 beds
- Drop-in Centers (one in each borough): 8,462 projected participants with 3 additional hubs funded by the City Council in Brooklyn, Upper Manhattan, and the Bronx
- Street Outreach (2 programs): 4,800 projected contacts

CFY 2012 Program Facts:

- Residential beds: 250; 86% utilization rate for TILs, 98% utilization rate for Crisis Shelters
- Certified residential facilities: 14
- Drop-in Centers: 14,254 participants served
- Street Outreach: 11,071 participants served

Highlights:

- DYCD has helped develop additional residential capacity for RHY through its partnership with OCFS, including 10 newly NYS-certified facilities since 2006.
- In recognition of National Runaway Prevention Month, DYCD held a special screening of the groundbreaking documentary, *No Look Pass*, by filmmaker Melissa Johnson, at the LGBT Center in New York City. It was attended by youth services providers from throughout the city. The screening was followed by a Q&A with the filmmaker and expert panelists from the field.
- With support from MAC AIDS Fund, NY Community Trust, and Henry van Ameringen, DYCD has implemented the Family Therapy Intervention Pilot (FTIP). The FTIP initiative is designed to help youth remain in or return to their homes by promoting their families' acceptance of their sexual orientation. Research has shown this will reduce the negative outcomes often experienced by LGBTQ young people. The NYC Commission on LGBTQ Runaway and Homeless Youth made family therapy a top recommendation in its report. An evaluation of FTIP is underway and will be completed in 2013. Based on ongoing review of current services and relevant research, DYCD will continue to emphasize

the importance of encouraging positive family relations through guidance and technical assistance for providers and its upcoming RFP.

- In 2012, DYCD collaborated with the US Interagency Council on Homelessness; the Departments of Housing and Urban Development, Health and Human Services, Education, and Homeless Services; NYC Coalition on the Continuum of Care; and the Supportive Housing Network of NY (SHNNY) to organize the 2013 Youth Count. This count, which was held from 10 pm until 4 am on January 28, 2013 was the first time that runaway and homeless youth had been specifically targeted in order to gauge their numbers in New York City. Thirty DYCD staff members, along with staff from DYCD-funded supportive housing programs, participated in administering Youth Count Surveys at 13 locations throughout the five boroughs. Youth were asked questions pertaining to age, gender identity, history of institutional care (foster care, juvenile justice, homeless systems), housing status, ethnicity, highest educational level achieved, employment, source of income, pregnancy, and the reason(s) for leaving home. The Youth Count Survey was held in conjunction with the annual Department of Homeless Services Hope Count, and it was intended to create awareness of the daily struggles of homeless youth, with a view toward improving funding for services that could be beneficial to them.

Administration for Children's Services

The Administration for Children's Services provides a range of supports and services to families and young people who are aging out of foster care. Statistics indicate that children who age out of the foster care system are at an elevated risk for homelessness. The City of New York is working to provide programs to assist such youth in obtaining suitable and permanent housing. The ACS Division of Family Permanency is responsible for administering various housing supports and other services to our clients. ACS is also collaborating on the development of a number of innovative supportive housing programs for youth aging out of foster care. The following is a description of the housing supports and resources offered by ACS:

1. Resources for Families with Children

Family Unification Program (FUP)

In August 2002, Children's Services, in cooperation with the New York City Housing Authority (NYCHA), developed the Family Unification Priority (FUP) Code Program. Through the Family Unification Priority Code Program, ACS is able to obtain Public Housing apartment for any qualified family served by Children's Services, which would help keep families together when appropriate and safe, and reduce the amount of time some children may have spent in foster care. This program offers our families a reliable option to obtain stable, affordable housing so that they can be reunified with their children in care.

To qualify for this priority access, families must meet the following criteria:

1. The family has at least one child currently in foster care.
2. Lack of adequate housing is the sole barrier to family reunification, i.e., "but for the lack of adequate housing, the family could be reunified with the child(ren) in foster care".
3. The family has a stable source of income and the total household income is within the NYCHA Admission Income Limits (Based on Gross Income).
4. All household members over the age of 16 are able to pass the NYCHA Criminal Background Check.

2. Resources for Youth Aging out of Foster Care

In cooperation with NYCHA, ACS developed a priority for youth leaving foster care who have a goal of APPLA, (formerly known as Independent Living). To qualify, a youth has to meet the income eligibility criteria (earning less than \$27,750 gross/year for a household of 1 person), as well as other NYCHA requirement. Youth

aging out of foster care continue to have priority code access to Public Housing. To qualify for this program, youth in foster care must meet the following criteria:

1. At least 18 years of age and in care with an anticipated discharge date within the next 6 months; and, with income that is within the NYCHA Admission Income Limits
2. Has no discharge resource.
3. Either employed, in school, or in a training program.
4. If not employed, has another stable source of income.
5. Able to pass the NYCHA Criminal Background Check; not all crimes are disqualifiers.
6. No drug use in the past 3 years unless able to submit proof of satisfactory completion of drug treatment.

Development of Supportive Housing for Youth Aging Out of Foster Care and Families with Foster Care and Preventive Histories

ACS strives to ensure that youth leaving the foster care system have a stable place to live and a meaningful connection to an adult in the community. Youth are also actively involved in education and/or employment plans at the time of their discharge. To better serve our youth, Children's Services collaborated with the NYC Department of Housing Preservation and Development, Common Ground Community, and Good Shepherd Services to develop the country's first Foyer Program – a residential career development program for young people aging out of the foster care system, that are homeless or at risk of being homeless.

The Foyer Program is designed to prevent homelessness by offering a comprehensive transitional experience to independent adulthood. Participants work over an 18-month period towards goals of permanent housing and stable employment with career skills by the time of graduation. Residents participate in employment, educational mentoring and life-skills training programs. The 40-unit program is based on a European model and is the first of its type in the United States. With this innovative program, Children's Services is helping young people develop the tools and skills necessary to avoid homelessness as adults.

In addition, Children's Services, in cooperation with a variety of private not-for-profit housing developers, continues to support the development of supportive housing for the children and families in our care. Below are some examples of the supportive housing programs our youth can qualify for.

- Operated by the Lantern Group, Schaefer Hall has 25 studio apartments for IL youth aged 18-23 in a facility with a total of 91 units. Supportive services include case management, employment and educational resources, entitlements assistance/advocacy, social and recreational activities, medical and mental health referrals, substance abuse counseling, independent living skills training, support and informational groups, health and nutritional counseling, and consistent emotional support.
- Developed by the Edwin Gould Academy, the Edwin Gould Residence provides 51 apartments (studios and one-bedrooms) for IL youths aged 18-22 upon intake. Supportive services include individual and family counseling, peer support groups, social service information and referrals, educational and vocational placement, career counseling, employment and job training referrals, tutoring and mentoring, business training, medical and mental health services and referrals, substance abuse counseling and referrals, and post-Residence housing assistance. The populations served include homeless youth, former foster care youth, and juvenile justice system placements.
- Community League of the Heights (CLOTH) is a community-based housing provider that has program components designed specifically for alumni of foster care. Community Access Network (CAN) provides the services component for the youth residing in these building through this program. Services provided include assisting tenants with entitlements and budgeting, counseling, referrals to schooling and job training, crisis intervention, referrals to medical, substance abuse, and psychiatric care, and household and wellness self-management.

- Independence Starts At Home (ISAH) is a Local Initiative Support Corporation (LISC) Pilot Program. ISAH is a collaboration among LISC, selected Community Development Corporations (CDCs), and Children's Services that placed youth transitioning from foster care into quality, permanent housing with on-site supports for the youth. The apartments are largely studio and one bedroom apartments located in West Harlem neighborhoods in Manhattan and Bedford-Stuyvesant in Brooklyn.

On February 16th 2007 New York City and New York State entered into the New York/New York III Supportive Housing Agreement. This landmark agreement calls for the development of 3,850 units of supportive housing, including 300 units for youth of which 200 are specifically for young people aging out of foster care.

3. Resources Targeted for Families and Youth

Housing Subsidy Program for Youth and Families

ACS also operates a Housing Subsidy Program that targets certain families, as well as youth ages 18-21 who are being discharged from foster care to Independent Living. Families are eligible when a primary barrier to reunification is lack of adequate housing or when they are receiving Children's Services preventive services and the lack of adequate housing is a primary factor putting their children at risk of placement into care. Once deemed eligible, up to \$300 is available per month per client for up to three years to assist with paying rent or mortgage. The subsidy is subject to a lifetime cap of \$10,800 for each youth or family that participates in the program. The subsidy payments are made directly to the landlord to prevent any interference with public assistance grants.

There are two other components of the program that provide extra support to our clients. One-time grants of up to \$1,800 are available to assist with expenses associated with obtaining a new apartment, such as a security deposit, broker's fees, furniture, mover's fee, extermination, and essential repairs. Separate one-time grants can also cover up to \$1,800 in rental arrears. However, these one-time grants are counted against the lifetime cap of \$10,800.

As part of the Children's Services strategic plan, ACS is committed to assisting our youth in obtaining positive outcomes once they leave foster care. This entails:

- Youth will have permanent connections with caring adults.
- Youth will reside in stable living situations.
- Youth will have opportunities to advance their education and personal development.
- Youth will be encouraged to take increasing responsibility for their work and life decisions, and their positive decisions are reinforced.
- Young people's individual needs will be met.
- Youth will have ongoing support after they age out of foster care.

ACS' work with youth emanates from a strength-based, youth development philosophy that encourages youth participation in decision-making and planning for his/her own future and goals. In support of this philosophy, Children's Services works with its contractors and other stakeholders by cultivating high practice standards, identifying resources to support program implementation, and techniques to support the execution and monitoring of this work. ACS offers technical assistance, training and a host of other services to these stakeholders to ensure positive outcomes for youth in foster care.

Office to Combat Domestic Violence

1. Citywide Coordination of Services

In November 2001, New York City residents voted to amend the City Charter to establish a permanent office that would comprehensively address issues of domestic violence. Mayor Michael R. Bloomberg appointed

Yolanda B. Jimenez as the first commissioner to head the new office, which is one of only a few municipal government offices in the United States focused solely on the issue of domestic violence.

The Mayor's Office to Combat Domestic Violence ("OCDV") develops programs and policies aimed at reducing domestic violence and works with diverse communities to increase awareness about domestic violence. Through outreach to community leaders, health care providers, city agencies, and representatives from the criminal justice system, it holds batterers accountable and creates solutions that are critical to preventing domestic violence in New York City.

A description of domestic violence initiatives by OCDV and the City agencies it oversees is listed below.

Domestic Violence Fatality Review Committee

The Domestic Violence Fatality Review Committee ("FRC") examines information related to domestic violence fatalities in the City and develops recommendations regarding services for the victims. Based on findings from its third annual report, the FRC developed a plan for a community needs assessment in Community Districts 4, 5, 6, 7 and 9 of the Bronx and 3, 8 and 16 in Brooklyn. The Bronx assessment was completed in the fall of 2010 and the Brooklyn assessment in the fall of 2012. The community assessments found that: (1) community members, including victims, do not always understand that domestic violence need not include physical abuse;; (2) some victims' perception of a lack of resources, such as access to financial assistance and housing options, affects their ability to leave a relationship; and (3) challenges exist in connecting undocumented immigrant victim to services. Actions have been taken to increase knowledge of services through: (1) strategically placed messaging in local business locations and supermarket circulars; (2) training of City employees at the Department of Homeless Services and the New York City Housing Authority; (3) outreach to non-domestic violence community-based service providers to raise awareness of the domestic violence services available; and (4) partnering with the Mayor's Office of Immigrant Affairs to reach out to immigrant communities throughout the City about domestic violence and immigrants' right to services.

New York City Family Justice Center Initiative

The New York City Family Justice Center Initiative is an initiative of OCDV in partnership with the District Attorneys' Offices. The Centers are located in the Bronx, Brooklyn, and Queens. With public and private funding, these innovative Centers help domestic violence victims break the cycle of violence by streamlining the provision of supportive services. Clients receive their choice of services that are made available in their language, while their children play in the next room. Since opening in July 2005 through December 2012, the New York City Family Justice Center in Brooklyn has served 52,658 new clients seeking domestic violence services, and 10,205 children made use of the Center's Children's Room, Margaret's Place. There have been 116,680 adult client visits to the Center since it opened. Since opening in July 2008 through December 2012, the New York City Family Justice Center in Queens has served 17,306 new clients seeking domestic violence services and 3,452 children were supervised in the Center's Children's Room. There have been 46,004 client visits to the Center since it opened. Since opening in April 2010 through December 2012, the New York City Family Justice Center in the Bronx has served 13,037 new clients seeking domestic violence services and 3,191 children were supervised in the Center's Children's Room. There have been 35,147 client visits to the Center since it opened.

Staten Island Domestic Violence Response Team

In 2011, OCDV launched the Staten Island Domestic Violence Response Team (DVRT), a coordinated model of services for high-risk domestic violence victims to receive efficient and effective services in a prompt manner. The DVRT Team, which consists of City and State agencies and community based organizations, meets monthly to assess the service and safety needs of DVRT clients and develop a plan for each client to ensure they are receiving the appropriate services. Based on the DVRT Team discussions, recommendations will be developed to enhance the delivery of services to domestic violence victims Citywide.

The DVRT Team also frequently participates in public education activities across Staten Island to raise awareness of the services available to domestic violence victims. The public education activities include

handing out pamphlets, palm cards and brochures at local retail locations, public transportation hubs and festivals. During 2012, the DVRT Team distributed more than 10,000 pieces of public education material.

New York City Family Justice Center, Brooklyn, Early Victim Engagement (BKFJC EVE) Project

In April 2008, the New York City Family Justice Center in Brooklyn launched the Early Victim Engagement Project in collaboration with the Kings County District Attorney's Office, two nonprofit organizations and three government agencies. The BKFJC EVE Project is funded by the U.S. Department of Justice, Office on Violence Against Women. The goal of the BKFJC EVE Project is effective, early engagement with domestic violence victims whose abusive partners have interacted with the criminal legal system. This early contact provides victims with timely, reliable information about the criminal justice system in their language and allow them to make informed decisions about their safety. In 2012, over 8,580 domestic violence victims were assisted by EVE.

Domestic Violence Prevention: New York City Healthy Relationship Academy

In 2005, OCDV established the NYC Healthy Relationship Training Academy in partnership with the Department of Youth and Community Development and the Avon Foundation through the Mayor's Fund to Advance New York City. This program seeks to prevent abuse by primarily educating teens and young adults to recognize abuse within a relationship as well as understand what aspects of a relationship contribute to making it healthy. The Academy offers educational workshops and training sessions on topics concerning domestic violence for young people ages 11 to 24 of especially vulnerable populations, their parents and organizational staff. Since its inception in 2005 through December 2012, the Academy reached 31,251 young people through 1,550 peer education workshops. These have proven to be highly successful based on data from pre- and post-workshop questionnaires.

2. Homelessness Prevention

Fleeing violence in the home can lead to homelessness for victims and their children. OCDV coordinates a wide range of programs and initiatives that aim to prevent domestic violence and provide safety and services to victims.

Public Education

Public education is a critical component of OCDV's strategy to reduce domestic violence and prevent homelessness in New York City. Effective public education helps to reduce the number of people who become victims and refers those who are victims to appropriate services.

Public Awareness

The OCDV website, www.nyc.gov/domesticviolence, serves as the only citywide clearinghouse for comprehensive domestic violence information. In July 2008, Mayor Bloomberg signed Executive Order (EO) 120, creating a centralized language access policy for New York City. In 2009, as part of OCDV's Language Access Plan, content on OCDV's website was reviewed and translated into Arabic, Bengali, Chinese, Haitian-Creole, Korean, Russian and Spanish. OCDV continues to monitor language services and the language needs of our clients through language service questions incorporated into the customer satisfaction surveys collected at the Family Justice Centers.

OCDV and the Verizon Wireless HopeLine® Program

OCDV continues to collaborate with Verizon Wireless's HopeLine in urging all New York City residents to help survivors of domestic violence by donating their no-longer-used wireless devices.

Raising Awareness of the Right to a Healthy Relationship

Since the spring of 2010, OCDV has partnered with other City agencies and local retailers to encourage people to call 311 for the New York City Domestic Violence Hotline or 911 in an emergency. The program consists of a poster and palm card informing people that they have a right to a healthy

relationship and letting them know that help is available if their partner is physically or emotionally hurting them. Since June 2010, the posters and palm cards have been displayed in over 1,300 pharmacies, banks, financial services locations, fast food restaurants and other retail locations. The campaign materials were also placed at several City agencies including the Administration for Children's Services, Department of Consumer Affairs, Department of Homeless Services, Human Resources Administration, Department of Parks and Recreation and New York City Housing Authority in addition to medical providers' offices. In 2012, this campaign was displayed in over 200 C-Town Supermarket and Petland retail locations across the City.

"Know Your Rights" Community Forums

The Mayor's Office of Immigrant Affairs (MOIA) conducts community forums across the City to ensure that immigrants in New York City know what services are available to them and help them utilize their resources. OCDV and staff members of the Family Justice Centers have attended many of these meetings to address any domestic violence related questions that may arise.

OCDV is currently working with MOIA to establish a domestic violence outreach effort through the Queens Public Library. Through this initiative, we have trained 67 library branch managers on existing services and provide brochures and other material that will be displayed in the Queens libraries.

Don't Be a Victim of Fraud Program

The "Don't Be a Victim of Fraud" program educated over 423 domestic violence survivors, service providers, City agencies' staff, and others on issues of financial abuse and credit care related to detecting and countering financial fraud and to economic barriers to escaping abusive environments. The program put together a day-long conference for 298 registrants from economic justice, domestic violence, and community-based organizations from all five NYC boroughs. OCDV also presented four workshops in Spanish and English for clients at each of the Family Justice Centers and the Staten Island Domestic Violence Response Team.

October Domestic Violence Month

Since 2002, OCDV has collated information regarding domestic violence-related activities being hosted in the City each October in honor of Domestic Violence Awareness Month. These activities are organized into a useful resource calendar which is widely distributed and posted on the OCDV website.

Since October 2009 OCDV partnered with Alpha Marketing, the parent company of C-Town, Bravo and AIM Supermarkets, to place a public education message - "If you or someone you know is being abused, please call 311 or 1-800-621-HOPE (4673)" - on the back page of a weekly circular during October, which is Domestic Violence Awareness Month. Last October, the circular message was displayed for two consecutive weeks. This circular was then distributed in 123 C-Town, Bravo and AIM Supermarkets.

New York City Housing Authority Conference on Domestic Violence

NYCHA holds yearly conferences on Domestic Violence - primarily for NYCHA residents - to increase sensitivity about, and to provide education on, the many facets of this issue. NYCHA's 11th Annual Domestic Violence Awareness and Resource Fair was scheduled for Saturday, November 3, 2012. Unfortunately, due to the aftermath of Super Storm Sandy the conference for 2012 was cancelled.

Human Resources Administration's Teen Relationship Abuse Prevention Program (RAPP)

This school-based program is one of the most comprehensive domestic violence prevention programs in New York City, and is critical to ending relationship abuse among young people. Through a comprehensive curriculum, students learn to recognize and change destructive patterns of behavior before they are transferred to adult relationships. The program is now serving 62 schools citywide. During the 2011-2012 school year the RAPP social workers offered individual counseling to 7,100

students. Over 4,500 students completed the three course prevention workshops, with 90 percent of the students showing an increase in knowledge of teen relationship abuse.

Peer education is an important component of the RAPP program. One of the goals of the RAPP program is to promote active student involvement as peer partners, peer educators and mentors. During the summer of 2012, approximately 200 students participated.

Training

Agency personnel and other service providers must be well-trained in order to effectively deliver programs and initiatives that have an impact on reducing domestic violence. This is especially true of frontline workers who directly assist victims and are regularly called upon to provide clear, accurate and often culturally appropriate information and assistance.

The Administration for Children's Services Domestic Violence Screening and Assessment Tools and Training

Universal domestic violence screening for all Child Protective Services investigations, regardless of allegations together with on-going domestic violence trainings on assessment and intervention, continue to improve the ability of child protective staff to assess and respond to child safety issues while providing survivors of domestic violence with: necessary safety planning assistance, intervention and referrals to community resources, as well as, providing accountability and appropriate service planning for abusive partners. ACS' Satterwhite Training Academy together with the Domestic Violence Policy and Planning unit and the Division of Child Protection have updated the three-day domestic violence training curriculum that is provided to all child protective specialists. Domestic violence trainings now include the Domestic Violence ToolKit, a compilation of Children's Services policies and procedures that specifically apply to cases involving domestic violence. A corresponding Domestic Violence ToolKit training was created and is provided to supervisors and managers. These updates ensure that domestic violence trainings reflect the agency's current domestic violence-related policies and practices and provide staff with guidance on how to address domestic violence in the context of new child welfare initiatives such as child safety conferences and new city, state and federal laws regarding domestic violence.

In new contracts with foster care and preventive agencies, ACS has required the agencies to enhance their capacity to address domestic violence in the families they work with. ACS currently oversees the Domestic Violence and Child Welfare Initiative currently administered through Children's Aid Society's Family Wellness Program. The Domestic Violence and Child Welfare Initiative provides on-going training and education, case consultation and technical assistance and the initiative's goal is to increase foster care and preventive agencies' capacity for working effectively with families struggling with domestic violence. These efforts are crucial because a substantial overlap exists between domestic violence and child abuse and neglect, and many victims of domestic violence come into contact with child welfare service providers before they are ready to seek assistance from domestic violence service providers or from the criminal justice system.

New York City Elder Abuse Network

The New York City Department for the Aging (DFTA) established the New York City Elder Abuse Network in 2006. The Network was formed by a nucleus of agencies who indicated a strong desire to expand and strengthen their activities in the area of elder abuse. The Network has a broad membership of over 50 agencies, including law enforcement personnel, district attorneys, city agencies, academic institutions, nonprofit providers of victim services as well as support services to the elderly, financial service providers, and other interested community professionals. The Network's focus for this coming year will be in the following areas: 1) developing a speaker bureau; 2) coordinating providers serving elder abuse victims; 3) exploring services for diverse populations including immigrants and people with disabilities; and 4) advocacy. DFTA provides ongoing administrative support to the Network.

Intervention and Outreach

A number of domestic violence programs and initiatives operated by City agencies are designed to intervene in the lives of victims before they become homeless and involve outreach to victims and their families. Outreach and services are provided to victims through the City's Domestic Violence Hotline; criminal justice services; social services, including health and human services; and alternatives to shelter.

New York City Domestic Violence Hotline

Domestic violence services offered in the City can be accessed through the City's toll-free Domestic Violence Hotline which operates 24-hours, seven days a week and provides interpretation services in more than 150 languages and dialects. During the 2012 calendar year, the Hotline answered 108,181 calls, averaging over 295 calls per day.

Criminal Justice Services

Fear for personal safety is a major reason that victims leave their homes and OCDV has made the effective delivery of criminal justice services a critical element of its strategy to reduce domestic violence. Criminal justice personnel respond to calls for help, make arrests, provide referrals and follow-up visits to victims and are responsible for incarcerating and monitoring batterers.

New York City Police Department (NYPD) Domestic Violence Unit

The NYPD Domestic Violence Unit coordinates the department's overall domestic violence strategy, including the training of officers. There are over 380 Domestic Violence Prevention Officers, Domestic Violence Investigators and Domestic Violence Sergeants in the City's seventy-six (76) police precincts and nine (9) Housing Police Service Areas. In 2012, the Domestic Violence Unit conducted forty-eight (48) domestic violence training sessions involving 1,241 uniformed and civilian members from recruits in the Police Academy to Executives.

New York City Police Department Intervention Programs

The Department has many initiatives aimed at prevention, intervention and outreach including a Domestic Violence High Propensity List, which targets households that have a demonstrated tendency toward domestic violence and the Home Visit Program, where Domestic Violence Prevention Officers visit residences that have had domestic violence incidents in the past in an effort to prevent future incidents.

New York City Police Department Domestic Violence Police Program (DVPP)

The Domestic Violence Police Program (DVPP) combines experienced Safe Horizon counselors with uniformed police officers who jointly contact and counsel NYCHA families where there has been a police report of domestic violence. In January of 2009, Safe Horizon's contract with NYCHA was transitioned to HRA and is now funded by the NYC City Council and they continue to provide services to NYCHA residents. Currently, the DVPP is operational in nine Police Service Areas and three precincts (PSA 1, 2 and 3 in Brooklyn; PSA 4, 5 and 6 in Manhattan; PSA 7 and 8 in the Bronx; PSA 9 in Queens and the 44th, 46th and the 52nd precincts in the Bronx).

During the year 2012, police officers prepared 263,207 Domestic Incident Reports (DIRs) and made 47,271 domestic violence arrests.

Human Resources Administration Domestic Violence Intervention and Education Program (DVIEP)

DVIEP combines non-profit Safe Horizon case managers with domestic violence police officers who jointly contact and provide client centered services for New York City Housing Authority (NYCHA) families who have filed a police report for domestic violence. Between July 2012 and December 2012, 7,146 police reports were reviewed, 3,376 residents were successfully contacted and received services,

3,375 clients accepted services, there were 97 police sensitivity training sessions, and 37 community education seminars were conducted. Additionally, DVIEP case managers and domestic violence police officers attended 29 family days during the months of July and August.

New York City Housing Authority's Witness Relocation Program

Through the Witness Relocation Program, District Attorneys, US Attorneys, or other appropriate law enforcement agencies refer intimidated witnesses who are applying for public housing or Section 8 assistance. During 2012, 215 cases were received and reviewed by the unit, of which 194 were deemed to have met the Intimidated Witness criteria and were forwarded to NYCHA's Department of Housing Applications for processing.

Social Services

The City provides a number of health and human services to meet the immediate needs of victims and help them avoid homelessness. OCDV is committed to having these services delivered in a coordinated manner.

The Administration for Children's Services Domestic Violence Policy and Planning Unit

The Domestic Violence Policy and Planning (DVPP) Unit in the Office of Child and Family Health works to inform Administration for Children's Services (ACS) delivery of services and practice so that families and children who are involved in the child welfare system and are affected by domestic violence are identified and receive the services they need. DVPP supports capacity building and adherence to best practice, and achieves its goals through consultation, training, interagency collaboration and community outreach. The unit conducts strategic planning related to domestic violence and the child welfare system; directs policy development; formulates practice guidelines and protocols; and collaborates internally and externally on developing domestic violence policies, practices and recommendations. The unit is also responsible for the development and implementation of the agency's domestic violence training strategy, the delivery of these trainings, and supporting 15 domestic violence clinical consultation specialists, and their adequate support in the field on certain high-risk cases. In 2009 the James Satterwhite Academy in collaboration with DVPP revised and updated the three day, DV Core Phase II training curriculum for Child Protective Specialists and created the DV ToolKit. The DV ToolKit contains all of Children's Services' domestic violence policies and procedures for best practices when assessing and intervening with families experiencing domestic violence. DVPP developed and began delivering the DV ToolKit training for supervisors and managers in the Division of Child Protection to update on the changes in the revised curriculum.

Domestic Violence Policy and Planning (DVPP) also oversee two initiatives, the Domestic Violence and Child Welfare Initiative (DVCWI) administered through the Children's Aid Society's Family Wellness Program and the Community Empowerment Program (CEP) administered through CONNECT. The Domestic Violence and Child Welfare Initiative (DVCWI) provides ongoing training and education, case consultation, technical assistance and capacity building to all preventive and foster care agencies in New York City with the goal of developing the agencies' capacity to work effectively with families struggling with current or past domestic violence.

Another initiative of the Domestic Violence Policy and Planning Unit is the Domestic Violence Subcommittee. The mission of the Domestic Violence Subcommittee is to enhance and sustain best practice where there is an intersection of child welfare and domestic violence. The DV subcommittee provides a forum for exchange of information between the Administration for Children's Services and key community stakeholders. Most recently, the Subcommittee has addressed the challenging area of housing by reviewing how families transition between systems, by identifying the barriers to smooth transitions and making recommendations for improved service delivery.

The Office of the Commissioner oversees the City Council funded Community Empowerment Program (CEP) initiative through CONNECT. The Community Empowerment Program (CEP) which is funded

by the City Council and is focused on domestic violence prevention and early intervention through work with community based agencies in New York City. CEP is a multi-faceted program that incorporates: transformative education, strengthening of existing infrastructure, network building and technical assistance with resource development.

All of these efforts are crucial because a substantial overlap exists between domestic violence and child abuse and neglect, and many survivors of domestic violence come into contact with child welfare service providers before they are ready to seek assistance from domestic violence service providers or the criminal justice system. The implementation of domestic violence screening and assessment tools and related on-going training has improved the ability of child protective specialists and preventive program staff to assess and respond to child safety issues, while providing survivors of domestic violence with necessary safety planning assistance and referrals to appropriate community resources.

The Administration for Children's Services Clinical Consultation Program

In 2002, ACS launched the Clinical Consultation Program, which placed 12 domestic violence consultants in the Children's Services child protective field offices throughout the city. The program has since grown to include 15 domestic violence consultants. These consultants work as part of a multidisciplinary team that also includes mental health and substance abuse specialists and a team coordinator and a Medical Services Consultant. The domestic violence consultants, with other team members when needed, provide case specific consultation, office based training, and assistance with referrals for community based resources. Consultations are available to caseworkers, supervisors, and managers to help assess the client for the presence of domestic violence and plan appropriately. In addition, consultants may attend case conferences or have direct contact with clients to provide a more informed consultation and model intervention strategies. Specific office based trainings related to domestic violence and informed by best practices are developed depending on the training needs of a location. Lastly, the domestic violence consultants identify and develop connections to domestic violence related neighborhood based resources to facilitate referrals. A significant change that occurred during this review period was the elimination of the substance abuse consultant line resulting from budget cuts that took effect in June 2010. The impact was seen in a reduction in the number of cross consultants involving domestic violence and substance abuse. Overall during calendar year 2010, domestic violence experts conducted 5,241 consults (domestic violence only); 579 (domestic violence and substance abuse); 805 (domestic violence and mental health); 343 (domestic violence/mental health/substance abuse); 13 (domestic violence/mental health/medical services/substance abuse); 19 (domestic violence and medical services); 27 (domestic violence/medical services/mental health) consultations on domestic violence cases and conducted over 304 office based training sessions (domestic violence only), as well as 12 (domestic violence and mental health); 11 (domestic violence, mental health and substance abuse); 6 (domestic violence, mental health substance abuse and medical services); 6 (domestic violence, medical services) and 5 (domestic violence and substance abuse). These figures represent the fact that the total number of consults exceeds the documented number of formal consults. There are many more instances when the Domestic Violence Consultants are approached with questions that are characterized as informal consults. The consultations included instances when domestic violence was the single issue; and cross consults when there were overlapping issues of substance abuse, mental health or medical services. Similarly, the office-based training activities included the singular topic of domestic violence, and other instances of cross-cutting topics that focused on domestic violence in combination with substance abuse and mental health. This is an aspect of how domestic violence consultation has evolved to increase awareness of the interconnection with other issues that impact children and family functioning. A further enhancement of efforts to address domestic violence has been the collaboration of the Domestic Violence Consultants with the agency's Investigative Consultants and Family Court Legal Services. A continuing aspect of the Clinical Consultation Program's development has been its close relationship with the Domestic Violence Policy and Planning Unit within the Office of Child and Family Health under Family Support Services. These partnerships and linkages have resulted in even more capacity building that helps to strengthen the agency's response. Borough Commissioners have expressed the need for more domestic violence

consultants to handle an increasing demand based on evidence of escalating rates of domestic violence and related abuse. Another area of concern is the heightened risk to safety and well-being of children who are witnesses of domestic violence. Additional resources are indicated to address the needs of children and families impacted by domestic violence. The Clinical Consultants have been actively involved in numerous conferences related to family safety, in addition to performing training and case specific consultation. The need to address other issues related to such things as family violence has emerged as a gap in our current service structure. Despite a myriad of challenges and budgetary constraints, we continue to work collaboratively using existing resources as efficiently and effectively as possible.

New York City Health and Hospitals Corporation Domestic Violence Program

The Domestic Violence program at each of NY City Health and Hospital's Corporation (HHC) 11 acute care hospitals is a multi-service program that provides social work services to survivors of domestic violence 24 hours a day, 7 days a week. In calendar year 2012 the hospitals provided a range of services to approximately 2,000 domestic violence (DV) victims, of which the highest referrals were 60% from the Emergency Department (ED), 10% from the Women's Health Clinics (OB/GYN, Family Planning/Prenatal) and 6% from the Psych/Psych ER. In addition to individual counseling and culturally specific resources, each facility's DV program is enhanced by a myriad of services. For example, at Harlem hospital several group services are provided including a Women's Empowerment Group for survivors to begin the process of healing and to understand their own experiences in a safe, supportive, non-judgmental environment; a 12 week session Mother's Empowerment Group to assist mothers with developing parenting strategies to overcome the effects of DV their children have been exposed, with the aim of improving the child's potential for healthy psychological adjustment and growth. The facility also has a Men's group facilitated by a male social worker, and is especially designed for men who have been victims of violence. At Elmhurst hospital, efforts are being made to increase collaboration with the psychiatric social work team to provide additional consultation and support to aid staff treating patients suffering from mental illness who may need assistance accessing domestic violence services. Efforts are also being made to encourage DV victims presenting with children to the Emergency department and other clinics, to consider scheduling follow up appointment in the Child Protection Clinic to further assess the impact of domestic violence on their children. However, social work staff have anecdotally reported that patients are often reluctant to schedule such appointment because of concern of the future involvement of child protective service agencies. The facility is providing special education to staff on how to address these concerns with patients so that they are more likely to schedule an appointment with the Child Protection Clinic to further address the emotional impact domestic violence is having on their children.

Community Education and Outreach

All the HHC hospitals conduct community outreach health fairs and programs to educate the community at large about domestic violence and the many services available for victims. Data from HHC's Project H.E.A.L. (Health Emergency Assistance Link) data base shows that in 2012 over 67 community outreach events were conducted. North Central Bronx Hospital conducted a health fair that included a collage of images and expressions created by Survivors of Domestic Violence, while at Lincoln Medical & Mental Health Center survivors from the DV Support Group participated in the Annual Brides March in September to heighten the public's awareness of domestic violence.

To ensure patient's seeking care at any of the HHC hospitals who are victims of domestic violence are identified and provided with the highest level of care and referred to appropriate services all new employees are trained in the identification, treatment and management of domestic violence victims. In addition, all levels of staff are provided an annual continuing education and when possible, attend education sessions provided at the Family Justice Center within their borough.

Of special note, in March 2012 the DV coordinator at Metropolitan Hospital and Office of Victim Services grant funded social worker presented a workshop entitled "The Domestic Violence Group

Worker: A Catalyst to Mutual Aid and Well-Being for Abuse Survivors “ at the National Conference on Health and Domestic Violence Conference in San Francisco.

Human Resources Administration (HRA) Domestic Violence Liaison Unit

HRA created a Domestic Violence Liaison (DVL) Unit in 1998 as a result of the Federal Family Violence Option, part of welfare reform legislation. During 2012, the domestic violence liaisons granted a monthly average of 789 employment and or child support waivers to families affected by domestic violence.

Human Resources Administration Project NOVA (No Violence Again)

HRA addresses the needs of domestic violence victims seeking emergency housing from the Department of Homeless Services. During 2012 approximately 7,808 cases were referred to NOVA for assessment to determine eligibility for domestic violence services. Of these referrals, approximately 1,284 were determined to be eligible for services based on an assessment of the client’s safety.

Human Resources Administration Non-residential Domestic Violence Programs

HRA contracts with community based organizations to provide non-residential domestic violence programs. These programs maintain hotlines, provide crisis intervention, counseling, referrals for supportive services, advocacy and community outreach in all five boroughs. During 2012, a monthly average of 2,974 clients were served through non-residential programs and 1,077 clients received legal services in addition to the core services.

Human Resources Administration Domestic Violence Aftercare Program

The program provides intensive home-based social services to NYCHA residents who are victims of domestic violence and have been approved for an Emergency Transfer within NYCHA. Services include counseling, advocacy, assistance with moving expenses and referrals for job training and GED classes. In 2012, 349 new cases were referred to the DVAP program. The average monthly caseload for DVAP was 700 families. In 2012, NYCHA referred 344 new cases to HRA for services.

Supportive Outreach Services (SOS)

Supportive Outreach Services assists residents in improving their social functioning. Staff conduct needs assessments, design treatment plans, make referrals for direct social services and coordinate service utilization. 7,607 new referrals were assigned during 2012.

The Furniture Distribution Program is a component of SOS that secures donations of furniture, bedding and an assortment of household items from hotels and motels throughout the Metropolitan Area in order to assist relocated families who have lost their possessions due to a fire or other calamity and Victims of Domestic Violence who transferred through the Emergency Transfer Program. During 2012, approximately 121 families were assisted through the program.

Alternatives to Shelter

Human Resources Administration Alternative to Shelter Program (ATS)

The program gives domestic violence victims and their children the option of remaining safely in their own homes through the provision of state-of-the-art security technology and a coordinated response. This approach emphasizes keeping the abusers out of victims’ homes. In 2012, ATS served an average of 140 clients per month.

Housing and Supportive Housing

Domestic violence victims who are seeking emergency shelter are referred through the citywide domestic violence hotline to emergency shelter services.

Temporary Housing and Emergency Shelter

Domestic violence victims who are seeking emergency shelter are referred through the citywide domestic violence hotline to emergency shelter services.

The Office of Domestic Violence Services of the Human Resources Administration (HRA) administers 51 state licensed emergency domestic violence shelters, including one directly operated by HRA. Domestic violence victims are provided with a safe environment and a range of support services, including counseling, advocacy, and referral services. During 2011, the emergency shelter capacity increased to 2,228 beds. During 2011, 4,124 families entered the domestic violence shelter system. HRA administers seven transitional housing shelters (Tier II) shelters with a capacity of 243 units.

In City Fiscal Year 2013 (which began July 1, 2012), HRA allocated approximately \$85.0 million for the Office of Domestic Violence Services, which is a unit of the Office of Domestic Violence and Emergency Intervention Services.

New Permanent Housing

New York City Housing Authority's Emergency Transfer Program

This program is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims, which provides a confidential transfer to another development. During Calendar Year 2012, 1,980 emergency transfer requests were received; 855 cases were approved for transfer.

B. Relevant Public Policies

The following subsections discuss the required actions undertaken by the City of New York in 2012 with regards to: barriers to affordable housing; resident initiatives within public housing developments; the elimination of lead-based paint; an anti-poverty strategy to assist households of low- and moderate-income; changes to the City's institutional structure and the coordination of efforts between City agencies, not-for-profits and other entities.

1. Barriers to Affordable Housing

The 2012 Consolidated Plan, Volume 4, Chapter IV, sub-section B, describes the City's relevant public policies that promote the construction of new low income housing as well as the preservation of existing low income resources which remove or ameliorate negative effects that serve as barriers to affordable housing. In addition, the City's Affirmatively Furthering Fair Housing Statement, located in Part IV of this document, provides a review of the City's activities in 2012 which promoted fair housing choice. No negative effects with regard to the availability of affordable housing were identified as a result of these policies.

New York City Housing Authority

Use of Alternative Development Methods

Current Residential New Construction or Substantial Rehabilitation Projects

The Public Housing Reform Act of 1998 mandates development of public housing units, either replacement or incremental, through mixed-finance transactions.

Completed Projects

Brook Willis*

As part of the continuing collaboration between NYCHA and HPD, under Mayor Bloomberg's New Marketplace Initiative to create affordable housing units, the Brook Willis Apartments in the Mott Haven section of the Bronx started construction in the fall of 2006. This project involved substantial rehabilitation of eight vacant NYCHA buildings to preserve 121 units for low income families earning up to 60% Area Median Income ("AMI"). Eligible Section 8 NYCHA voucher holders have been given rental preference for 42 of the 121 units. Four buildings were completed in 2007 and the remaining buildings were completed in 2010.

** Formerly buildings within the NYCHA developments known as Betances III and V*

Fabria Houses

Three former Project Based Section 8 properties were rehabilitated and two new buildings constructed on two former City-owned sites located on East 9th and 7th Streets respectively. The developer Phipps Houses entered into a 99-year ground lease with NYCHA for all properties. The development created 65 units. Twenty (20) percent of these units were affordable to households earning up to 40% Area Median Income ("AMI"), the balance were to be rented to families earning up to 60% AMI. First priority was given to the 31 former residents of Fabria Houses; second priority was available to households on NYCHA's Section 8 waiting list. The project was completed in the spring of 2009. Fabria is 100% rented to voucher holders as of 12/31/2009.

Kips Bay Boys & Girls Club

The existing building (formerly City-owned property known as, "The Hebrew Institute") was substantially rehabilitated to create a 28,000 square foot community center including: a dance studio, classrooms, a game room, computer lab, gymnasium, locker rooms and office space. The center serves children of the surrounding community including those living in NYCHA's University Avenue Consolidated buildings and was completed in the spring of 2010.

Markham Gardens

In 1943, Markham Garden's was originally built as temporary housing during World War II and had reached the end of its useful life. The buildings with 360 units were demolished in 2007. Redevelopment includes (i) 240 affordable rental units, and (ii) 25, two-family homes for affordable homeownership. All rental housing will be affordable to households earning below 60% Area Median Income ("AMI") and up to 120% AMI. Townhouses will be sold to families earning between 70-130% AMI. Former residents of Markham Gardens will have first preference for 20 of the 25 properties; NYCHA residents living on Staten Island will have second priority before remaining homes are offered through a lottery system to any qualified household. All 240 rental units are tenanted. A total of fourteen former Markham Gardens residents received vouchers to return. Twenty homeownership townhouses have been sold, including one to a former Markham Gardens resident, and two to former NYCHA residents.

Stapleton

The 8-story building developed at Stapleton Houses with 105 units for low income seniors was completed in 2010. Due to marketing difficulties, a number of units have been rented to non-senior households. However, seniors will be given rental preference when units become vacant.

University Avenue Consolidated III & IV

University Avenue Consolidated III & IV consist of 10 scattered multi-family buildings (463 units) all located within the University Heights neighborhood of the Bronx.

Phase III entails the renovation of four buildings, to provide a total of 173 units of rental housing affordable to households making up to 80% Area Median Income ("AMI"). Phase IV entails the renovation of six buildings with 290 rental units affordable to households making up to 60% AMI. Both phases closed in 2009. Rehabilitation of the buildings was completed in two simultaneous phases by two developers in 2010, and all units were occupied by 2011.

Metro North Rehab

A portion of the original Metro North Rehab buildings located in Manhattan has been demolished for construction of two nine-story buildings containing 259 units and underground parking at East 102nd and 103rd streets. The new construction component called Hobbs Court was completed in 2012 following rezoning from R7A to R8A. Five (5) six-story buildings on East 100th Street to be called The Ciena have also been rehabilitated for 81 units. Tenanting of all 338 low income units was completed by the end of 2012 with 16 returning residents with vouchers, 267 voucher recipients and 55 income eligible households.

Pomonok

The development of an 8-story building containing 78 units for low income seniors at Pomonok Houses in Queens has been completed with federal Section 202 program funding. The project will include supportive services. All units are affordable to households earning up to 50% Area Median Income ("AMI"). Twenty-five (25) percent or 19 units are set aside for NYCHA seniors. Tenanting of all units was promptly completed in 2012 following a lottery with admission of a total of 20 NYCHA seniors.

Elliott-Chelsea Houses

The 168-unit housing development at Elliott-Chelsea Houses in Manhattan was completed and tenanted in 2012 with households earning between 40% and 195% Area Median Income ("AMI"). In spite of target marketing efforts, only one-half of the 34 NYCHA preference units have been rented to NYCHA residents and voucher holders. Following the initial rent-up period, the developer is required to market vacant low-income units to NYCHA preference tenants.

Projects in Construction

East 173rd Street and Vyse Avenue

The Rev. Crawford housing project will be developed in three phases and result in 224 units. After subdividing

the property into three parcels, NYCHA will convey each site separately as the developer obtains financing. Phase I of the project, which will include 84 units affordable to households earning up to 60% Area Median Income (“AMI”) closed in December 2009. The second phase will contain 84 units and the third 56 units. Twenty-five (25) percent of the units will be set-aside for income eligible NYCHA residents or Section 8 Voucher holders from NYCHA’s waiting list. Parking spaces and recreational facilities on site will be relocated. Phase I was completed and tenanted in 2012. Site control for Phases II and III will be provided upon commitment of funding by HPD for the remaining phases.

Highbridge Gardens

The development at Highbridge Gardens will consist of two buildings, yielding 220 units affordable to households making 60% Area Median Income (AMI). In addition, the development will provide approximately 65 surface parking spaces, a community room and other tenant facilities. The development site is a sloping wooded bluff overlooking the Harlem River. A site adjacent to the proposed housing development has been conveyed to the School Construction Authority for a 390-seat school. A developer for the housing project was selected in October 2008. The first building (65 units) has received a temporary certificate of occupancy and has begun tenanting.

Forest Houses

The development of an eight-story building with 123 low-income units at Forest Houses in the Bronx is nearing completion. It features a rooftop greenhouse that will produce vegetables through hydroponics. In addition to providing landscaped open space and 40 underground parking spaces, the developer has improved existing amenities (walkways, benches, and basketball court) within Forest Houses as part of the development. A lottery has taken place and all units will soon be tenanted by income eligible households, including 31 NYCHA preference tenants.

Markham Gardens Senior Building

A final phase of the project will include development of an 80 unit building for seniors. 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 the 80 unit building. In order to accommodate seniors who currently occupy units with more bedrooms than the number of registered occupants, HUD approved the sponsor’s request to set aside 25% of the units for eligible NYCHA residents. Construction is nearing completion for a temporary certificate of occupancy in early 2013.

1070 Washington Avenue

NYCHA will use approximately \$5.2 million of Replacement Housing Factor funds from HUD to help finance the construction of a 49-unit building containing 20 public housing units on privately-owned land in the Bronx. The affordable housing development with mixed finance will be privately owned and managed with operating subsidies for the public housing units. Using RHF funds to create public housing at a private development represents an innovative new investment/development model that could be duplicated to replace demolished public housing units in the future.

Washington Houses

The development at Washington Houses in East Harlem will consist of one building containing 89 units of affordable housing above a 450-seat K-8 charter school. Current NYCHA residents will receive a preference for the newly created units. The school is scheduled to open in September 2014 with housing available for occupancy in 2015.

Pre-Development Projects

Soundview Houses

The development at Soundview Houses will consist of two 8-story rental buildings: one for families (120 units); one for seniors (86 units) and 16 two-family townhouses for homeownership. The senior units will be affordable to households making up to 50% Area Median Income (“AMI”), while the other rental units will be

affordable for households making up to 60% AMI. The affordability of the townhouses is under review. The developer will also construct the extension of the mapped Bronx River Avenue as part of the development agreement. A developer for the project was selected in October of 2008. Closing is expected in 2013.

Linden & Boulevard Houses

The Linden and Boulevard Houses parking lot located in Brooklyn was initially proposed for fifty-three (53) for-sale townhouses (15 two-family and 38 three-family) containing 144 units. Due to financing difficulty, the selected developer has proposed to replace the initial homeownership housing proposal with rental housing for up to 200 low-income families. Pre-development planning is underway, and it will incorporate a 12,000 sq. ft. community facility into the housing plan.

An 80-unit building for seniors will be constructed on the southeast corner of the parking lot with Section 202 funding in 2013 for occupancy in early 2015.

Fulton Houses

The development at Fulton Houses located in Manhattan, will consist of one rental building containing 86 apartments and 20 parking spaces for new tenants. All units will be affordable to low income households, and middle and moderate income households earning up to 195% Area Median Income (“AMI”). Two trash compactors and 17 parking spaces currently on site will be relocated. A developer for the project was selected in September 2007. This project is on hold due to financing issues.

Harborview Terrace

The development at Harborview Terrace located in Manhattan will consist of two rental buildings. The northern building will contain up to 126 units; half of the floor area will be dedicated to family units and half for senior units.

All units in the northern building will be affordable to households with incomes between 50-80% Area Median Income (“AMI”). The southern building will contain up to 194 units of which 92 will be affordable to households earning between 80-165% AMI, the balance of the units will be rented at market rate. A walkway between the new buildings and existing Harborview Terrace structure will be landscaped and lighting added. A developer for the project was selected in September 2007 and an application for modification of building height and setback within a Large Scale Residential Development was approved by the City Planning Commission. This project is on hold due to financing issues.

Randolph Houses

Randolph Houses in Central Harlem will be extensively rehabilitated, and will result in 314 units of housing; 147 public housing units and 167 affordable housing units. The existing individual tenement buildings will be modified internally so that they are grouped into several larger buildings with a common circulation core with elevators. Construction closing is anticipated for December 2013, with the first phase of available units to be ready for occupancy by June 2015.

Prospect Plaza

NYCHA and HPD have selected Blue Sea and Partners to redevelop Prospect Plaza as a new mid-rise development to be constructed in three consecutive phases for a total of 364 new housing units, including 80 units of NYCHA public housing and 284 affordable housing apartments. The new development also includes a 22,000 square-foot supermarket, a 12,000 square-foot community center, and a 30,000 square-foot recreation area on a city-owned property adjacent to Prospect Plaza. All of the affordable rental units will be available to low-income households earning not more than 60 percent of the Area Median Income (“AMI”) or \$49,800 for a family of four. Former Prospect Plaza residents will receive a preference for the public housing units. The first phase of the development will close by December 2013. Construction completion is scheduled for June 2015. The second phase will close by December 2014 and construction will be completed by June 2016. The third phase of development, which includes mixed-use ground floor retail space and community facility, will close by December 2015 and construction will be completed by June 2017.

2. New York City Housing Authority Resident Initiatives

The Authority is committed to developing and operating housing in wholesome living environments for low and moderate income households with innovation, sensitivity, and excellence through a partnership with its employees, residents, and communities. Meeting this mandate represents a significant challenge in light of substantially decreased federal operating subsidies and limited modernization dollars.

Within NYCHA, a group of departments coordinate tenant programs, community relations, and initiatives to improve the quality of life of NYCHA's residents. The following is a description of initiatives by department.

1) Resident Economic Empowerment & Sustainability (REES)

The Office of Resident Economic Empowerment & Sustainability (REES) was established in 2009 to develop and implement programs, policies and collaborations to measurably support residents' increased economic opportunities with a focus on asset building, employment, advancement and business development. REES's vision is to help NYCHA residents increase their income and assets.

REES implements programs, policies and collaborations that support NYCHA residents to increase their income assets. By using housing as a platform and leveraging NYCHA's non-financial resources, REES:

1. Connects residents & communities to high quality and relevant Economic Opportunity Providers and opportunities;
2. Supports Economic Opportunity Providers to better serve NYCHA residents;
3. Attracts new resources for public housing residents and to public housing neighborhoods; and
4. Generates economic opportunities for NYCHA residents.

REES is structured around four key functional areas that help advance it towards its greater vision: Asset Building and Financial Literacy, Adult Education and Training, Resident Business Development, Employment and Advancement. REES uses a place-based service coordination model, or "Zone Model", to identify and partner with high-quality economic opportunity service providers in each key functional area. This approach is rooted in the belief that broadening NYCHA's scope from resident job training and employment to driving a wider range of outcomes through local partnership creates a more comprehensive and community-based economic opportunity platform for NYCHA neighborhoods.

REES has a team of functional experts in the areas of asset building and financial literacy, adult education and training, employment and advancement and business development. These functional experts develop a city-wide agenda and goals which are then supported by REES' Geographic experts, or Zone Coordinators, who implement a portfolio of outcome-focused, strategic projects. Zone Coordinators, are neighborhood based NYCHA project managers who use local knowledge to develop place-based service delivery networks around the four key functional areas. With the technical support of the functional experts, each Zone Coordinator advances REES's goals and develops an outcome-focused, service coordination strategy within his/her Zone.

Zone Model Launch

In April of 2012, REES launched an application process for local service providers to formally partner with REES in the first four launched Zones: Lower East Side, Downtown Brooklyn, South Bronx and Upper Manhattan. Twenty four organizations offering services in the areas of adult education, job training, employment assistance and financial literacy and asset building were selected to develop strategic, outcome-focused projects that connect NYCHA residents with their services. The projects, including a computer-based referral system, targeted recruitment campaigns, reverse referrals to access NYCHA job orders, support in integrating NYCHA policies into service delivery, and coordination with credit union services, launched in September.

In August of 2012, REES Zone Coordinators trained frontline NYCHA staff working in Property Management and Family Services offices on economic opportunity services offered by Zone Partners. REES then equipped each office with a computer-based referral system so that frontline can refer residents directly to the providers when appropriate. Zone Coordinators make regular visits with Property Management and Family Services field staff to help them make effective resident referrals, and they engage regularly with the Zone Partners to create a feedback loop and improve the success of the referral network. Following is a summary of referrals made by service type in the launched zones as of January 29, 2013.

Referral Type	Lower East Side	Downtown Brooklyn	South Bronx	Upper Manhattan	Grand Total
ADULT EDUCATION	2	26	15	12	55
EMPLOYMENT ASSISTANCE	11	46	43	94	194
FINANCIAL COUNSELING	9	27	22	29	87
FOOD STAMPS	5	14	4	5	28
JOBS PLUS	N/A	N/A	6	N/A	6
TRAINING	20	37	40	47	144
Grand Total	47	150	130	187	514

Zone Coordinators have also been managing targeted recruitment efforts to fill seats in training courses offered by partners. Recruitment efforts are currently underway citywide with 14 Zone Partners.

Following are some additional 2012 highlights from the launched zones:

CHOICE Neighborhoods Planning Grant

REES was part of NYCHA’s successful 2012 Choice Neighborhoods Planning Grant application for the Mott Haven neighborhood in the South Bronx. Choice Neighborhoods grants transform distressed neighborhoods and public and assisted projects into viable and sustainable mixed-income neighborhoods by linking housing improvements with appropriate services, schools, public assets, transportation, and access to jobs. The target development is Betances Houses, which will be the focus of a two-year neighborhood planning process focused on coordination of services throughout the neighborhood. The South Bronx Zone Coordinator will work to advance the economic development portion of the NYCHA’s interdepartmental CHOICE planning process.

ROSS Service Coordinator Grant

REES completed a successful application for 2012 ROSS Service Coordinator grant and was awarded \$729,000 to continue the program through 2015. The ROSS grant will be targeted towards economic opportunity service coordination at developments in REES’ Brownsville, East Harlem and Lower East Side Zones.

Housing Opportunity and Services Together

REES, in partnership with the Urban Institute, invited proposals from organizations in New York City to be the HOST Service Provider, for the provision of intensive case management and service coordination services for public housing residents in Brownsville, Brooklyn as part of the Housing Opportunities and Service Together (“HOST”) Demonstration project.

NYCHA is excited to join Portland, Chicago, and Washington DC as the fourth site in the Urban Institute’s HOST Demonstration, an ambitious effort to test strategies for using housing as a platform for services to improve the life chances of vulnerable youth and adults.

Launched in December 2010 with the support from the Open Society Foundations’ Special Fund for Poverty Alleviation to the Urban Institute, HOST is a multisite demonstration, administered by the Urban Institute that

will test place-based models of innovative, wrap-around services for low income families with children who are living in public and mixed income housing communities. The overall goal of the demonstration is to develop comprehensive, coordinated service models that can help address key barriers to self-sufficiency, including poor physical and mental health, low levels of literacy, lack of a high school degree and history of weak connection to the labor force.

A cornerstone of REES' new model for economic opportunity services is to attract proven models to public housing communities. In early 2013, NYCHA will embark on a fundraising campaign with the selected service provider and the Urban Institute to implement HOST.

Asset Building & Financial Literacy

Financial Independence Today (FIT)

FIT is an innovative public/private partnership between NYCHA, United Way of NYC, and the East River Development Alliance (ERDA) aimed at increasing the financial stability of public housing residents who find themselves in rental arrears. FIT is a two year program-to-policy demonstration project that operates in six housing developments in Western Queens. Through FIT, residents of the Astoria, Pomonok, Queensbridge North and South, Ravenswood, and Woodside Housing developments are able to access ERDA's financial counseling and education services, ranging from short-term financial crisis counseling and financial education workshops, to longer-term one-on-one financial counseling focused on asset building. As of the end of 2012 FIT has served a total of 1263 distinct individuals. Of those in rental arrears at intake:

- 60% of residents transitioned from rental arrears counseling to long term financial counseling
- Of the clients engaging in 6 counseling sessions or more, the average increase in credit score was 34 points and the average increase in savings was \$3,000
- 332 residents created a budget and began tracking expenses regularly
- 221 residents got access to food stamps
- 109 residents were enrolled in free public medical insurance
- 75 residents opened bank accounts
- 3 opened long term savings accounts

Further, FIT participants tend to get up to date with rent 2.5 months first then their counterparts in NYCHA housing and only recidivate at a rate of 52% while other NYCHA residents with previous arrears recidivate at a rate of 97.3%

Family Self-Sufficiency Program (FSS)

The Housing Choice Voucher or Section 8 Family Self-sufficiency (FSS) Program is a HUD initiative that promotes economic self-sufficiency among participating families by referring them to educational, career counseling, money management, job training as well as job placement services. Participants receive a savings account which grows as the family's earned income increases. Upon completion of the five-year FSS Contract of Participation, the family receives the money accumulated in the account, provided that no member has received cash public assistance in the preceding twelve months. The money may be used as a down payment on a home, pay for higher education, start a business or pursue other personal goals. Participating families run no risk to their Section 8 voucher and may continue to receive Section 8 assistance upon graduating from the program as long as they continue to meet Section 8 eligibility

As of December 2012, there were 143 participants in the program. Twenty-four of these had active escrow accounts with an average balance of \$1712. Individual balances ranged between \$8 and \$11,096.

Prospect Plaza- Financial Planning and Management Services

Under the HOPE VI grant, NYCHA is contracting with a financial management and education provider, Neighborhood Trust Financial Partners (formerly known as Credit Where is Due), to provide financial planning,

credit repair and counseling support to former residents of Prospect Plaza interested in becoming qualified for new affordable housing units being developed. In order to return to the new development, all applicants must pass a credit check. Neighborhood Trust Financial Partners launched its official program services on August 1st 2011. Services include both one-on-one financial counseling and workshops and seminars. As of the end of 2012, 193 former Prospect Plaza Residents or NYCHA residents of community board 16 have created financial action plans and are pursuing one on-one counseling with Neighborhood Trust Financial Partners. 100 individuals have participated in financial education workshops. In year one of the program (August 2011-July 2012), 38% of residents participating in the program increased their credit score and 42% reduced debt.

FHA Homes

The FHA Homeownership initiative to offer current residents the opportunity to purchase the homes they rent is being implemented pursuant to the terms of the Authority's HUD-approved 5(h) Homeownership Plan and applicable regulations. Through an interdepartmental effort lead by the Department for Real Estate Development, REES has been working with all residents of FHA homes interested in purchasing their homes to complete a financial well being assessment that provides them with perspective on whether they are ready to purchase. In 2012, 65 residents have come in to meet with REES to complete these 1 hour assessment including creating a budget and reviewing their credit reports. Residents who are homeownership ready are then connected to HUD approved homeownership organizations to pursue required homeownership counseling or a homeownership class. To date 24 residents have gotten certificates from our HUD partners. Residents not ready for homeownership are connected to supportive services to help them become ready such as financial counseling or employment assistance REES partners.

Enforcing EID Policy

Leading an interdepartmental working group, REES was able to overhaul the tools available to NYCHA property management staff in identifying residents who qualify for and applying the Earned Income Disallowance (EID). Throughout 2011 and early 2012, REES worked with NYCHA's training department to create a new comprehensive training on the EID and helped execute trainings for all 750 property management staff. REES work with NYCHA's operations team to fully flesh out EID procedure in NYCHA's management manual so as to give property management staff a more useful reference tool. REES worked with NYCHA's IT department to automate the EID process in NYCHA systems so that an increase in income triggers questions to see if a resident qualifies for EID and then the system tracks EID for the life of the disregard. Finally, REES has worked to educate our self-sufficiency program partners in the EID policy, its benefits for their clients and enlisted them to educate and orient residents about the EID. Since we began tracking EID uptake in 2012, 1249 residents have received the EID:

Public Housing Module

Launched in 2012, with the help of NYCHA's Training department REES developed and administers a 2-day training on NYCHA policy and procedure designed for financial counselors serving NYCHA resident. The training seeks to better prepare financial counselors to understand the economic universe of NYCHA resident as opposed to a client in private housing and how this might affect their money management skills and financial decision making. The class was first piloted in April of 2012 and offered again in August of 2012. It will be offered on a quarterly basis going forward for REES partner organizations who conduct financial counseling with NYCHA residents. To date 22 counselors from 10 organizations have been trained. In a 3 month follow up survey conducted with both cohort of participants, REES found that 67% of participants had used information from the training in counseling NYCHA residents.

Adult Education and Training

In 2012, there were 552 resident training enrollments through REES. Of these residents, 458 were enrolled in the NYCHA Resident Training Academy. More detail on the NRTA is provided below. REES is currently building out an adult education functional area in order to provide a more comprehensive suite of services to NYCHA residents interested in employment. Many NYCHA residents who seek services through REES are hindered due to low educational attainment and barriers to successfully qualifying for training programs that require achieving a specific score on the Test of Adult Basic Education (TABE). The services envisioned for

the adult education portfolio include streamlined referral partnerships with large systems, such as the Educational Opportunity Centers (located in Brooklyn, Manhattan, Queens, and the Bronx), the citywide public library system and the Department of Education's Adult Learning Centers located in each borough. In addition, REES is creating local partnerships with adult education providers in neighborhoods throughout New York City with the launch of the department's Zone model for service coordination.

NYCHA Resident Training Academy (NRTA)

The NYCHA Resident Training Academy is a public/private initiative funded by Robin Hood. The NRTA began in August 2010 as a citywide, employment-linked training program specific for NYCHA residents. Residents are trained by premier training providers in the city for jobs with NYCHA, its contractors, and the private sector. In Year 1 from August 2010 to July 2011, 138 NYCHA residents graduated from the janitorial and construction training, and 123 residents (89% of graduates) were placed into jobs with NYCHA and NYCHA contractors. For Year 2, which began in August 2011 and ran through August 2012, the NRTA trained 458 NYCHA residents across four training tracks (janitorial, construction, maintenance, and pest control) and placed 406 residents into jobs (89% of graduates). As of January 28th, 2013, the NRTA has completed 4 out of 10 planned trainings for Year 3. To date, 98 residents have graduated and 87 (89% of graduates) have already been placed into jobs.

BEOC Zone Pilot Initiative

In the winter of 2012-2013, REES and Zone Partner, Brooklyn Educational Opportunity Center (BEOC), piloted an initiative where intensive literacy and math training was offered to previous applicants to the NYCHA Resident Training Academy who did not meet the basic testing requirements to apply for the training by BEOC. Of the 19 graduates from the class, 16 successfully raised their scores to the required level for entry and are currently applying to enter the Academy. REES is using the model established with BEOC in the Downtown BK Zone to work with other Adult Education providers to link ABE services with employment-linked training opportunities such as the NRTA.

Employment & Advancement

Direct Employment

In 2012, REES facilitated 863 job placements. These job placements included 395 hires leveraged through NYCHA's contracting expenditures as required by the federal Section 3 mandate.

Section 3 & Resident Employment Program (REP)

Section 3 is the HUD mandate that stipulates employment and other economic opportunities generated by federal assistance to public housing authorities shall, to the greatest extent feasible, be directed to public housing residents and other low and very low-income persons. Section 3 requires that 30% of all new hires are residents of public housing, or low or very low income residents of the community. NYCHA's first priority for hiring under Section 3 is for residents of its developments. Section 3 goals also apply to contracting with resident-owned businesses.

Resident Employment Program (REP) is a NYCHA-sponsored program that requires that 15% of the labor costs on a contract be expended on resident hiring. With few exceptions, REP applies to construction contracts valued in excess of \$500,000.

Jobs-Plus

Jobs-Plus is a proven place-based employment program that offers services to all working-age residents in one or a cluster of public housing developments. New York City is now investing \$24 million to expand the program to up to seven new public housing sites as a signature component of Mayor Michael Bloomberg's new Young Men's Initiative. The Jobs-Plus expansion marks a key milestone in NYCHA's new approach to better support its residents to increase their income and assets by working with public and private partners to identify gaps in service offerings and to develop strategies that attract high quality resources and proven economic opportunity models, like Jobs-Plus, into public housing neighborhoods.

The first City-sponsored site launched in late 2009 at Jefferson Houses in East Harlem as a collaboration between the Center for Economic Opportunity (CEO), CUNY, Human Resources Administration and NYCHA. The Jobs-Plus site in the South Bronx, is a program supported by the Corporation for National and Community Service, Bloomberg Philanthropies, Morgan Stanley, and Tiger Foundation as part of the federal Social Innovation Fund (SIF) grant awarded to CEO and the Mayor's Fund to Advance NYC. The following numbers of NYCHA residents were placed in jobs through the Jobs-Plus program:

1. Jefferson Houses Jobs-Plus: 173 (July 2011 – June 2012)
2. Jobs-Plus at BronxWorks 131 – (From August 2011 – July 2012)

Major Hiring Initiatives

Barclays Arena

In the summer of 2012, REES partnered with the New York City Department of Small Business Services (SBS) and Public Housing Communities, Inc. (PHC) to recruit NYCHA residents for nearly 2,000 job openings at the new Barclays Center Arena in Downtown Brooklyn. As a result of an aggressive outreach campaign to NYCHA residents and to the broader community, over 31,000 job seekers registered to attend a pre-screening event, just under half of whom were NYCHA residents. Over 500 NYCHA residents had obtained employment at the arena as of September, 2012.

National Emergency Grant

NYCHA received a \$7.2 million grant from the Department of Labor to create 378 temporary positions for Caretakers, Custodians, Community Outreach Workers, and Supervisors for Community Outreach Workers. The temporary workers hired through this grant will perform repair, restoration, and outreach work at developments impacted by Hurricane Sandy. NYCHA residents were prioritized for available positions through a series of pre-screening events hosted by REES and the Department of Small Business Services at impacted developments. As of January 2013 nearly 150 NYCHA have been hired through this initiative.

Business Development

In late 2012, REES began the launch of the fourth functional area of the department, Resident Business Development. With the recent hiring of an Assistant Director of Resident Business Development, REES will implement a new resident business development strategy throughout 2013 that includes policy development; advancing Section 3 business concerns; developing strategic partnerships with high-quality business development providers; and leveraging NYCHA's non-financial resources to support NYCHA entrepreneurs.

2) Leased Housing Department

Family Self-Sufficiency Program (FSS)

The FSS Program works with Section 8 families to address career and family issues. An array of social services is provided to each participating family, as well as referrals to vocational and educational training, career counseling and job placement programs. An employability plan is developed in consultation with each participating family and is incorporated into a 3 year Contract of Participation. As the family income rises, the increased portion of the rent is placed in an escrow account that the family could access at the end of the program.

Due to budgetary constraints across NYCHA, the FSS Program was terminated effective October 31, 2008. In October 2010, the New York City Housing Authority re-launched the Housing Choice Voucher Family Self-Sufficiency (FSS) Program. The goal of the program is to assist families to achieve economic independence. NYCHA partners with various city agencies and not-for-profit organizations to provide services to families who wish to work toward the following goals:

- Obtain employment or increase income through better employment;
- Obtain a GED, higher education or vocational training;
- Repair credit and reduce debt; and

- Develop a Savings and Spending Plan.

At the end of December 2012, there were 143 participants in the program. Twenty four of these had active escrow accounts with an average balance of \$1,712. Individual balances ranged between \$8 and \$11,096.

3) Family Services Department

Elderly Safe at Home

The program provides comprehensive crime prevention education, crisis intervention, and general crime victim's assistance to elderly residents in the South Bronx. The program also offers workshops on entitlements, health and nutrition, conducts monthly meetings to disseminate information on crime prevention and arranges monthly shopping trips to area supermarkets. During 2012, the program provided 20,195 units of support services to approximately 489 residents monthly, and conducted 6,080 home visits.

Service Coordinator Program

The Service Coordinator Program is operated in clusters of developments in upper Manhattan, Brooklyn, Queens and Staten Island. Service Coordinators assist elderly/disabled residents to access government benefits, assistance in daily living, monitoring health care needs, "Meals on Wheels", and other types of assistance as needed.

During 2012, the program provided 31,752 units of supportive services to an average of 700 residents monthly in 17 developments, and conducted 4,725 home visits.

Senior Resident Advisor Program

The Senior Resident Advisor Program consists of trained paraprofessionals (some who live on-site) who provide crisis intervention services and case management coordination. Services provided include assistance in obtaining entitlements, health services, mental health services, assistance in maintaining independent daily living, home care services, senior legal services, outreach, meals for the homebound, and recreational activities (through NYCHA Senior Centers). Each program includes a substantial resident volunteer component (Floor Captains) to ensure daily contact with each elderly resident. NYCHA operates this program at twenty-two senior-only developments.

During 2012, the program provided 46,182 units of support services to an average of 1,613 residents monthly, and conducted 14,798 home visits.

Senior Companion Programs

This program is funded by the Corporation of National Service with twenty-six Senior Companies assigned through the Henry Street Settlement to specific developments in Manhattan, Queens, Staten Island and Brooklyn. The Senior Companions provide friendly home visits to a specific number of residents, most of whom are frail and socially isolated. They also provide escort and light shopping services. During 2012, this program conducted 3,095 home visits, and provided 170 escort services to approximately 29 elderly residents monthly.

Naturally Occurring Retirement Community (NORC) Program

The NORC Program was developed to address the needs of concentrations of seniors who have aged in place, in non-elderly housing. The program was designed to provide comprehensive support and health care services for well and frail elderly residents, 60 years of age and older, who continue to live independently in their apartments and communities. Approximately 20.5% of the NYCHA population is over 60, and not all live in senior-designated buildings.

The NORC program concept is to provide services to the elderly who do not live in units built for the elderly through building community infrastructure support services, which include the following: on-site assessment, information and referral services, case management, counseling, education/prevention/wellness programs,

recreational/socialization programs, and volunteerism. One of the key components is the assistance to access needed health care services, which includes nursing, health screenings, in-home assessments, medication management, and home visits by doctors, when needed. Additionally, the program provides ancillary services such as transportation, shopping, financial management, housekeeping, personal care, support groups, and intergenerational activities, among many others.

Based on DFTA’s reports, from January 1, 2012 to December 31, 2012, the NYCHA NORC program provided the following services:

Case Management & Assistance	-	21,812
Health Care Management & Assistance	-	5,413
Number of residents receiving at least 1 core service	-	7,912
New this Calendar Year (CY)	-	584

In Fiscal Year 2012, DFTA awarded \$2,001,031 to ten NYCHA NORCS, as follows:

Forest Hills	-	187,262
Elliot – Chelsea	-	218,365
Smith Houses	-	146,322
Sheepshead/Nostrand	-	260,869
Lincoln/Amsterdam	-	257,989
Stanley Isaacs	-	203,281
Ravenswood	-	211,456
Vladeck	-	257,565
Pelham	-	180,000
Grand Street Settlement	-	77,922

NORC-type Initiatives

Grand Street Settlement Baruch Elder Services Team (B.E.S.T. Program)

The sponsor is committed to providing age appropriate, culturally sensitive services to senior adults residing in the NYCHA Baruch Houses with the goal of building a strong community of caring in order to foster, support and maximize each members overall personal well-being.

The sponsor is also committed to providing comprehensive services that will improve the quality of life for the seniors, enabling them to remain in their homes and helping them to lead independent, healthy and active lifestyles within their home community. These services include advocacy, health promotions services, social work services and opportunities for socialization.

- Bilingual Social Services – case assistance, case management, entitlement/benefits assistance, service linkage and coordination, crisis intervention, support services, advocacy.
- Recreational Services – group activities, trips, bingo, arts & crafts, physical fitness activities, dance and music activities, light snacks.
- Bilingual Health Services – health education services, health screening, health promotion and prevention, linkage to appropriate follow-up services.
- Services For Home-Bound Seniors – friendly visits, telephone reassurance calls, escorts.

Based on DFTA’s reports for CY 2012, the Grand Street Settlement NORC Program provided the following core services:

		<u>Units of Service</u>
Case management & Assistance	-	823
Health Care Management & Assistance	-	230

Residents receiving Core Services	-	687
New This Calendar Year (CY)	-	29

Designated Senior Public Housing

In conjunction with the services listed above, NYCHA has more than 10,000 public housing apartments designated for seniors only. These apartments are located in 42 NYCHA developments that are for seniors only and 15 seniors-only buildings within mixed-population developments.

NYCHA Operates Senior Centers (Formerly Elderly Tenants Programs and Senior Centers)

NYCHA directly operates 38 senior center facilities and provides educational and preventive service programs. Programs at these centers vary according to the level of staffing, availability of funding, physical space, and funding for meals and/or satellite lunches from nearby DFTA-funded Senior Centers. In some cases, discretionary funds from the City Council Members subsidize expenditures for volunteer lunch programs or center activities. In addition to the food programs, many centers provide music, arts and crafts activities, and exercise classes. These centers also celebrate many holidays as well as cultural and historical events, such as Thanksgiving, Christmas, Chanukah, Kwanzaa, Hispanic Heritage, Black History Month and Women's Month. They also organize day trips to promote socialization and mobility and prevent isolation.

4) Community Operations

NYCHA Community Centers

NYCHA’s Community Centers serve as a hub for a variety of programs and services for residents of public housing and the community. There are 133 Community Centers in NYCHA developments, 68 of which are operated by NYCHA and an additional 65 operated by our community service partners. All of our centers host a wide range of educational, recreational, arts, and cultural activities. Since 2002, federal funding shortfalls have been reduced for NYCHA by more than \$551 million and have continuously challenged the Authority's two-fold mission to preserve public housing and provide comprehensive programs for New York City residents. In late 2008, in an effort to continue to provide much needed services to residents, NYCHA began to have discussions with the Department for Youth and Community Development (“DYCD”) to successfully transition 25 community centers to community based organizations. In 2009, the plan was implemented leaving NYCHA with a portfolio of 68 directly operated facilities. Programs offered at our centers include but are not limited to Partners in Reading, a literacy program for children ages 6–8 and the Child and Adult Care Food Program which provides children ages 6-12 and teens ages 13–19 with a hot, nutritious meal. A few of our more notable programs are listed below.

Senior Benefit & Entitlement Fair (SBEF)

Over 1,500 seniors attend NYCHA’s Annual Senior Benefit & Entitlement Fair, making it one of the largest senior events in the city. The Fair is produced by NYCHA’s Department of Community Programs and Development. Participating seniors come from over 65 developments throughout the city. Seventy (70) agencies and senior focused organizations currently participate. Nearly all of the expenses are covered by outside contributions. Each year, health information and free health screenings are offered, including screenings for Diabetes/Glucose, hearing, asthma, HIV/STDs and blood pressure. Balance testing and foot screenings are also conducted. Flu shots are also administered. Application assistance is provided for benefits including food and transportation. Representatives from banks and financial advocacy organizations provide one-on-one financial counseling and answer questions. In addition, NYCHA’s IT Department and various CBOs provide one-to-one hands-on instruction in the use of laptop computers, i-Pads, cell phones, Nintendo Wii, and tele-health devices. Group exercise classes, dancing, massage therapy and one-on-one nutrition counseling are also provided.

Last year’s theme was “*Money Matters*” and special emphasis was placed on the upcoming elimination of the paper check option for the delivery of Federal benefits such as Social Security. A video presentation on the 2 electronic options available (Direct Deposit, Direct Express Debit Card) ran repeatedly throughout the day. This information was also presented at a large “*Money Matters*” workshop that also covered more in depth topics including: How to Manage a Bank Account, Using Debit Cards and Preventing Identity Theft.

NYCHA’s 9th Annual Senior Benefit & Entitlement Fair is tentatively scheduled for September 18, 2013. The theme has not yet been determined.

Senior News

NYCHA’s Department of Community Programs & Development – Department of Resident Engagement writes a monthly column in the NYCHA Journal designed to keep senior residents informed about issues of importance to them. Most topics are health-related and/or concern benefit programs. Simplified instructions to re/apply or receive more information are included.

In 2011 we began to address the Federal government’s plan to eliminate paper checks for benefits such as Social Security. Many seniors will need to choose one of two alternative, electronic delivery methods. This will have a big impact on NYCHA’s large and ever-expanding senior population. As a result, this topic has been revisited several times leading up to the March 2013 deadline.

The tables below outline topics covered in 2011 and 2012:

2011 Senior News Topics:

Month	Topic
January/February	Free Tax Help - Beware of Refund Anticipation Loans
March	Fall Prevention
April	Smoking Cessation
May	All Federal Benefit Payments Going Electronic
June	Hearing Loss No Not Call List
July / August	Emergency Cooling Centers West Nile Virus Prevention
September	LIFENET
October	New “High-Dose Flu Shots”
November	Medicare Open Enrollment

2012 Senior News Topics:

Month	Topic
January	Social Security Benefit Increases New Disenrollment Period for Medicare Part D
February	Hearing Loss
March	Free Tax Help - Beware of Refund Anticipation Loans
April	Important News About Your Federal Benefit Check/Go Direct
May	Colonoscopies Save Lives – Get Checked Glaucoma Screening
June	Avoiding Scams
July/August	Emergency Cooling Centers West Nile Virus Prevention
September	Extra Help Program/Prescription Drugs
October	Diabetes Expo
November	Postponed due to Hurricane Sandy
December	Medicare Enrollment Flexibility for Hurricane Sandy Victims Social Security Benefit Increases

Family Days

Community Programs and Development, through contacts and collaborations with health plans, provides significant sponsorship assistance to many Resident Associations that host Family Days during the summer months. We also work with Resident Associations to insure that there is a strong health promotion component for the benefit of participants.

Community Events

Community Programs and Development worked closely with Resident Associations to support and secure sponsorships for National Night Out Against Crime. These events included preventive care services and identified available health care providers and their specific programs. We also worked with Health Plus Elite to provide free tickets to the UniverSoul Circus to 915 NYCHA residents on March 22nd.

Health and Wellness Events for NYCHA Employees

Since 2010, Community Programs and Development (CPD) worked with Human Resources to produce several Health and Wellness Events for NYCHA Employees. CPD staff utilized their contacts to secure sponsorship for various health screenings (Blood Pressure, Glucose, BMI & Balance), health information, nutrition workshops, massages & juice smoothies. Human Resources developed flyers and communicated these events to NYCHA employees. Employees from both provided staff to run these events which to date have taken place at our 90 Church Street Central Office, 1200 Waters Place Office in The Bronx Office and our Atlantic Terminal Office in Brooklyn.

The most recent Health and Wellness Event for NYCHA Employees was held on March 1st, 2012 at 90 Church Street. Two hundred fifty seven (257) NYCHA employees participated. The main sponsor was WellCare's – Advocate - Managed Long Term Care Program. One hundred thirty four (134) event evaluations were completed by participants immediately following the event. Seventy percent (70%) of them rated the event as "Excellent" and 26% gave it a "good" rating.

Partners in Reading (PIR)

The Partners in Reading (PIR) after-school program is a Mayoral initiative in collaboration with the New York City Department of Education (DOE) and the New York City Housing Authority (NYCHA), which was launched as a pilot reading program at twenty (20) New York City Housing Authority (NYCHA) locations throughout the five boroughs in 1997. The overall goal of the program is to increase the achievement and strengthen the literacy skills of children ages 6, 7 and 8 years old (in grades 1, 2, and 3) who reside in public housing. The program accomplishes its goal through a combination of classroom instruction, homework help, individual tutoring, the use of interactive projects, and outreach to parents.

Utilizing a curriculum developed by The Division of Instructional Support of the Department of Education, a team of Department of Education teachers work three (3) days per week with one group of children consisting of 10-12. The PIR program operates Monday through Thursday from 4:00PM to 6:00PM and parallels the NYC school year. The PIR program operates at 82 locations citywide and services approximately 1,000 children.

New York Early Literacy Learners (NYCELL)

The Mayor's Office, in collaboration with the Department of Education and the New York City Housing Authority, launched a pilot program, New York Early Literacy Learners (NYCELL) in 2005. The goal of the NYCELL Program is to strengthen language and pre-reading skills of toddlers, so that they enter school ready to learn and succeed. Using Literacy Associates hired by the Department of Education, the program targets 200 parents and/or primary caregivers per program year (and their children between the ages of 1 and 3.9 years of age), and teaches techniques to increase language acquisition and pre-reading skills. In a given year, the program operates in 3 cycles (Tuesday through Friday) with each cycle lasting 12 weeks from October to May, paralleling the academic school year and targets 5-7 children per session, along with their parent or primary caregiver. The program also provides quality age-appropriate children books for use in the parents and child's home reading environments. NYCELL also helps foster a network of parental support that engages and

empowers parents to get involved in their children's education. Currently, NYCELL operates at five community center locations citywide: King Towers and Rutgers in Manhattan; Van Dyke in Brooklyn; Melrose and Sotomayor in the Bronx.

I Have a Dream (IHAD)

The IHAD Foundation collaborates with NYCHA, local not-for-profit organizations, learning institutions, and private financial institutions to provide a comprehensive education support program to NYCHA youth. NYCHA provides space and an annual cash grant to the IHAD Foundation for each participating site. The IHAD Program currently operates at four (4) NYCHA developments: Chelsea-Elliott and DeHostos Houses in Manhattan; Melrose Houses in the Bronx, and Ravenswood Houses in Queens.

The program "adopted" third-graders from the above-referenced developments and will continue to follow these children's progress from elementary through high school graduation. The goal of the program is to keep this group of residents (called "Dreamers"), in school. IHAD provides tuition assistance to those Dreamers who graduate from high school and attend college or a vocational program. The program also offers the Dreamers social and cultural activities that increase the Dreamers' chance for success.

As of December 2012, there are 69 Dreamers enrolled at Chelsea-Elliott; 44 at DeHostos; and 62 at Ravenswood Houses for a total of 175 participants. Additionally, 47 Dreamers at Melrose graduated during 2012.

Broadband Technology Opportunities Program

Through a grant funded by the U.S. Department of Commerce, the New York City Housing Authority (NYCHA) created an education and job readiness program for NYCHA residents 13 years and older. The BTOP program will provide NYCHA residents with access to computers and broadband technology-based educational activities that will support gaining and/or increasing marketable job skills and educational achievement. Working in conjunction with City College of New York, NYCHA will be able to offer a curriculum that will include Computer Training for Adults; General Education Diploma Preparation; Job Readiness Training Program for Adults; Sound and Music Engineering Program for Teens and Teen Exploration/Web Design Program. This program began January 2012 and currently operates at eleven (11) community center locations: Butler, Clinton, King Towers, Manhattanville, Roosevelt, Saratoga, Van Dyke, Astoria, Hammel, Richmond Terrace and West Brighton.

The grant also allowed NYCHA to outfit a mobile computer lab that will visit developments without computer labs on a regular schedule. The mobile lab will be wheelchair accessible, and will feature an awning for a wireless "hot spot" for use during inclement weather. The mobile lab will serve vulnerable populations residing in these developments together with other members of the general public living within proximity to targeted developments. The long-term goal for sustainability of NYCHA's "hot spot" initiative is to identify sponsors to support NYCHA's continued efforts, and to expand the availability of this technology to its residents through additional "hot spot" vans.

BRIDGES Program

The Salvatori Center is partnering with NYCHA to implement the BRIDGES program. The primary goal of the program is to improve science understanding and provide NYCHA children of all ages meaningful, relevant, hands-on learning experiences that not only improve their science literacy but also provide them with learning experiences that they may not be getting at schools. The Salvatori Center designed and administers BRIDGES, an after-school program that uses investigations of the built environment to introduce and reinforce STEM concepts and skills, especially engineering concepts and the design process. The target audience are some of New York City's highest needs young people: 8-12 year olds enrolled in after-school programs run by the New York City Housing Authority (NYCHA). BRIDGES is currently operating at twenty-five (25) community centers citywide. As of December 2012, 250 residents have benefitting from this program.

Chess

The Chess Program started in 2001. The overall goal of the Chess Program is to promote an intensive training in chess that will lead the children to compete with other centers in their borough and thereafter in a citywide tournament. At the same time, the program teaches the youth how to analyze situations and resolve them, while using critical thinking and tactical skills to help build self-confidence. Chess strategy consists of setting and achieving short and long-term goals through a process of calculation and in-depth concentration. The Chess Program currently services approximately 300 participants at 25 developments.

Global Partners Junior

The Global Partners Junior Program is a collaboration between the Office of the Mayor and New York City Housing Authority that connects students in New York City with students around the world as a way to foster global understanding through internet-based exchanges. The Global Partners Junior Program operates at eight community centers: Atlantic Terminal and Red Hook Community Centers in Brooklyn; Davidson and Melrose Community Center in the Bronx; Campos Plaza and Lehman Village Community Centers in Manhattan; Beach 41st Community Center in Queens, and Richmond Terrace on Staten Island. Approximately 10-12 students participate at each site and are supervised by a program consultant who has been trained to implement the program curriculum. Students work together on an original curriculum developed by New York City Global Partners staff, focusing on topics such as sustainability, the environment, city parks, history, and culture. Students undertake research, hold discussions, create projects, and post messages to their international peers on the internet forum. Approximately 3 to 5 hours a week is dedicated to the program. The program theme allows for focused exchanges between NYC students and their counterparts around the world. As of December 2012, 350 residents are benefitting from this program.

3. Elimination and Treatment of Lead-Based Paint Hazards

Lead-Based Paint (LBP) abatement activities were conducted by the Department of Housing Preservation and Development, the City's local housing agency, the New York City Housing Authority (NYCHA), responsible for public housing and homeownership developments under its direction, and the Department of Homeless Services, responsible for shelters and transitional housing for homeless individuals and families. Please refer to the ~~2012~~ Consolidated Plan Volume 2, Other Actions for a full description of LBP abatement activities undertaken by NYCHA and DHS.

Housing Preservation and Development (HPD)

The City of New York places a high priority on preventing childhood lead poisoning and reducing lead paint hazards. The City is particularly sensitive to the potentially detrimental effects of lead exposure upon children as well as the need to remove lead paint hazards from properties where children with "elevated blood lead levels" (EBLs) reside.

As a result of the tremendous concern regarding this issue, the use of lead paint on interior residential surfaces was banned in New York City in 1960. In 1982 New York City passed one of the first primary prevention laws in the United States by defining all peeling paint in pre-1960 buildings as presumed lead hazards and requiring that owners restore intact surfaces promptly. In 1999, the City Council and the Mayor of the City of New York enacted Local Law #38 of 1999, strengthening Local Law #1 of 1982 by requiring that peeling paint or paint located on a deteriorated subsurface be repaired using safe work practices. Local Law #38 also mandated the use of the City's Emergency Repair Program to perform repairs that owners failed to do. In February 2004, the New York City Council enacted a lead poisoning prevention law, Local Law #1 of 2004, which requires training of workers and the use of safe work practices in units with children under six where work to repair lead violations or work that otherwise disturbs lead painted surfaces is performed. The law originally applied in units with children under age seven; in October 2006, the law was modified to apply in units with children under age six, consistent with federal standards. In order that HPD may secure the appropriate correction of LBP hazards, the law continues to make the existence of peeling paint or paint on deteriorated surfaces in units with children under the age of six a class-C (immediately hazardous) violation under the Administrative Code. The law continues the past mandate that HPD perform lead hazard work when owners fail to correct lead violations. The

law is intended to encourage owners to take care of their buildings by encouraging safe work practices to correct LBP hazards in dwelling units of multiple dwellings.

The New York City Department of Health and Mental Hygiene (DOHMH) is the agency responsible for tracking children with EIBLLs. Under LL #1 of 2004, when DOHMH receives a report of a child with a blood lead level of at least 15 micrograms of lead per deciliter of blood, or greater, DOHMH inspects the child's residence to identify possible sources of lead exposure. If lead paint hazards are identified, DOHMH orders the owner of the property to abate any lead paint hazards found. If the landlord fails to correct the condition, a referral is made to HPD's Emergency Repair Program (ERP). Upon verification that the property owner has failed to comply, ERP assigns a contractor to abate the condition. Both ERP and DOHMH inspect completed work to verify that the condition has been corrected.

The U.S. Department of Housing and Urban Development (HUD) has issued extensive regulations and guidelines under the Residential Lead-Paint Hazard Reduction Act of 1992. In October 1999, HUD issued final rules concerning notification, evaluation and reduction of lead-based paint hazards in housing receiving federal assistance. The City relies upon a variety of federal programs to achieve its housing and community development objectives, including the Community Development Block Grant (CDBG) Program, HOME, HOPWA and the McKinney Homeless Housing programs. The rules became effective on September 15, 2000. However, HUD granted several extensions of time to comply with the rules, and due to the events of September 11, 2001, at the City's request, HUD granted an extension of time to comply with the rules until April 10, 2002.

In addition to requesting and obtaining extensions of time to implement the Title X rules, the City requested that HUD waive applicability of the rule to City-owned *in rem* housing, in consideration of the fact that the City complies with local lead laws in its housing. On July 23, 2001, HUD granted the request of a waiver for *in rem* housing. The initial waiver was to expire at the time that a building underwent substantial rehabilitation, or in three years, whichever was less. In August 2004, HUD extended the waiver for *in rem* housing until July 21, 2007. In July 2007, HUD again extended the waiver through July 21, 2009. In April, 2002, HPD also requested guidance from HUD on its interpretation of the applicability of Subpart J of the Title X rules to HPD's emergency repair program. Subpart J is applicable to rehabilitation of units using federal funds. HPD uses federal funds for its Emergency Repair Program. In its response, HUD agreed that the program met the criteria for the emergency repair exemption from the Title X rules.

One-Year Plan

The City operates several programs to investigate, treat and reduce lead-based paint hazards. The City investigates, abates and removes LBP hazards in City-owned, as well as private, dwellings where owners are unwilling or unable to do so.

The City's Department of Health and Mental Hygiene (DOHMH) provides services for lead poisoned children. Results for Calendar Year 2012 identified 349^[1] children below the age of 18 or above who were identified at the environmental intervention blood lead level (EIBLL). The EIBLL is defined as a single venous test of at least 15 mcg/dL.

Where a lead-poisoned child is identified, the DOHMH orders the owner to abate lead paint hazards. If the owner fails to do so, HPD's Emergency Repair Program (ERP) will do the work and place a lien against the property for the cost. For calendar 2012, HPD maintained five (5) requirements-type contracts for lead hazard reduction at a total contract maximum of \$7,316,384. In addition, HPD had three (3) contracts for dust wipe analysis as a total contract maximum of \$300,000.

In addition, in 2012, ERP completed 171 jobs to abate DOHMH violations in privately owned buildings.

[1]Preliminary data for Calendar Year 2012 and is subject to change.

In order to implement the lead law, which became effective on August 2, 2004, HPD added personnel and modified its operations. The agency also promulgated new lead-based paint rules. Under the law, owners of pre-1960 multiple dwellings continue to be required to provide a notice, at the time any residential lease is signed, or upon an agreement to lease, or upon the commencement of occupancy, inquiring as to whether any child under the age of six resides or will reside therein. In addition, such owners are required to deliver an annual notice to ascertain the same information. If an owner does not receive a response for the occupant, he or she must inspect the unit to ascertain whether a child lives there. When an owner has received written communication or has inspected and found a child in residence, or otherwise has actual knowledge that a child under six resides in a dwelling unit of the owner's multiple dwelling, the law imposes an affirmative obligation on the owner to inspect for LBP hazards by conducting an annual visual inspection in such dwelling unit. The law requires owners to make records of annual inspections available to unit occupants and to HPD upon request.

An owner must correct all LBP paint hazards using safe work practices articulated in the law and the rules promulgated by HPD and the NYC Health Code. Workers who perform such work, in addition to any renovation and repair work that disturbs lead paint in units with children, must be trained. Any such work that is performed is subject to a clearance dust test. The law establishes time frames for correction of the hazard. Owners must certify correction of the violation by providing a sworn statement of compliance and including the results of laboratory test results of dust sampling. When an owner fails to correct a lead-based paint hazard violation or when the certification of correction has been invalidated by HPD, HPD will take action to correct such violation. In calendar year 2012, 883 LBP jobs were completed by HPD based on Code Enforcement violations.

The law contains an expansion of the actions that owners must take upon vacancy of a unit. Under the law, an owner of a vacant dwelling unit in a pre-1960 multiple dwelling and owners of pre-1960 private dwellings that are not owner-occupied, must wet scrape any peeling paint; make floors and window sills and wells smooth and cleanable; and abate friction surfaces on doors and windows, and perform clearance dust testing prior to a new occupancy. Owners must keep records of the work performed, and certify compliance in the notice provided to the new occupant upon lease or commencement of occupancy.

Under the lead law, the DOHMH has developed a pamphlet describing the dangers of LBP. The pamphlet includes telephone numbers to obtain lead poisoning screening, diagnosis and treatment information, and information on how to correct LBPs. This pamphlet is left by HPD at the premises whenever an inspection is made for lead-based paint hazards, and is available to the public upon request. HPD also sends a notice to a dwelling unit for which a lead-paint hazard violation has been issued, which includes a phone number for DOHMH. HPD has also developed a pamphlet describing the additional measures that owners must use in order to correct lead-based paint hazards or perform renovation and repair work in units occupied by children under age six. This pamphlet is sent to owners in conjunction with the notice of violation, and made available to the public upon request.

HPD's Office of Asset Management performs additional abatements in City-owned buildings and informs tenants of the dangers of lead-based paint.

In addition to the above efforts in which the City is responding to complaints regarding lead-based hazards, HPD also acts affirmatively to alleviate potential hazards by improving conditions in targeted residential properties. First, the City's moderate rehabilitation loan programs serve to reduce lead paint hazards by funding the removal or repair of existing hazards in buildings undergoing rehabilitation. In 2012 HPD started rehabilitation on 12,552 housing units .

In addition to the above-mentioned rehabilitation activities performed through the Agency's capital budget, in recent years HPD has also sought specially targeted funding for lead hazard reduction. As a result, the City received a \$6.75 million HUD grant in 1994 to reduce lead paint hazards and incorporated it into some of its rehabilitation programs to determine the feasibility of combining lead-paint hazard reduction with moderate rehabilitation. This grant was completed in May, 1999, resulting in the lead treatment of 697 units. In

September, 1996, HPD and DOHMH were awarded an additional \$1.6 million HUD lead grant and completed 220 units by May, 2000. In March, 2001, HPD and DOHMH received a third HUD lead grant in the amount of \$3 million. Combining this grant with City Capital funds, HPD completed 421 of its planned 397 units in November 2004. Since 2003, city capital funds unrelated to the federal grants supported the completion of over 850 units in various City neighborhoods. In 2003, the City received two new federal lead grants: the Lead Education Outreach grant in the amount of \$500,000 focused on lead awareness and lead poisoning prevention in two most at-risk neighborhoods for a period of two years which ended in September, 2005; the City also received a \$2.6 million federal lead grant under the Lead Hazard Reduction Demonstration grant program, a three and one-half year funding initiative which treated 306 units or 6 units above the goal of 300 units in five most at-risk neighborhoods. This initiative was completed in March, 2007.

In October, 2004, the City received two additional federal lead grants: the Lead Education Outreach grant in the amount of \$500,000, which focused on lead awareness and lead poisoning prevention in the two most at-risk neighborhoods for a period of two years, which ended in September, 2006; the City also received a \$4.0 million federal lead grant under the Lead Hazard Reduction Demonstration grant program, a three year funding initiative to treat 398 units in eight of the most at-risk neighborhoods, ending in March, 2008. HPD completed and cleared over 439 units by the end of this grant which was extended to December, 2008. In November 2005, the City received three additional federal lead grants: the Lead Education Outreach grant in the amount of \$500,000, which focused on lead awareness and lead poisoning prevention in two most at-risk neighborhoods for a period of two years, which ended October, 2007; the City received a \$4.0 million federal lead grant under the Lead Hazard Reduction Demonstration grant program, a three and one-half year funding initiative, which treated and cleared 333 units in three most at-risk neighborhoods, and ended in April, 2009, and \$3 million under the Lead Hazard Control grant, which treated and cleared 278 units in three most at-risk areas of Brooklyn, New York, and ended in June, 2009.

In September 2007, the City was awarded two new additional grants: a \$4.0 million federal lead grant under the Lead Hazard Reduction Demonstration Grant Program, a three-year funding initiative to treat 360 units in targeted areas within three boroughs, and \$3 million under the Lead Hazard Control Grant Program, also a three-year funding initiative to treat 252 units in the same targeted boroughs of the City. Both grants were slated to end in October 2010. After receiving a non-cost extension on both grants from HUD, HPD treated and cleared 900 units or 288 units above the combined original goal of 612 units by July 2011. In January 2011, HUD granted HPD the 2010 Lead Hazard Reduction Demonstration Grant in the amount of \$4.5 million. The goal is to complete 300 units within targeted areas in the Bronx, Queens and Brooklyn. As of December 2012, HPD has completed 82 units. This 42-month grant started March 1, 2011 and will end on August 30, 2014. Finally, in March 2012, HUD granted HPD the 2012 Lead Hazard Reduction Demonstration Grant in the amount of \$3.0 million. The goal is to complete 240 units within targeted areas in the Bronx, Queens and Brooklyn. This 36-month grant started June 1, 2012 and will end on May 31, 2015.

Recently the federal Environmental Protection Agency finalized rules relating to training and work practices that must be followed when performing renovations in pre-1978 buildings. HPD has incorporated these rules into its emergency repair work as applicable.

Five-Year Plan

The City has also been working with the New York State legislature to obtain the passage of a bill to license lead-paint inspectors and contractors. To date no such bill has passed.

Other elements of the City's plan include:

- Continuing efforts to train staff and encourage private contractors to increase capacity.
- Discussions locally and at the state level concerning licensing of lead-paint contractors, in part to provide liability protection in New York State for lead abatement companies. Other states have this protection; without it, companies in New York State are reluctant to conduct this work.

- Petitioning the State and Federal governments to increase funding for lead-paint testing and abatement.
- Maintaining appropriate training and certification of staff involved in or affected by HPD's lead abatement program, to ensure an informed and professional response to lead abatement issues at all levels of complexity and scope.
- Maintaining a requirement contract for medical exams and blood tests to monitor the lead levels of all staff that may be exposed to lead paint or dust.

Marketing and Inventory Conditions

ESTIMATE OF UNITS WITH LEAD-BASED PAINT

	Total units*	Estimate of percent of units with LBP	Estimated number of units with LBP	LBP units occupied by families less than 50% of median	LBP units occupied by families between 50% and 80% of median	Total LBP units occupied by families less than 80% of median
Year Units Built						
Built after 1959	855,051	0%	0	0	0	0
Built 1947-1959	427,523	80%	342,018	133,387	59,511	192,898
Built before 1947	1,806,307	90%	1,625,676	645,393	269,862	915,255
Total	3,088,881		1,967,694	778,780	329,373	1,108,153

(*source: 2011 NYC Housing and Vacancy Survey)

New York City prohibited the use of lead-based paint in residential dwellings in 1960. Therefore, our estimate assumes that housing units built after 1960 do not contain lead-based paint.

New York City has approximately 3,089,000 units of housing, the vast (72 percent) majority of which were built before 1960. Since our survey breaks down age of building by pre- and post-1947, we have used that date for estimating purposes rather than 1946.

New York City's Housing and Vacancy Survey for 2011 shows that approximately 39.7% of units built prior to 1947 and 39% of units built between 1947 and 1959 are occupied by families earning less than or equal to 50% of the HUD area median income. A further 16.6% of units built prior to 1947, and 17.4% of units built between 1947 and 1959, are occupied by families earning between 50% and 80% of the area median income. HPD used these percentages against the estimated units with lead-based paint to estimate the number of very low-income and low-income families residing in units with lead-based paint.

Statistics for Lead-Based Paint Abatement Activities

Based on information reported for the New York City Mayor's Management Report for calendar year 2012, HPD issued 15,738 code violations for lead-based paint conditions in privately owned buildings in New York City. Of those issued, 3,420 lead paint violations were removed based on owner corrections and a subsequent HPD re-inspection. HPD lead hazard remediation work corrected 1,794 violations. An additional 4,408 presumed lead paint violations were downgraded (tested and found negative for lead-based paint). HPD attempts to gain access to confirm correction for all certified violations to investigate whether the owner has corrected in cases where the violation is not certified by the owner as required. If HPD cannot confirm correction or correct the condition because of access issues, the violations remain open.

New York City Housing Authority (NYCHA)

NYCHA complies with Federal, State, and City regulations concerning lead and executes HUD directives regarding lead-based paint (LBP). NYCHA identifies hazards posed by paint, dust and soil, and implements programs designed to control or mitigate such hazards safely and efficiently.

In an effort to prevent lead exposures to the housing population and workforce, NYCHA educates residents and staff on how to live safely with LBP and LBP hazards (e.g., Lead Disclosure Program, lead specific GMs, etc.), and implements a strategic framework for lead hazard control. The framework is a combination of evaluating and controlling LBP hazards, (i.e., any condition that causes exposure to lead from dust-lead hazards, soil-lead hazards, or LBP that is deteriorated or present in chewable surfaces, friction surfaces, or impact surfaces).

NYCHA evaluates LBP hazards through a combination of inspections and Lead-based Paint Reevaluations (Reevaluation). An inspection is a surface-by-surface investigation to determine the presence of LBP; a Reevaluation is an on-site investigation combining visual assessment with collection of environmental samples to determine if a previously implemented lead-based paint hazard control measure is still effective and if the dwelling remains lead-safe. Reevaluations are required at Developments where LBP hazards were identified during an initial Risk Assessment. A Risk Assessment is an on-site investigation that determines the existence, nature, severity, and location of LBP hazards. At this time NYCHA has performed Risk Assessments at all required Developments.

After LBP hazards have been identified by a Reevaluation or by inspection, NYCHA reduces the hazards through either abatements or interim controls. Abatement is the elimination of LBP hazards using strategies such as paint removal, enclosure or component replacement. Interim controls temporarily reduce exposures to lead by correcting LBP hazards and stabilizing LBP through activities such as repainting, specialized cleaning and implementing procedures to reduce lead hazards that may be caused by operation and maintenance activities.

Program Highlights

NYCHA manages various lead hazard reduction programs and projects. The following are brief descriptions of major programs and projects:

Department of Health Violations DOHMH & Litigation Support Program

Children with blood lead levels equal to or greater than 15 micrograms per deciliter ($\mu\text{g}/\text{dl}$) are considered lead-poisoned. If a lead-poisoned child or EBL is identified, the New York City DOHMH will inspect the child's residence for the presence of LBP. The intent of the inspection is to identify if there are any sources of lead within the apartment that may contribute to the child's EBL. If the DOHMH identifies LBP on friction, impact, mouthable or defective surfaces, a Health Code violation for LBP is issued to the landlord. The violation mandates the landlord to make specific corrective actions. The landlord can either implement the corrective actions or contest the violation by testing the cited surfaces. After either correcting the cited conditions or successfully contesting the violation, the DOHMH will dismiss the violation. NYCHA contests each DOHMH LBP violation, and if LBP is present, performs the corrective action specified by the Health Code.

Lead-based Paint Reevaluation Program

Developments constructed before 1980 are assessed for LBP hazards. Consultant firms under contract with NYCHA provide the Reevaluation services and subsequent report, which explains the results of the investigation and options for reducing LBP hazards.

Local Law 1 of 2004

On August 2, 2004, Local Law 1 went into effect, calling for the comprehensive prevention of childhood lead poisoning through the remediation of lead-based paint hazards in housing and day care facilities. Local Law 1 applies to apartments and common areas of all buildings built before 1960, or between 1960 and 1978 if LBP is present, and where a child under 6 years of age lives. NYCHA has identified 89 Developments totaling 84,439 apartments constructed prior to 1960 or between 1960 and 1978 where LBP is present or presumed to be

present. NYCHA has submitted a request for exemption of 113 properties built prior to 1960 that were identified as not containing LBP in apartments. 67 developments have been exempted to date.

The Law requires NYCHA to:

- Inquire at initial leasing and at renewal if a child under 6 years old resides in the apartment.
- Notify residents of their rights under the law (Provide DOH Pamphlet at lease signing).
- Send an annual notice to tenants inquiring as to whether there is a child under 6 years old in the apartment.
- Conduct investigations annually, to determine whether there are lead hazards.
- Remediate all lead hazards in common areas and apartments with children under 6 using trained workers; a third party must collect clearance wipes for projects that disturb more than two square feet.
- Make apartments lead safe when they become vacant (abate doors and door frames).

In response to the new regulation, NYCHA has tested over 24,000 apartments and abated over 11,000 that tested positive for Lead-Based Paint since 2004. In 2012, 1,781 apartments were tested and 805 were abated. The balance was submitted immediately to HPD for exemption.

LBP Inspection & Abatement Program

NYCHA conducts LBP testing in dwelling units and public spaces in all pre-1978 Developments, where children under the age of 6 live or are expected to live. NYCHA will test entire Developments, (i.e., for multifamily housing, only a random sample of dwelling units needs to be inspected to determine if LBP is present.), individual dwelling units, public spaces, and common areas for LBP. The testing is performed in response to HUD mandates, DOHMH Violation, Court Order or requests from any of the following parties:

- Capital Projects
- Development Manager or Resident with a child under the age of 6
- Community Operations
- Facility Planning

LBP Disclosure Program

The Residential Lead-Based Paint Hazard Reduction Act of 1992 requires NYCHA to disclose to its tenants any information relevant to LBP and LBP hazards that may exist in housing built before 1978. The program is complex and requires coordination with all NYCHA Departments and Management.

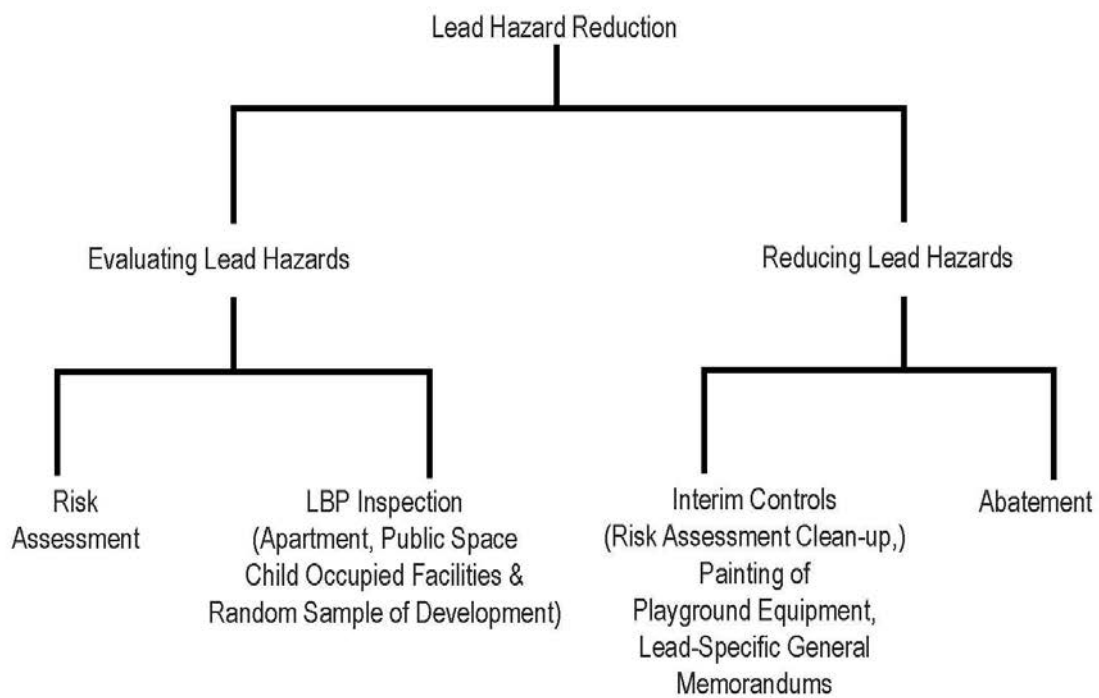
Summary of Activities

Description	2012
New DOH Violations Received*	20
Number Of Violations Dismissed	6
Number Of Violations Rescinded	15
Total Number Of Apartments Abated (LBP)	998
Number Of Child Occupied/ Multi-Use Facilities Inspected For LBP (XRF)	0
Total Number Of Apartments Tested For LBP (XRF)	1951
Total Number Of Public Spaces Tested For LBP (XRF)	0
Number Of Child Occupied/ Multi-Use Facilities Inspected For LBP (Dust Wipes)	99
Number Of Apartments Tested For Elevated Lead Dust Levels (Dust Wipes)	1606
Number Of Public Spaces Tested For Elevated Lead Dust Levels (Dust Wipes)	4447

Distribute LBP Disclosure Information To Developments Constructed Prior To 1978 (Development Wide Disclosure)	40
Distribution of Single Family LBP Disclosure Packages In Developments Constructed Prior To 1978	1706
Development Wide Testing Of Developments Constructed Prior To 1978 For LBP (i.e., Reevaluation)	131
Local Law 1 – Move Out Apartments Tested	1781
Local Law 1 – Move Out Apartment Lead Abatements Completed	805
* (7) of NYCHA’s 2012 violations were received as part of newborn health visits by DOHMH’s District Public Health Offices (DPHO’s). In these instances, an EBL child was not identified; however defective painted surfaces with an initial reading above regulatory thresholds was identified in one of the apartments and was abated and dismissed.	

NEW YORK CITY HOUSING AUTHORITY
LEAD DETECTION & ABATEMENT UNIT

Strategic Framework for Lead Hazard Reduction



Department of Homeless Services

The Department of Homeless Services oversees and manages several initiatives to investigate, treat and eliminate lead-based paint (LBP) hazards in homeless shelters that are operated by the agency, or are operated under contract with the agency. All construction, renovation, and repair work at DHS' facilities must be preceded by certain lead-based paint related activity. Such activity may consist of inspecting, sampling, air monitoring, laboratory analysis, encapsulation or abatement. These tasks are contracted out by the agency. The contractors, available on-call, responding on an as-needed basis to emergency situations are used also for planning long-term projects. In-house staff at DHS ensures that all contracted services are conducted in conformance with HUD/EPA established guidelines.

A major component of DHS' policies concerning lead-based paint is risk assessment. Adhering to the goal of the Agency's Office of Technical and Construction Services (OTCS) in providing a safe environment for its staff and clients, lead inspectors conduct lead paint hazard investigations on a routine basis. If lead paint presence is known or detected, remedial steps are taken to eliminate the risk of exposure. DHS will continue its efforts to create comprehensive lead-based paint profiles of each city-owned DHS operated or contracted site, with family shelters being the first priority. This effort is not necessarily limited to facilities operated by DHS, but encompasses all city-owned shelters under the jurisdiction of the agency.

Lead inspectors respond to calls for inspections from DHS shelter staff concerned about possible exposure during renovation, construction, or maintenance activities. An outside contractor is called for bulk sampling, if there are indications of chipping and peeling paint when renovation work or construction work is planned, or if maintenance activities are planned that may disturb existing paint. During activities where lead paint is disturbed, an outside contracted third party air monitor and inspector are also brought on site and an accredited laboratory analyzes dust wipes and/or air samples.

With Local Law 1 of 2004 in effect since August 2004, the Agency has dedicated special attention and concentrated efforts to identify, inspect and remedy lead paint hazards at seventeen (17) DHS family facilities built prior to 1960, where children under seven years of age reside. A follow-up inspection program has been instituted for all dwellings and common areas where lead-based paint has been identified to include re-inspections when tenants move out. It must be noted that not all seventeen (17) family facilities (1,016 units) contained lead. At lead paint containing sites, follow-up inspection results have indicated that an estimated thirty-five (35) of the family units required remediation.

The Office of Construction and Technical Services (OCTS) continues to compile a comprehensive 'Lead Paint Hazard Checklist' for all of their owned/operated/contracted facilities where such hazards once identified, are slated for remedial action by licensed and certified contractors. During calendar year 2011/12, DHS has responded to lead paint related activities at ten (10) adult and family facilities on forty-nine (49) occasions.

4. Anti-Poverty Strategy

This section describes the City's goals, policies, and procedures accomplishments in reducing the number of poverty level households during the last Consolidated Plan Program Year.

The City of New York has engaged a multi-pronged approach: 1) reduce the number of men, women, and children living in poverty in New York City; and 2) diversify and strengthen sectors of the City's economic base in order to decrease its reliance on the financial sector (Wall Street) as the main driver of the local economy.

The Center for Economic Opportunity (CEO) fights the cycle of poverty in New York City through innovative programs that build human capital and improve financial security. Launched in 2006 and with an annual budget of approximately \$100 million, CEO has initiated more than 60 innovative programs in partnership with 40 City agencies and nearly 200 nonprofit organizations. More than 450,000 individuals have been served by CEO programs, securing more than 30,000 job placements, more than 10,000 paid internships, more than 10,000 enrolled in college or occupational training, and over \$100 million in increased tax credits claimed. CEO's poverty measure was adopted by the Census Bureau as a more accurate measure of poverty, and several CEO

initiatives are being replicated nationally under the federal Social Innovation Fund and locally as part of the Young Men's Initiative (YMI). Some highlights are described below.

Asset Development Programs

More than 825,000 New Yorkers do not have any bank accounts and rely on check-cashing enterprises concentrated in low-income and immigrant neighborhoods for most of their financial needs. CEO in partnership with the Office of Financial Empowerment has spearheaded efforts to increase access to mainstream banking for the City's unbanked adults and to help low-income families save and build their assets.

- The Office of Financial Empowerment (OFE) within the Department of Consumer Affairs (DCA) was designed to educate, empower, and protect city residents with low incomes and help them make the best use of their financial resources. OFE helps New Yorkers manage their finances, link them to financial education classes and counselors, as well as provides them with information on how to get out of debt, open a bank account, and spot a scam through the Financial Education Network and Financial Empowerment Centers. In addition, OFE assists New Yorkers get and save financial resources through programs like the Earned Income Tax Credit through the City's Tax Credit Campaign.
- Earned Income Tax Credit Mailing ensures that all eligible New Yorkers receive the Earned Income Tax Credit (EITC). The City Department of Finance mails pre-populated amended tax returns to potentially-qualified households who did not claim the benefit on their submitted returns. Recipients are asked to verify their income and dependent child information, provide their Social Security number, and sign and mail the amended return to the Internal Revenue Service (IRS) in order to apply for the Credit. DOF provides ongoing support for this initiative.
- Child Care Tax Credit provides eligible low-income families with a refundable tax credit to help pay for child care expenses. When combined with the Federal and State child care tax credits, a New York City family can receive over \$6,100 to help offset the cost of childcare in a given year. New York City is one of the only two cities nationwide to offer this local credit. The credit is available to all qualifying New York City families and take-up for the program has ranged from 50,210 households in the first year to approximately 23,000 in Tax Year 2010.

Workforce Programs

The CEO Poverty Measure estimates that over 650,000 New Yorkers live in family with at least one-full-time worker and yet remain in poverty. To improve the lives of low-wage workers and unemployed New Yorkers, CEO has developed a range of programs that build the skills of low-wage workers, meet the needs of employers, and promote job placement, retention and advancement. The Center's workforce programs monitors service utilization and participants outcomes such as occupational certifications attained, individuals placed in employment, wages earned and individuals retained in employment.

- Community Partners connects job-ready residents of high-poverty communities who are engaged with community-based organizations to the WorkForce1 Career Centers' (WF1CC) employment opportunities. A CEO evaluation found that Community Partners Program participants are 4.3 times as likely to be placed in a job than a comparison group served through the general public workforce system. The evaluation also documented that the program successfully engages with a more disadvantaged population than the typical WF1CC clients.
- The Sector-Focused Career Centers are a new type of job placement and training one-stop center that focus services on a single economic sector. The Centers meet the needs specific to businesses within the sector as well as provide low-income workers with access to good jobs with career advancement opportunities. Currently there are two sector-focused career centers funded by city funds and federal funds - Industrial and Transportation, and Health Care. An independent data evaluation of the Transportation Center found that compared to a similar population served by the general public workforce system, participants in the Sector Centers are 3 times more likely to be

placed in a job or receive a promotion; earn about \$1.90 more per hour; and work, on average, 4 more hours per week.

- Several CEO employment programs are specifically tailored to incarcerated or previously incarcerated persons which provide employment opportunities with the goal of economic self-sufficiency. For example:
 - The Employment Works initiative helps individuals who are on probation to obtain and retain jobs, build skills and receive educational training. The initiative coordinates programming among the public workforce system, the City's Department of Probation, and workforce development providers to provide the necessary education, training and support services.
 - The Food Handlers Certification Program offers Food Protection certification courses to individuals currently detained or sentenced to the Rikers Island correctional facility. This initiative, in partnership with the Department of Health and Mental Hygiene, trains and certifies inmates as food handlers, providing them with a tangible employment asset for re-entry.

Young Adults and Court-Involved Youth

With nearly a quarter-million young adults between the ages of 16 and 24 living below the poverty line in New York City, CEO offers educational, employment, and health programs tailored to young adults. To meet the needs of this varied population, CEO programs range from basic literacy to higher education; innovative approaches to pregnancy prevention such as community service opportunities for students; and employment programs for disconnected and court-involved youth. There are approximately 8 programs funded by CEO for the City's at-risk young adults.

- Teen ACTION (Achieving Change Together in Our Neighborhood) Program is an after-school service learning initiative offered to youth in 7 through 10th grade. Through the program, the youth design and implement meaningful service projects in their communities. This program is designed to reduce risky behavior and enhance school performance among middle- to high school students by promoting positive life skills, a sense of efficacy and self-worth, and responsible citizenship. The current program model focuses on sexual reproductive health (SRH) learning through a partnership with the Planned Parenthood of New York. Service providers are trained on how to deliver the sexual reproductive health curriculum to minors, as well as to develop SRH- service related projects. Teen ACTION served over 1,200 youth annually, completing over 110,000 service hours. Evaluation results suggest that the program is having a positive effect on education. Teen ACTION participants are more likely to attempt more credits and earn more credits relative to a comparison group of students who are not enrolled in the program.
- The Young Adult Literacy Program is part of a pilot that began in 2008 with the aim of improving the reading levels of disconnected youth 16-24 years old who are reading at the pre-GED level (4th to 6th grade levels). The initiative includes five community-based programs contracted through DYCD as well as programs at seven sites within the City's three public library systems. In the summer of 2009 participants were offered paid internship and community service experiences as an incentive for program attendance. Evaluation results of this pilot demonstrated that the addition of paid internships resulted in increased program attendance and retention as well as improved math scores by a full grade level compared to students in the program that did not have internships. As a result, paid internships were added to all program sites for the current fiscal year and going forward. In FY12, five new sites were added to the initiative through new city funding from the City's Young Men's Initiative.
- The Young Adult Internship Program (YAIP) is a workforce development program targeting young adults aged 16-24 who are not working and not in school. Established in 2007, YAIP features a combination of educational workshops, counseling, and short-term paid internships. The program operates three 14-week cycles each year and serves approximately 1,800 disconnected youth annually in high poverty communities – including four additional sites funded by the Young Men's Initiative.

YAIP will undergo a random assignment evaluation beginning July 2013. This evaluation will be conducted by MDRC and funded by the U.S. Department for Health and Human Services.

- CUNY Accelerated Study in Associate Programs (ASAP) provides academic and economic support to help low-income student complete Associate degrees in an accelerated manner, thereby potentially positioning themselves for higher income employment opportunities than those available to young adults with only a high school diploma (traditional and/or GED). Supports include advisement and tutoring, tuition waivers, free text-books and Metrocards for travel to and from campus. In addition, the program offers block-scheduling to accommodate student work schedules, and job developers to help students with job placement and career development; the program has impressive three year graduation rates (54.8%) relative to a comparison group (24%).

Young Men’s Initiative:

CEO’s strategy of building on evidence-based approaches and piloting new programs is helping to advance a key policy priority: improving outcomes for young men of color. Announced by Mayor Bloomberg in August 2011, the Young Men’s Initiative (YMI) is a multi-agency initiative comprised of over 30 program and policy initiatives in four key areas: education, employment, health, and justice. YMI is a \$43 million annual public-private partnership. CEO is overseeing the implementation and evaluation of the YMI programs, which include expansions of existing CEO programs as well as new programs.

The five programs listed below are CEO pilots that performed well and are now being expanded to additional sites through YMI.

CEO Programs Expanded Under YMI		
Program	Agency	Description
Jobs-Plus	HRA & NYCHA	Expand this evidence-based employment services program for residents of public housing.
NYC Justice Corps	CUNY	Expand a community service and work-readiness program for youth involved with the criminal justice system.
Young Adult Internship Program	DYCD	Expand an internship program for unemployed, out-of-school youth.
Young Adult Literacy Program	DYCD & Libraries	Expand this literacy program that combines educational instruction with internships and support for pre-GED young adults.

Additionally, CEO supported the launch of 13 new Young Men’s Initiative programs. These programs promote mentoring, seek to reduce violence and recidivism in targeted communities, increase access to sex education and reproductive health services, and put young people to work through job training and subsidized jobs programs. In addition, privately-funded alternative-to-placement programs for juveniles on probation, education and mentoring interventions for probationers, and a fatherhood initiative for young adults will be implemented.

Newly Launched YMI Programs		
Program	Agency	Description
AIM (Advocate, Intervene, Mentor)	DOP	An intensive mentoring programs for youth on juvenile probation in the South Bronx and East New York/ Brownsville.
Arches	DOP	An intensive mentoring and group cognitive behavior therapy program for young adults on probation.

Ceasefire	DOHMH & HHC	An evidence-based anti-violence programs in three neighborhoods with high rates of gun violence in collaboration with nearby public hospitals.
Community Education Pathways to Success (CEPS)	DOP	Improving young adult's literacy and math skills, to re-engage young adults with their communities, prepare them for employment, improve their productivity, and reduce the risk of re-offending and long-term poverty. CEPS is an expansion of existing CEO literacy programs.
Cornerstone Mentoring	DYCD & Service	A group-based mentoring program for middle school students.
CUNY Fatherhood	CUNY	Strengthening fathers and families and promoting responsible fatherhood, economic stability, and educational advancement by connecting current and expectant fathers throughout the five boroughs to educational, employment and parenting resources.
Every Child Has an Opportunity to Excel and Succeed (ECHOES)	DOP	An Alternative to Placement program for juveniles on probation with the goals to create transformational relationships between clients and adults in a life-coaching model, to increase both social and emotional competencies and the employability of clients.
IMPACT: Peer Mentoring in Young Adult Literacy	CUNY	Pilots two projects at existing GED programs that add peer mentoring and an alumni network to this existing GED program.
Justice Community	DOP	A Neighborhood Opportunity Network (NeON) based program that includes community service, subsidized employment, and career development for court-involved youth.
Justice Scholars	DOP	A new education and career exploration programs serving court-involved youth.
Teen and Young Adult Health Program	HHC	Trains staff and establish peer counseling to provide adolescent-friendly health services and social support within HHC hospitals and clinics.
Work Progress Program	CEO	Supports wages paid to young adults that participate in short-term subsidized job opportunities, including some that contribute to rebuilding New York City after hurricane Sandy.

CEO's participation in YMI is consistent with the mission it has executed since the Center's inception: replicate proven and effective strategies, incubate innovative anti-poverty programs, and measure results. The YMI programs incorporate recommendations by researchers and practitioners on effective ways to reach young adults. Participation in these programs does not exclude other participants, but rather they are programs that had positive outcomes for young men of color.

Social Innovation Fund:

In 2010, the Federal government launched a new initiative that reflected a mission that CEO actively advocated for at the national level- supporting and scaling up performance driven effective local programming that has proven the ability to improve the lives of low-income families. Created through the Edward M. Kennedy Serve America Act of 2009, and launched by the Corporation for National and Community Service, the SIF represents a new way of doing business for the federal government that stands to yield a great impact on urgent national challenges. The SIF has targeted millions in public and private funds to expand effective solutions across three issue areas: economic opportunity, healthy futures, and youth development. CEO, in partnership with the Mayor's Fund to Advance New York City, became one of the inaugural recipients of a Social Innovation Fund (SIF) grant in 2010.

The Social Innovation Fund grant provides a unique opportunity for cities to work together to expand and test innovative anti-poverty programs piloted by the NYC Center for Economic Opportunity. With this prestigious and significant Federal grant, CEO is replicating five of its programs in New York City and seven other cities. Through this project, the cities are implementing and evaluating program models, building a multi-site body of evidence in support of promising, high-impact, interventions that will influence national policy discussions.

CEO is partnering with the Mayor's Fund to Advance New York City (a not-for-profit organization, which facilitates innovative public-private partnerships throughout NYC) and MDRC (a social policy research organization), and more than 30 private funders, to implement five program models in New York, Cleveland, Kansas City, Memphis, Newark, San Antonio, Tulsa, and Youngstown. Since beginning to provide services in 2011, the five CEO program models being replicated through the SIF have served over 10,000 participants across the eight cities.

- Family Rewards is a conditional cash transfer (CCT) program that aims to break the cycle of poverty by providing cash payments to families to reward their engagement in a pre-specified set of activities designed to build human capital and self-sufficiency. The Family Rewards model is based on the experience and findings from Opportunity NYC, the nation's first conditional cash transfer program, and programs in 20 other countries. Approximately 2,400 families in Memphis and New York City have enrolled in the Family Rewards program. To date, 97% of families have earned rewards, totaling more than \$1.5 million.
- The place-based Jobs-Plus program addresses entrenched poverty among public housing residents by saturating a development with job and career support, community building, and rent incentives. In a previously evaluated national pilot, residents' earnings continued to rise for three years after the program ended, greatly outpacing the income of a comparison group. Since launching in fall of 2011, the SIF Jobs-Plus programs in New York and San Antonio have served over 600 individuals and have placed over 150 participants in jobs that are generating nearly \$2 million in new annual wages in the targeted public housing communities.
- Project Rise helps unemployed 18 to 24 year-olds who are currently out of school and lack a high school degree or GED to re-engage in productive activities through a combination of educational opportunities, paid internships, and case management as a pathway to long-term economic self-sufficiency. Project Rise is based on promising programs in New York City, including the Young Adult Internship Program, as well as lessons from evaluations of other youth programming. Project Rise programs in Kansas City, Newark and New York City have enrolled 344 young people. Over 18% of participants have already earned GEDs, despite markers of significant disadvantage, including a majority who left school before completing 10th grade.
- SaveUSA is a tax-time savings program that offers eligible individuals a 50 percent match if they deposit a portion of their tax refund into a "SaveUSA Account" and maintain the initial deposit for approximately one year. SaveUSA builds upon a successful three-year demonstration, SaveNYC, administered by the New York City Department of Consumer Affairs' Office of Financial Empowerment (OFE). Since 2011, the first year of the SaveUSA program, across all sites, over 4,500 individuals opened accounts and pledged to save an average of over \$550 each. Each year, over 70% of individuals fulfilled their commitment, saving over \$2 million to date.
- WorkAdvance is sector-focused career advancement initiative to help unemployed and low-wage workers get quality jobs in targeted sectors with opportunities for career growth. CEO built upon existing NYC programming and national evaluations of advancement and sector strategies to create WorkAdvance, which combines the best practices from these efforts to create a single, cost-effective, and easy to replicate workforce intervention. WorkAdvance has served over 650 individuals in Cleveland, New York City, Tulsa and Youngstown, placing 190 people in jobs as of July 2012. A total of 168 people have completed hard skills occupational training. The program has identified 275 businesses interested in working with WorkAdvance to identify new employees, working with the program to address industry skills gaps.

CEO and the Mayor's Fund also supports a learning network of program providers and other partners, which allows CEO's SIF partners to address common challenges, and to share best practices and evaluation findings with policymakers and other stakeholders. Federal agencies and others are eager to learn from these replications and the accompanying evaluations. The SIF presents an opportunity to expand CEO's proven and promising programs strategies, and to tackle poverty across diverse demographics and geographic settings. CEO and partners have begun to share the lessons learned from the SIF models with federal agencies and other stakeholders, who are interested in learning from these replications and the accompanying evaluations.

Experts continue to recognize CEO's commitment to innovation and applaud the Center's many accomplishments. Harvard University's Kennedy School of Government granted CEO its prestigious Innovations in American Government Award in 2011. The Stanford Social Innovation Review featured CEO in its winter 2012 issue as a noteworthy example of innovation in government. CEO was also honored with the 2011 Citizens Budget Commission Prize for Public Service Innovation.

Services for Low-income Families

In addition to these recent CEO-related initiatives, the City has long provided a wide variety of services designed assist NYC residents living poverty and help them move toward economic self-sufficiency. Central to this effort are the myriad of services provided by the City's Human Resources Administration/Department of Social Services (HRA). For a full description of HRA's ongoing services and accomplishments for CFY2011 please refer to the 2012 Consolidated Plan, Volume 2, Part II., Section E., Other Actions, Anti-Poverty Strategy.

Poverty Research

In August 2008, CEO published its first report on poverty in New York City. The report marked the first time any local government had implemented recommendations from the National Academy of Sciences for an improved measure of poverty. CEO has issued four subsequent reports, in March 2010, March 2011, April 2012 and April 2013.

CEO's most recent report shows that the poverty rate in New York City has stabilized in 2011 after mirroring the national trend of an annual increase since the 2008 financial crisis. Employment among working-age New Yorkers increased from 2010 to 2011, poverty among single-parent households declined significantly and the percentage of households living in extreme poverty flattened. Additionally, the wages for low-income New Yorkers stopped declining in 2011, the percentage of those workers holding steady work has stabilized and New York City's housing programs played a key role in helping lift New Yorkers out of poverty. Federal housing programs lifted 0.3 percent of the U.S. population out of poverty in 2011, according to the Census Bureau's Supplemental Poverty Measure, while the CEO poverty measure finds NYC housing programs lifted 6.2 percent of the City's population out of poverty.

The CEO poverty measure has caught the attention of policy makers nationwide. In the 111th and 110th Congresses, legislation was introduced by Congressman Jim McDermott and Senator Christopher Dodd proposing that the methodology used to calculate the Federal poverty measure be revised based on the same National Academy of Sciences' recommendations that inform the CEO poverty measure. In March of 2010 the Obama Administration announced plans to create a similar measure, called the Supplemental Poverty Measure. The first report based on the new Federal measure was released in the Fall of 2011.

The Center has consulted with several other localities that want to develop similar poverty measures including: Chicago, Illinois; Los Angeles, California; San Francisco, California; Washington, DC; Philadelphia, Pennsylvania; Oakland, California; San Jose California, along with the states of New York and California. In addition CEO has collaborated with the Institute for Research on Poverty at the University of Wisconsin and the Urban Institute, both of which have developed similar measures for Wisconsin and other states.

Five-Borough Economic Opportunity Plan

As the result of the recent economic recession brought on by the collapse of the financial markets, The Five-Borough Economic Opportunity Plan, the Mayor's economic diversification program, has received

increased attention. Originally presented in 2002, the Plan attempts to create employment opportunities in a variety of fields that New York City either has existing competitive advantages or identified potential advantages which have not been fully exploited. These job areas include bioscience, fashion, media/technology, manufacturing/distribution, and tourism. “Green” building design and construction initiatives that promote sustainable business practices have also been identified as areas for further development.

Bioscience

- Support the NYC Bioscience Initiative to grow bioscience and life science industries at locations such as BioBAT (Brooklyn Army Terminal) in Brooklyn and the East River Science Park.
 - In 2012, the City extended its biotechnology tax credit which was scheduled to sunset on December 31, 2012 until December 31, 2015. The biotechnology tax credit provides qualifying firms with a refundable credit, for three types of expenses: acquisition of research and development property, employee training, and other research and development expenses.

Fashion

- Expand Fashion Week at Damrosch Park (Lincoln Center) and develop strategies that grow the Fashion and Wholesale Retail Sector, which employs more than 175,000 New Yorkers. Strategies include improvements to Buyers’ Week and the revitalization of the Garment Center.

Media/technology

- Partner with the private sector to develop and implement a strategy to grow the emerging new media, gaming and technology sectors. Encourage innovation and entrepreneurship through partnership with the hi-tech sector.
 - In August 2012, the City and Cornell University announced that applications for admission were being accepted for the "beta" class of computer science students at Cornell NYC Tech, the new world-class applied sciences campus in New York City. This first class of full-time students will begin in January 2013, pursuing a one-year Cornell Master of Engineering degree in computer science. Applications for the small and highly selective beta class were due on October 1, 2012. The program will be housed at the temporary campus location in Chelsea, Manhattan. In addition to formal curriculum, the program will provide numerous opportunities for engagement with industry, practitioners, and community members; each student will work closely with a mentor from a company, nonprofit or early stage investor in addition to having an academic advisor. The launch of the application process for the beta class was another major milestone for the campus, a new world-class graduate education and research campus being created by Cornell University and its academic partner, the Technion - Israel Institute of Technology, after being chosen as the winner of New York City's Applied Sciences competition in December 2011.
- Encourage further innovation and collaboration in the media industry; attract top talent to the City; recruit leading foreign media companies; and help New York City-based companies expand abroad.
 - In March 2012, the City’s Department of Small Business Services (SBS) announced a new competitive grant training program for the media industry. The grants will help media businesses train employees in cutting-edge technologies and software, allowing them to boost their competitiveness and enter new markets. Businesses will have the opportunity to work with a training specialist to craft a proposal that meets their needs. The grants would cover up to 70 percent of training costs.
 - In March 2012, SBS also announced that Strategic Steps for Growth, a program run in partnership with the Berkley Center for Entrepreneurship & Innovation at New York University’s Leonard N. Stern School of Business, will also expand to include a class specifically for entrepreneurs in the media and entertainment industry. This nine-month executive business management program allows small business owners to use their own business as a case study throughout and connects them to a support network of business advisors, other entrepreneurs, and public/private-sector resources to help them grow. The 41 graduates from the past two classes have collectively secured \$1.6 million in new financing and created 100 new jobs.

- In October 2012 the Mayor announced that the Independent Filmmaker Project (IFP) will develop and operate the “Made in NY” Media Center, a centralized hub for the local media industry to collaborate and grow. IFP was selected as the developer and operator of the “Made in NY” Media Center after a request for proposals was issued by New York City Economic Development Corporation (EDC) in partnership with the Mayor’s Office of Media & Entertainment in March 2012. The “Made in NY” Media Center will provide workspace, educational programs in partnership with General Assembly and networking events for content creators and entrepreneurs. The Center will be located in Brooklyn in a facility that will bring together professionals from the film, television, advertising, new media, gaming, marketing and branding industries for collaboration and new opportunities. It will also support new businesses in the field of emerging media, like interactive entertainment, digital advertising and mobile apps, by providing high-quality, ready-to-use office space that will accommodate numerous companies and a variety of employees. The space will also include conference rooms, production office space and a screening room. It is expected to open in the spring of 2013.

Manufacturing/distribution

- Continue to support 16 Industrial Business Zones and additional industrial ombudsmen areas throughout the five boroughs to encourage industrial and manufacturing job growth and business expansion.
 - In June 2012, the City issued a RFP seeking developers to build and operate new four facilities for industrial and manufacturing in the three boroughs (Brooklyn, Queens and the Bronx). In total, the proposals would reactivate approximately 268,000 square feet of underutilized industrial sites. The city indicated that it would be accepting proposals on a rolling basis throughout 2012 and into 2013. Interested parties could submit a proposal for one site or all four sites at the same time. In 2012 there were two (2) submission cycles, with the remaining cycles scheduled to be concluded by mid-June, 2013.
- Work with private sector partners to create industrial and maritime jobs by expanding the New York Container Terminal in Staten Island, and reactivating waterborne industry along the Brooklyn Waterfront in Red Hook and the South Brooklyn Marine Terminal.
 - In March 2012, the New York Container Terminal, Inc. proposed to develop a new 50-foot deep container ship berth, to be known as Berth 4, on the northwestern corner of the Terminal.

Tourism

- Invest in tourism infrastructure including improved trade show space that can attract more national and international conferences.
- Use the new Visitor Information Center, online resources, and international offices to achieve goal of attracting 50 million visitors by 2012.
 - New York City welcomed a record 52 million visitors (approximately 41 million domestic and 11 million international visitors, respectively) in 2012, a new all-time high and a 2.1 percent increase over 2011. Visitors to the city generated an estimated \$55.3 billion in economic impact to the city’s economy, with direct spending reaching \$36.9 billion. In addition, New York City sold a record 29 million hotel room nights and generated a record \$504 million in hotel tax revenue, and the overall hospitality industry across all five boroughs employed 356,000 New Yorkers.

Green Initiatives

- Implement sustainability initiatives, like the “Greener, Greater Buildings Plan to reduce the City’s energy usage and save consumers money, while simultaneously creating thousands of well-paying green jobs.
- Provide workforce training in green sub-sectors such as renewable energy and carbon finance, in order to ensure that New Yorkers are well-trained for these jobs.
 - In May 2012, it was announced that the Brooklyn Navy Yard Development Corporation will invest \$46 million to build a Green Manufacturing Center in the Yard. The project consists of the adaptive reuse of three former WWII-era Navy machine shops into a state-of-the-art industrial complex, creating nearly 300 new permanent jobs and approximately 400 construction jobs. The two anchor

tenants incorporate green manufacturing and sustainable practices into the production of their respective products.

In June, 2011 Mayor Bloomberg expanded his economic diversification plan when he announced 22 new initiatives to assist small industrial businesses remain and grow in New York City. The initiatives will support and strengthen the City's industrial sector that has faced serious challenges in recent decades, but currently offers opportunities for growth and development.

The new programs and initiatives fall into three categories: Increasing access to updated, affordable, and right-sized industrial spaces; creating new financing resources and increasing access to existing programs; and better aligning City resources with industrial businesses' needs.

1. Increase access to modern industrial space and strengthen Industrial Business Zones

- Allocate \$8 million in the City Council Small Manufacturing Investment Fund through a competitive bid process for the reactivation, renovation and subdivision of privately held vacant industrial loft building/space in New York City.
 - In August 2012, the first awardee was announced. The owner of an approximately 600,000 square foot industrial building in Brooklyn (the former Pfizer facility), was awarded \$2 million from the Fund to subdivide and modernize existing underutilized industrial space at the building. The tentative plans are to subdivide approximately 88,000 square feet of large floor plate space into smaller leasable units that could range in size from 100 to 6,000 square feet. For the new spaces, the owner plans to target companies that have been forced to locate outside of New York City due to the cost of leasing space, existing businesses in the area, start-up companies and new industrial users. Renovations are expected to begin in 2013 and be completed within 12-18 months afterwards.
- Use of \$2 million from the City Council Small Manufacturing Investment Fund and create a food manufacturing step-up space by renovating and reactivating Building 3 at La Marqueta in East Harlem. NYCEDC will offer the newly renovated space to small business looking to expand their production capacity and create jobs and will complement the adjacent food incubator, launched by the Council, NYCEDC, and Hot Bread Kitchen in 2010.
 - In September 2012, the City announced the renovations had begun. The funding will be used to provide much-needed capital upgrades to the building, create three individual commercial kitchen spaces and eight walk-in cooler spaces. Renovations are expected to take several months to complete, with the space being ready to accept tenants by spring 2013.
- Release a Request For Proposals (RFP) offering low cost rent, or rent abatements to businesses/developers willing to renovate an approximately 20,000 square foot currently vacant City-owned industrial property at Brooklyn Army Terminal. By offsetting renovation costs with low cost space, this initiative will spur local industrial growth in Brooklyn.
- Development of the Federal Building in Sunset Park, Brooklyn for light manufacturing purposes. This project will create as many as 1,300 permanent industrial jobs and 400 new construction jobs, serving as a catalyst for more industrial redevelopment on the Brooklyn waterfront and in the rest of the City.
- Release an RFP for industrial and food-related development at the Hunts Point Halleck industrial Site. The site is among the most desirable parcels of land in Hunts Point and is expected to receive considerable interest from the development community.
 - The City released the RFP in November 2012. The developer has yet to be announced.
- The City and State are contributing at least \$112.5 million in value toward the redevelopment of a new market facility for the Hunts Point Terminal Produce Cooperative in the Bronx. The 660,000 square foot new facility will modernize and upgrade a critical piece of the City's food infrastructure and serve as a source of good industrial jobs. The Co-op recently signed a lease extension, keeping it in the Bronx for

at least an additional three years while continuing to work towards a long-term lease extension and plans for a new market.

- NYCEDC has dedicated up to \$9.6 million towards the renovation and subdivision of larger floor plate spaces at Brooklyn Army Terminal. Approximately 300,000 square feet of large vacant units in Building B at Brooklyn Army Terminal will be subdivided into smaller units, ranging from 2,500 to 10,000 square feet.
- NYCEDC will continue to prioritize industrial uses for City-owned industrial sites through its competitive RFP process.

2. Create new financing resources and increase access to existing programs

- Through its *10,000 Small Businesses Initiative*, Goldman Sachs and NYCEDC will create a \$10 million fund to provide loans to food entrepreneurs to grow their business in New York City. This significant public-private partnership represents a unique opportunity to expand the City's economy while catalyzing the entrepreneurial community. Small businesses in the food manufacturing industry looking to expand confront an exceedingly difficult financing environment. Providing capital to these underserved businesses during critical growth stages is important to ensure the overall success and expansion of this industry. NYCEDC will issue an RFP to select a Community Development Financial Institution lending partner that will provide financing to qualifying food manufacturers in the City.
- NYCEDC has formed the Industrial Development Program to provide construction and permanent financing, alongside typical lenders, for City-sponsored industrial projects. This innovative financing program will be launched with the Hunts Point Halleck Industrial Site RFP.
-
- The Industrial Development Authority is committing to increase its transactions over the next fiscal year, resulting in assistance to at least twenty new businesses.
- The Department of Small Business Services will establish a practice dedicated to providing industrial and manufacturing businesses with one-on-one consultations regarding incentives programs that can lower their costs when relocating, expanding their facilities, purchasing equipment, modernizing, or growing their workforce. Qualified industrial and manufacturing businesses of all sizes will be able to learn about and receive in-depth technical assistance in applying for these programs.
- A newly formed Industrial Business Advisory Council made up of local industrial businesses, property owners and industry advocates will advise the City on issues facing the industrial sector.
- NYCEDC will provide \$300,000 in funding and release an RFP for the creation of approximately three new industrial Business Improvement Districts (BIDs) within Industrial Business Zones and Ombudsman areas. New industrial BIDs will serve as a sustainable source of funding to provide additional services desired by industrial businesses, including, but not limited to, sanitation, public safety and graffiti removal.
 - In April 2012, four (4) organizations were selected to lead the creation of four new Industrial Business Improvement Districts (BIDs), one in each of the outer boroughs (the Bronx, Brooklyn, Queens and Staten Island, respectively). The new BIDs would assist industrial businesses and properties in M-zoned districts in overcoming a variety of issues unique to industrial communities.

3. Better align City resources with industrial businesses' needs

- NYCEDC will establish a full-time "desk" at NYCEDC's Center for Economic Transformation dedicated to industrial sector policy. The head of the policy desk will serve as the City's point person on all industrial policy development and implementation, and will work in coordination with the Department of Small Business Services staff dedicated to Industrial Business Zone Service Provider

administration and other Small Business Services programs, such as Manufacturing Workforce1, Business Solutions, Business Express and incentive programs.

- NYCEDC will manage a public competition to identify innovative ideas for new industrial or manufacturing start-up companies, with grants, subsidized office or industrial space, guidance and technical assistance, and free promotion and press coverage to winning companies.
- A new Industrial Business Zone will be developed in Staten Island, in line with the findings of the North and West Shore interagency studies, to protect its important maritime and industrial areas.
- NYCEDC is conducting a study to determine ways to enhance the City's value proposition in the rapid prototyping and fabrication sub-sector. The study will examine the level of demand, existing capabilities already available in NYC, and recommend how to provide and market the necessary resources to meet NYC entrepreneurs' prototyping and fabrication needs.
- The City will initiate business and agency networking events to hear directly about operational concerns and encourage networking and collaboration amongst industrial businesses

In total, the programs will revitalize, modernize, and preserve up to 9 million square feet of underutilized industrial space, and create and retain up to 30,000 direct and indirect industrial jobs, generate annual payroll earnings of more than \$900 million and more than \$150 million in City tax revenue.

5. Institutional Structure

Please refer to the 2013 Consolidated Plan, Volume 2, Part II, sub-section F. The 2013 Consolidated Plan is the most recent description of the City's institutional structure including private industry, nonprofit organizations, and public institutions through which the City will carry out its affordable and supportive housing strategy. The City needs a stronger commitment from the Federal government to provide aid to the cities; this remains a major impediment to the City's ability to address its affordable and supportive housing needs.

6. Governmental Coordination

There has been extensive cooperation and coordination among the various State, City agencies and private entities to implement the housing strategy. The 2013 Consolidated Plan, Volume 2, Chapter II, sub-section G., provides the most recent description of the City's coordination efforts. Funds from many federal programs are leveraged with State and City funds in developing specific projects for housing and housing supportive services. In addition, private funds are often included in these joint projects. In particular, the City offers many incentives to encourage the participation of for-profit entities, including real estate developers, banks, insurance companies, utility companies, foundations and nonprofit organizations, all of which help meet the housing needs of New York's residents.

1. Coordination within the New York City Empowerment Zone:

The New York Empowerment Zone (NYEZ) is an economic development initiative that uses public funds and tax incentives to encourage private investment and job creation in Upper Manhattan and the Bronx. The NYEZ's goal is to provide its residents with the necessary tools to revitalize their communities and build new roads to economic self-sufficiency.

Congress enacted the Empowerment Zone Program as part of the Omnibus Budget Reconciliation Act of 1993 to stimulate economic growth in distressed areas. The New York Empowerment Zone began operations in January 1996. New York City has committed \$100 million to the New York Empowerment Zone, as have the State and Federal governments, for an aggregate of \$300 million.

The Zone is governed by The New York Empowerment Zone Corporation, which is maintained by the City and State. The NYEZ Corporation Board of Directors consists of designees of the City, State, 16th Congressional District, 15th Congressional District, the Upper Manhattan Empowerment Zone Development Corporation, and the Bronx Overall Economic Development Corporation.

The fundamental mission of the Corporation is to assist the two local development corporations: The Upper Manhattan Empowerment Zone Development Corporation (UMEZ), representing the Upper Manhattan portion of the Zone, consisting of West, Central and East Harlem, Washington Heights and Inwood, and the Bronx Overall Economic Development Corporation (BOEDC), representing the Bronx portion of the Zone consisting of High Bridge, Mott Haven, Port Morris and Hunts Point. The Corporation facilitates the cooperation and engagement of State and City government entities in order to achieve strategic plan goals with regard to budgeting and payment of committed funds. Since the Zone was designated, the NYEZ Corporation has approved and committed over \$220 million in loans and grants for implementation of initiatives and projects.

Local Development Corporation Responsibilities

The Upper Manhattan Empowerment Zone Development Corporation (UMEZ) and the Bronx Overall Economic Development Corporation (BOEDC) are the two designated Local Development Corporations that develop and administer initiatives in the Zone. Their mission is to expand the range and scope of economic activity, enhance capital opportunity for local businesses and institutions and improve the quality of life for residents, workers and visitors. Their duties include: 1) developing initiatives; 2) evaluating and modifying their Strategic Plans; 3) providing opportunities for involvement of the community; 4) selecting service providers and vendors for Zone programs and projects consistent with procurement rules; and 5) monitoring performance.

Businesses of all sizes in the Zone benefit from its available resources. In addition to attracting large, national retail companies to Harlem and the South Bronx, EZ investments in small businesses increase their access to capital and provide technical assistance, in order to create jobs for local residents and address neighborhood retail needs. The EZ has also targeted the stabilization and growth of cultural institutions in Harlem and the Bronx as part of an overall strategy to re-energize these areas as unique cultural and shopping destinations.

UMEZ and BOEDC have created more than 9,000 jobs in the Empowerment Zone as of December 31, 2010.

UMEZ Activities in the Empowerment Zone

UMEZ is guided by a four-pronged strategy: 1) strengthening arts and cultural organizations to drive tourism, 2) making large-scale business investments in major real estate projects, 3) providing access to capital and technical assistance to small business, and 4) funding workforce development programs.

- National Jazz Museum – Authorization of \$600,000 grant for capacity-building project and support the organization's staffing and overall development.
- East Harlem Business Capital Corporation – Authorization of \$507,500 grant to provide free based services for TA, draft business plans and perform business workshops for small businesses in East Harlem.
- Audubon Partnership for Economic Development – Authorization of \$453,900 grant to provide free based services for TA, draft business plans and perform business workshops for small businesses in Washington Heights and Inwood.
- Harlem Business Alliance – Authorization of \$451,400 grant to provide free based services for TA, draft business plans and perform business workshops for small businesses in Central Harlem.
- New York Women's Chamber of Commerce – Authorization of \$451,200 grant to provide free based services for TA, draft business plans and perform business workshops for small businesses in East Harlem.
- Northern Manhattan Arts Alliance – Authorization of \$250,000 grant to support progress towards long term sustainability.

- Hot Bread Kitchen, LTD – Authorization of \$150,000 for a two year grant to establish two programs – Project Launch and HBK Incubates to assist entrepreneurs.
- Firelight Media, Inc. – Authorization of \$225,000 grant to develop and implement a revenue generating strategy.
- Harlem Arts Alliance – Authorization of \$250,000 grant to support its long-term sustainability.
- 260-262 West 125th Street (“Mart 125”) – Authorization of \$400,000 equity investment to provide financing for the pre-development costs associated with the restoration and redevelopment of Mart 125.
- Grameen America – Authorization of \$3,000,000 loan to provide microloans to small businesses and a \$325,000 grant to administer the program.

BOEDC Activities in the Empowerment Zone

BOEDC continued its focus on supporting environmental initiatives and not-for-profits in the Bronx Empowerment Zone.

- Society for Equitable Excellence – Authorization of \$40,000 grant to perform feasibility study for the construction of a planetarium and science center.
- Bronx Children’s Museum – Authorization of 500,000 grant to develop the master plan and other for soft cost related to the construction of the Museum.
- Smith Electric Vehicles – Authorization of \$1M loan to Smith Electric to secure a letter of credit for real estate.

HPD Activities within the Empowerment Zone

In addition to the thousands of units of housing HPD has already assisted in the New York City Empowerment Zone, HPD currently has approximately 9 housing projects in various stages of development located within the Zone. They encompass a broad range of HPD's new construction efforts, including the Cornerstone Program, the Low Income Rental Program, the Mixed Income Rental Program, the Multifamily Homeownership Program, the NYCHA Collaborative, the Supportive Housing Program, the Section 202 Supportive Housing Program for the Elderly, and Habitat for Humanity. The 8 projects will result in approximately 737 units of housing. In the last ten years, HPD has initiated a total of 147 new construction projects within the Zone, resulting in approximately 6,891 units of housing.

Coordination with Empowerment Zone

City of New York

There is a partnership between the City of New York and the two local development corporations responsible for the development and investment in the Empowerment Zone. A representative of the Mayor's Office has served as part of the New York Empowerment Zone coordination team since its original designation. This representative, currently the Deputy Mayor for Economic Development, oversees full-time staff assigned to the Empowerment Zone from the Office of the Mayor.

UMEZ and BOEDC work closely with City agencies, including the Economic Development Corporation, Department of Small Business Services, Department of Housing Preservation and Development, and the State's Empire State Development Corporation, in the areas of site location/acquisition, business and real estate development, and workforce development.

Please call the Mayor's Office New York City Empowerment Zone at (212) 788-8422 for more information.

Private Sector

The NYEZ uses its public investment pool of \$300 million to encourage private investment in Upper Manhattan and the South Bronx. As of June 30, 2009, the NYEZ has leveraged more than \$850 million in private investment.

EZ Tracts

The Upper Manhattan portion of the New York Empowerment Zone includes Central, East and West Harlem, Inwood and Washington Heights. The South Bronx portion includes Hunts Point, Port Morris, Mott Haven and the Yankee Stadium/Highbridge area.

Please refer to the map incorporated into the 2013 Consolidated Plan depicting the census tracts which comprise the New York Empowerment Zone.

Coordination with the Consolidated Plan

The NYEZ is fully consistent with the Consolidated Plan. In fact, many of the goals identified in the Empowerment Zone program for Upper Manhattan and the South Bronx are identical to the Plan's basic goals.

C. Anti-Displacement Plan

In accordance with 24 CFR 42.325(a), the City will continue to take all reasonable steps to minimize the displacement of families and individuals from their homes and neighborhoods as a result of a federally assisted project activity assisted with funds provided under (1) the Community Development Block Grant (CDBG) Entitlement Program (24 CFR 570), or (2) the HOME Investment Partnerships Program (24 CFR 92).

Part 1: Displacement Mitigation

Consistent with 24 CFR Part 42, the City will take the following steps to minimize the displacement of persons from their homes and neighborhoods:

I. New Construction and Substantial Rehabilitation

The production of new units to increase the supply of housing, a major goal of New York City's housing policy, is accomplished primarily through a policy of encouraging: a) new construction on vacant and underutilized sites; and b) rehabilitation or restoration of vacant, abandoned multiple dwellings and small homes. Priority for development of assisted new construction and substantial rehabilitation housing is given to sites that are City-owned and contain vacant land and/or structures.

II. Moderate Rehabilitation and Repair

A key component of the City's preservation housing strategy is to provide assistance to multiple dwelling buildings requiring levels of rehabilitation that can be accomplished with tenants in occupancy. These programs help preserve low income housing and do not result in displacement.

The successful renovation of existing occupied buildings may require that rents be restructured for existing tenants. Such restructured rents generally do not exceed the applicable FMR for existing housing and moderate rehabilitation. Low income tenants who are unable to afford restructured rents resulting from this rehabilitation will be assisted by the City in applying for and obtaining Section 8 Existing Housing Certificates and Vouchers, if available.

III. Tenant-Landlord Relations

As an additional anti-displacement incentive, the City established a program to facilitate the resolution of tenant/landlord disputes through the use of trained mediators. This project is jointly operated by HPD and the Unified Court System and is located in the Brooklyn and Manhattan Housing Courts. By helping landlords and tenants settle their differences, the program helps protect tenants from being displaced from their homes. In addition, to supplement the need to assist pro se litigants who are unfamiliar with court procedures, HPD expanded its technical assistance role by providing a community liaison worker in the Bronx Housing Court Resource Center.

The community liaison worker provides the public with information on court procedures and makes referrals to HRA and other appropriate bodies. For example, tenants, who face eviction because of failure to pay rent are referred to the Income Maintenance Housing Unit, which is located on the housing court premises. This unit is staffed by Human Resources Specialists who are available to refer tenants to HRA so that emergency assistance payments can be expeditiously processed.

The City has also undertaken an initiative to ensure that relocation activities are conducted in accordance with local, state and federal fair housing laws. All HPD relocation managers have been trained by HPD's Fair Housing Unit on basic fair housing laws and will be made aware of the City's fair housing program which provides counseling services for tenants who allege discrimination. A tenant who has been displaced by government action will also be informed of his/her Fair Housing rights in the Tenants Assistance Policy

literature that is part of the informational package given to potential relocatees. This policy delineates the basic fair housing laws and the remedies available for any tenant who believes he or she has encountered discrimination.

Replacement of Lower Income Housing

As described in 24 CFR 42 Subpart C, the City will replace occupied and vacant occupiable lower income housing that is converted to a use other than lower income housing or is demolished as a result of activities paid for in whole or in part with funds provided by HUD under the CDBG Entitlement Program or the HOME program.

To the extent that the specific location of the replacement housing and other data required by paragraphs (c)(4) through (c)(7) of 24 CFR Part 42.375, are not known, the City shall identify the general location of the housing on a map and complete disclosure and submission requirements when the specific data are available.

Part 2: Relocation Assistance

In accordance with 24 CFR 42.325(a), the City will continue to take all reasonable steps to minimize the displacement of families and individuals from their homes and neighborhoods as a result of a federally assisted project activity assisted with funds provided under (1) the Community Development Block Grant (CDBG) Entitlement Program (24 CFR 570), or (2) the HOME Investment Partnerships Program (24 CFR 92).

Displacement Activities

The City of New York did not displace individuals or families in any federally-assisted entitlement program in 2012.

D. Assessment of HOME Minority Business Enterprises and Women Business Enterprise Outreach-Related Activities

The New York City Department of Housing Preservation and Development (HPD) is committed to a policy of providing equal access to all economic opportunities generated by our role as the primary catalyst for the construction and rehabilitation of affordable housing throughout this City.

HPD's Division of Regulatory Compliance is responsible for creating, implementing and coordinating procurement, training and employment activities in support of the agency's commitment to business enterprise mandates. The office has implemented a multifaceted Business Opportunity Program in response to public policy mandates that require local participation in agency procurement activities. The initiatives and strategies detailed below are the direct result of a long term and systemic approach to community development.

Our assessment of the affirmative efforts undertaken finds the agency in compliance with the business development mandates found in HOME funding regulations. The following summarizes the activities undertaken and the results achieved during this last year to promote the participation of local, minority and women owned businesses in contract opportunities generated by the use of HOME funds:

- Conducting weekly Pre-Award Conferences to review equal opportunity, labor standards, business enterprise and fair housing requirements for HPD contract recipients. These conferences also provide information on becoming certified as a MWBE by the NYC Department of Small Business Services (DSBS). Representatives of over 585 firms attended 51 sessions in calendar year 2012.
- In late December 2005 Mayor Bloomberg signed Local Law 129 to promote the utilization of Minority and Women owned Business Enterprises certified by the DSBS. HPD internal controls includes the work of HPD's MWBE Task Force, headed by the Special Counsel for Regulatory Compliance (who is also the agency's MWBE Officer) and including the Assistant Commissioner/ACCO and the Deputy General Counsel for Legal Affairs. The Task Force meets regularly to implement internal initiatives, monitor agency performance and detail procedural compliance with LL 129. The Task Force has established procedures and duties to implement a uniform subcontractor approval protocol within the agency. Agency Purchasing officers have been trained to use the DSBS directory to obtain vendor lists for outreach and bidding invitations. This work has raised the awareness of the importance of federal MWBE participation guidelines as well. In 2012 DSBS awarded the Agency a citation for having achieved the highest percentage of certified MWBE participation in the category of contracts let with a value of \$100K or less.
- HPD staff represents the agency at numerous outreach events, including those sponsored by the NYC Dept. of Small Business Services, and other partners.
- HPD has created and published a webpage: <http://www.nyc.gov/html/hpd/html/vendors/local-business-participation.shtml> that provides information on the agency's business counseling and educational services, the Section 3 program, and links to the NYC Dept. of Small Business Services.
- HPD is in the process of purchasing a web based service for the electronic collection, tracking, review, storage and reporting functions associated with the management of certified payrolls for compliance with Federal, State and City Labor requirements. The service will also will have the capability to collect data and produce reports for MWBE and Section 3 compliance. the service will provide the Agency with more timely and complete data for analysis as projects proceed.
- HPD has compiled and submitted reports on the participation of minority and women owned firms as are required by Federal, State and City agencies.

The HPD Business Opportunity Program is an ongoing effort to ensure that the economic and social benefits of HOME funded contracts are openly and fairly distributed with the maximum participation of locally based, minority and women owned firms.

The following is a snapshot of HOME funded prime and subcontracts let in calendar year 2012:

Prime Contracts		#	%	\$	%
White	Male	18	62%	\$419,247,689.	66%
White	Female	10	34%	\$207,828,025.	33%
Black	Female	1	3%	\$3,404,233.	1%
Totals		29	38%	\$630,479,947.	34%
Subcontracts					
White	Male	60	80%	\$495,105,994.	96%
White	Female	1	1%	\$832,815.	0
Hispanic	Female	1	1%	\$125,000.	0
Hispanic	Male	10	13%	\$10,547,334.	2%
Asian	Male	3	4%	\$9,342,756.	2%
Totals		75	20%	\$515,944,899.	4%

The agency endeavors to achieve the maximum participation of locally based, minority and women owned firms as part of an ongoing effort to ensure that the economic benefits of HOME funded contracts are openly and fairly distributed.

E. Section 108 Loan Guarantee-Brownfields/Economic Development Initiative (B/EDI) Programs

Alliance for Neighborhood Commerce, Homeownership & Revitalization (ANCHOR)

Currently, there are no HPD ANCHOR Programs under development that are funded through HUD's Economic Development Initiatives (EDI) Grant Program, HUD's Brownfields Economic Development (BEDI) Program, and HUD's Section 108 Loan Program.

Program Income

As of December 2012, program income to this date totaled \$1,072,374.42, earned in 2012. Program income includes the EDI loan repayment of \$811,506 made by 1400 5th LLC in August 2012 and an EDI payment of \$260,868.42 received from the Strivers Gardens LLC. No other program income was realized in calendar year 2012.

Rehabilitation of Historic Pier A

In March 2011, the Battery Park City Authority (BPCA) signed a 25-year lease with Atlantic Gardens, a joint venture of Harry and Peter Poulakakos and The Dermot Company, to tenant and operate the space as a restaurant, oyster bar with outdoor seating, event venue and visitor center. Renovation of the building's core and shell and interior elements such as historic walls, woodwork and trim and window restoration is ongoing. Certain renovation work was damaged in Superstorm Sandy delaying the completion of such work. BPCA work is expected to be completed in mid-2013. Subsequently, the tenants will begin to outfit their space.

F. Monitoring Standards and Procedures

Pursuant to 24 CFR Part 91.230, the City of New York monitors on an ongoing basis its entitlement program subcontractors, subrecipients, and project sponsors to ensure compliance with the statutory provisions of the National Affordable Housing Act. The fiscal and programmatic procedures of federally-funded programs already are audited or monitored by several entities: the City agencies which administer the federally-funded programs; an independent auditor, pursuant to the federally-mandated "Single Audit"; and, the City Comptroller's Office through its Charter mandate to investigate all matters relating to the City's finances. Therefore, it is not the intent of this plan to duplicate but to augment the City's monitoring procedures currently in place for its Consolidated Plan-related programs.

Each of the respective formula entitlement grants have separate and distinct regulations and statutory requirements. Therefore, the monitoring processes used by New York City's respective grant administering departments vary based on the type of entitlement grant. However, in general, the respective departments monitor their subcontractors, subrecipients, and/or project sponsors for timeliness of expenditure; the meeting of predetermined accomplishments/milestones; and, the compliance with the applicable federal requirements.

A brief description of the results of the grant-specific monitoring follows:

COMMUNITY DEVELOPMENT BLOCK GRANT

In 2012, the CD Unit monitored the Elderly Minor Home Repair Program, which is administered by the New York Foundation for Senior Citizens. The program was monitored for its documentation of client eligibility, maintenance of a Property Register to track equipment purchased by the program, timesheets of CD-funded staff, repair work orders, and contract documentation. The monitoring found that the New York Foundation for Senior Citizens is administering the program in accordance with the CD regulatory requirements.

The CD Unit also began to monitor the Department of Housing Preservation and Development's Rehabilitation Services Program. It is expected that the monitoring will be completed in 2013.

The Department of Housing and Urban Development monitored the Avenue NYC Program. The final outcome of that monitoring will be reported in the 2013 Annual Performance Report.

HOME INVESTMENT PARTNERSHIPS

Affirmative Marketing - HOME-funded Rental and Homeownership Housing

Periodic inspections and spot-checks:

The NYC Department of Housing Preservation and Development (HPD), in conjunction with their sister agency, the NYC Housing Development Corporation (HDC) conducts periodic inspections and spot-checks of the Developer's tenanting process. Developers receiving HOME funds must establish and maintain satisfactory records in accordance to the agency's Marketing Guidelines. The Marketing Guidelines describe policies, procedures, and certain requirements for the marketing and selection of residents for developments subsidized by the agency. Developers must follow these guidelines in preparing marketing plans for their projects and comply with its specific requirements, including certain forms required during the tenant selection process to ensure eligibility, fairness, consistency and prevent fraud in the agency's programs. The Marketing Guidelines require the developer maintain individual tenant files for all families in HOME assisted units. The tenant files must contain all income certifications and verifications along with leases, lease riders, unit inspections, and all correspondence, which are subject for review by the agency. Developers forward the agency a tenant file which is reviewed by the staff to ensure income eligibility.

Site visits to assure records properly collected and reserved:

The agency conducts site visits to assure records are properly collected and reserved. While no site visits have been conducted yet for projects which were marketed in 2012, the agency did review projects that were marketed in previous years. The agency begins conducting site visits the year after a project is Placed-in-Service. The agency will continue to conduct site visits to assure records are properly collected and reserved by developers. Further, the agency reserves the right to conduct site visits during anytime during the initial lease-up of a project.

Suspicion of Fraud:

The agency works closely with New York City Department of Investigation (DOI) to address fraud involving HOME Program funds. If the agency is suspicious of fraud, then a further review is conducted by an agency staff member, and possible referral is made to DOI. The Marketing Guidelines require that the Developers use certain forms during all tenant selection processes. These forms include IRS Form 4506 Request for Copy of Tax Return; IRS Form 4506-T Request for Copy of Tax Return Transcript; NYS DTF-505 Form Request for Copy of State Tax Return; as well as an Authorization to Release Information form. If an applicant file contains inconsistent information, these forms are used by agency staff and DOI in order to clarify the information or to determine if any fraud exists. On occasions, DOI has referred matters to appropriate prosecutors' offices. Furthermore, Developers are made aware that they may forward any suspicious information directly to the agency and/or DOI. Lastly, if any inconsistent or suspicious information is brought to the agency's attention regarding a Developer and or its agent, the matter is referred to DOI for further investigation. During the year 2012, no applicant or developer referrals were made for projects involving HOME funds to DOI.

Monitoring of Affordable Housing Units – HPD

Please refer to Volume 1, Part IA.2., Assessment of Entitlement Programs, HOME Investment Partnership, HOME Project Report Summaries –On-Site Inspections of Assisted Affordable Rental Housing for the results of HPD's compliance monitoring in 2012 (Page I-35).

Section 3 of the Housing and Urban Act of 1968

Please refer to Volume 1, Part IA.2., Assessment of Entitlement Programs, HOME Investment Partnership, page I-35 for the results of HPD's efforts to provide job-training and employment opportunities to low- and very low-income New Yorkers in 2012.

Evaluation of HPD Monitoring of Community Housing Development Organizations (CHDOs)

Through HPD's Intergovernmental Unit, HPD meets the HUD standard of ensuring that organizations continue to meet all of the CHDO requirements. CHDOs are evaluated by HPD, at a minimum, and are requalified as CHDOs each time HPD awards the CHDOs additional set-aside or operating funds.

HPD's Budget Unit assures that the minimum CHDO set-aside of 15% is calculated annually by HPD and awarded to a qualified CHDO and allocated to CHDO-sponsored housing development projects.

HPD's Development Division assures CHDO oversight by HPD, including an evaluation of compliance with the HOME maximum purchase price/after-rehab value limits; and the FHA 203(b) limits for both owner-occupied and homebuyer properties.

EMERGENCY SOLUTIONS GRANT (ESG)

The NYC Department of Homeless Services (DHS) receives Emergency Solutions Grant Program (ESG) grant money to increase the number and quality of emergency shelters and transitional housing facilities for homeless individuals and families, to operate these facilities and provide essential social services, and to help prevent homelessness.

The Budget and Finance Units of DHS is responsible for the fiscal administration of the ESG grant. These units allocate the ESG funding and ensure that payments and claims are made in accordance with the approved uses of the grant for eligible activities, in consultation with DHS Program staff.

As part of ESG monitoring plan, DHS revised its standards according to the requirements set forth in 24 CFR 576.400(e) (1) and (e) (3). The purpose of the ESG monitoring plan is to determine if the ESG-funded programs have administered and implemented ESG-funded activities in accordance with applicable Federal requirements.

Program monitoring activities include review of conformance to grant agreement, record keeping and documentation, periodic progress reports, and monitoring site visits. As the result of monitoring review, DHS may conclude a program is in compliance with applicable regulations or may make a finding or concern. A finding is defined as a program element that does not comply with a Federal statute or regulation, whereas a concern is either a potential finding or a program weakness that should be improved to avoid future problems.

If any findings or concerns are identified after a program monitoring review, DHS works with the program staff in implementing corrective actions and making improvements, and produces a schedule for any needed technical assistance and training.

For the Calendar Year 2012, there are no monitoring findings to report in the 2012 Con Plan APR.

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA)

To ensure compliance with federal, state, and local regulations and guidelines, the New York City Department of Health and Mental Hygiene (DOHMH) conducts routine monitoring activities of its HOPWA-funded sub-grantees and projects sponsors. Monitoring activities are conducted on-site and remotely on an annual basis. Monitoring activities include, but are not limited to, the following areas:

- Eligibility
 - HIV status
 - Income
- Assessments/Reassessments
 - Client and household
- Housing Plans
- Organizational Policies and Procedures
 - Confidentiality
 - Termination of Participant Assistance
 - Conflict of Interest
 - Faith-based Organizations and Religious Activities
 - Fair Housing and Equal Opportunity
 - Documentation/Record Retention
 - Annual Reporting and Measurement of Outcomes
 - Performance and Outcomes
- Eligible Services
 - Tenant-Based Rental Assistance
 - Short-Term Rent, Mortgage, and Utility Assistance
 - Short-Term Housing Assistance
 - Facility/Project-Based Housing
 - Support Services
 - Housing Information
 - Permanent Housing Placement
 - Resource Identification
 - New Construction/Rehabilitation

- Leases/Tenancy Agreements
- Fair Market Rents
- Resident Rent Calculation
- Prohibition Against Fees
- Housing Quality Standards
- Environmental Review
- Audits Management
- Financial Management
 - Internal Controls
 - Financial System and Fund Tracking
 - Salaries and Wages
 - Cost and Allocation Principles
 - Record-keeping and Documentation
- Procurement Management and Methods
- Property/Equipment Management

Based on findings identified during monitoring activities, DOHMH may require sub-grantees and project sponsors to develop corrective action plans that outline activities that will be taken to resolve issue(s) identified and timeline for resolution. DOHMH monitors these plans closely to ensure timely resolution.

In 2012, a total of 56 subgrantees were monitored by DOHMH. There were no material findings resultant from this monitoring. All 56 subgrantees were in compliance both programmatically and fiscally.

PART III -- Evaluation of Annual Performance

This section contains the City's assessment of the effectiveness of its performance in meeting the housing, homeless, supportive housing and community development activities outlined in the 2012 Consolidated Plan.

HUD APR reporting regulations require the Performance Report to include a self-evaluation of a locality's respective formula entitlement grant's activities based on a comparison of its proposed Performance Outcome Measurement System Performance Indicator accomplishments against its actual Performance Indicator accomplishments. The evaluation would be derived from information generated from several IDIS reports updated to include performance measurement data.

As noted in Section IA., HUD completed an upgrade to the IDIS reporting platform at the end of 2009. However, after system modifications, there were certain inconsistencies between the data entered by the formula entitlement grant administering agencies and the data presented on the various reports. Therefore, the City of New York has continued to formulate its self-evaluation of its past year's performance based on the federal reporting guidelines that were in effect prior to the implementation of the Performance Outcome Measurement System.

In addition, the City has already developed and reports Performance Statistics, which are highly similar to HUD's suggested measurements, for both the City's federally-funded and non-federally funded activities within its 2012 City Fiscal Year (CFY) Mayor's Management Report (MMR). Therefore, the reader is requested to please refer to the City's latest Mayor's Management Report.

The latest version of the MMR is available for review on the City's website in Adobe PDF format at: www.nyc.gov/operations.

Office of Management and Budget

For 2012, the Community Development Block Grant Program (CD) had a total of \$217,655,000 available from the FFY '12 Entitlement, program income, and accruals. Total expenditures were \$211,337,000, a 97% expenditure rate. The City believes this is an acceptable expenditure rate for the CD Program.

The high expenditure rate is due to the fact that the CD Program primarily funds ongoing programs. Unlike new programs in which expenditures are delayed because of start-up concerns (staffing, site selection, contract registration, etc.) ongoing programs do not generally experience this lag each year.

Department of Housing Preservation and Development

Mayor Bloomberg's New Housing Marketplace Plan (NHMP) began on July 1, 2003 and was expanded in February 2006 into a \$7.5 billion plan to create affordable housing for over 500,000 New Yorkers, more than the entire population of Atlanta. It is the largest municipal affordable housing plan in the nation's history. The plan uses innovative approaches to find new land and financing to build affordable housing for New York's future. As of December 31, 2012, HPD has created or preserved 141,891 of affordable NHMP housing units, putting the City on track to achieving the Mayor's goal of creating and preserving 165,000 affordable housing units. Since Mayor Bloomberg came to office in January 2002, the City has funded more than 166,443 units of affordable housing.

Department of Homeless Services

Throughout 2012, ESG funds continued to be an integral component of the City's continuum of care for the homeless. These funds have enabled DHS to improve its outreach activities to homeless persons living in public spaces by contracting with experienced non-profit organizations. In the fall of 2007, DHS implemented new contracts with outreach and housing placement providers. These contracts are performance-based and include evidence-based practices which focus on placing chronically homeless individuals directly into transitional and permanent housing from the streets. DHS also provided low-threshold housing options that exist outside the

shelter system including safe haven and stabilization beds. Contracted DHS Safe Havens, three of which were funded by ESG, and Stabilization Beds are low-demand transitional housing programs that allow clients more flexible access to services.

The City's transitional shelter programs continue to be enhanced by programs funded with ESG money. These shelter programs have become central in the evolution of the transitional shelter service system. They provide the resources to successfully address client's barriers to independent living, which decreases clients' length of stay and increases the rate of successful placements from the shelter system into independent or supportive permanent housing.

Part of DHS' ongoing transformation of the shelter system services includes the development of more specialized programs to address certain specific obstacles to independent living such as substance abuse and mental illness that lead to chronic homelessness. ESG continues to fund substance abuse efforts such as DHS substance abuse counselors in adult shelters and a substance abuse program for family members living in the Regent Family Center. ESG funds are also used to help provide mental health services at five transitional shelters.

ESG funds support the Office of Client Advocacy (OCA) which provides a voice for clients within DHS by mediating conflicts between shelter staff and clients, assisting clients to overcome barriers to permanent housing, interacting with other agencies and organizations on behalf of clients, and addressing phone and walk-in inquiries. The OCA is responsible for assisting clients in navigating the service system and bringing systemic issues to the attention of DHS and providers. The staff assists clients with a wide array of challenges. The staff encourages clients to first work with caseworkers or shelter staff to resolve individual issues. The OCA also facilitates monthly Client Meetings with both single adults & families. Individuals and families can contact a staff member between the hours of 9:00 A.M. to 5:00 P.M., Monday through Friday, and the OCA has a hotline that records messages 24 hours a day. Messages left after hours are responded to the next business day. The OCA works with clients who come to our office for emergencies Mondays through Thursdays from 9-5. Staff is located at Beaver Street. The OCA travels to meet clients at our intake facilities, shelters, drop-in centers and street locations to work with clients make presentations and participate in case conferences. In 2012, the Office of Client Advocacy served a total of 4,280 constituents.

DHS's housing placement program is an intensive case management-based outplacement program operating within the adult shelter services system. This program has been highly successful in placing shelter residents in a variety of long-term housing and/or supervised program placements, ranging from substance abuse programs to supervised mental health housing to supportive SRO's, to independent housing. A continuum of assessment and therapeutic programs helps homeless individuals move into and maintain housing, either in an independent living arrangement or a supportive housing environment. In FY 2012, DHS placed a total of 7,541 single adults into permanent housing.

In 2007, the DHS neighborhood-based homeless prevention initiative, Homebase, expanded into a citywide program, now serving all neighborhoods in New York City. DHS continued to collaborate with qualified community-based organizations charged with assisting those at-risk of homelessness, through targeted services and financial assistance. Through the end of CY 2012, the non-profit providers have made significant improvements in identifying and serving target populations. They are using their community knowledge and resources to meet the needs of these at-risk individuals and families. By 'networking' at local businesses, income support centers, schools, police precincts, and local churches, the providers have served 42,000 families and single adults with services such as family and landlord mediation, entitlements advocacy, employment training, and household budgeting skills. Providers have served a diverse group of clients. Over 20% of the client population has had prior shelter histories. Of all the families and single adults served, 90% had not entered the shelter system. Over 15% of all clients have received financial assistance for payment of rent arrears, deposits and broker fees, furniture and household expenses, rent contributions, and educational and work expenses.

On January 30, 2012, DHS conducted its annual citywide Homeless Outreach Population Estimate (HOPE) which resulted in an estimate of 3,262 individuals residing in the streets and public spaces in the five boroughs; a 26 percent decrease since the first citywide survey was conducted in 2005. DHS again hosted HOPE on January 28, 2013. The results of HOPE 2013 are expected to be published in late winter 2013.

NYC Department of Health and Mental Hygiene – Bureau of HIV/AIDS Prevention and Control
For the evaluation of New York City’s Housing Opportunities for Persons with AIDS (HOPWA) grant-funded activities and accomplishments in 2012, please refer to Volume 1., Part I.A.4., HOPWA Consolidated Annual Performance and Evaluation Report (CAPER).

PART IV -- Citizen Participation

A. Geographic Distribution

The City's basic policies regarding the targeting of housing assistance to specific geographic areas have not changed significantly since the publication of its initial five year Consolidated Plan. As noted in the 2002 Consolidated Plan, the City itself has not excluded any particular area or neighborhood from receiving housing assistance. However, while most programs are offered on a City-wide basis, some areas are, by regulation, prohibited from receiving certain forms of Federal funding. Other programs, such as the Section 8 certificate and voucher programs, must, by law, be made available on a City-wide basis. Services to the homeless are offered throughout all five boroughs and clients come to shelters from all areas of the City.

Notwithstanding the City's goal of making its assistance available to a broad spectrum of households in a wide variety of neighborhoods, the majority of housing funds continue to be concentrated in those neighborhoods which have the greatest need and the lowest incomes.

The attached revised Community Development Block Grant Eligibility maps show those 2000 census tracts in which Community Development (CD) funds may be used for an activity, the benefits of which are available to all the residents in a particular area, where at least 51% of the residents are low- and moderate-income persons ("CD area benefit" or "CD eligible area") according to the 2000 Census. Low- and moderate-income persons are defined as persons living in households with incomes below 80 percent of the median household income (\$47,100 for a 4-person household in 2000) of the Primary Metropolitan Statistical Area (PMSA), which includes the five boroughs, and Putnam County.

The U.S. Department of Housing and Urban Development (HUD) released the revised New York City CD Eligible Census Tracts data based on the 2000 Census at the end of March 2007. The revised data supersedes the CD Eligible Census Tract data for New York City originally released in February 2003. As a result of the data revision, the City of New York has generated updated CD Eligible Census Tract maps to replace the maps previously created in March 2003.

The revisions to the CD Eligible Census Tract data are the result of changes in the metropolitan area definitions used to calculate HUD median family income limits and estimates. The new definitions are based on the current U.S. Office of Management and Budget metropolitan statistical area (MSA) definitions.

HUD encouraged local municipalities which receive Community Development Block Grant funds to begin using the new data to determine area eligibility as early as possible. The City of New York began to use the revised 2000 Census data to determine CD area eligibility commencing with City Fiscal Year 2008 (CFY08) CD-funded activities, which began July 1, 2007.

Many of the areas selected are also areas of minority concentration as identified in the 2003 Consolidated Plan maps. These are also areas where the City encourages revitalization through the City's capital program.

The boroughs with the largest number of areas receiving directed assistance are the Bronx, Brooklyn and Manhattan.

In the Bronx, more than two-thirds of the residential areas are low and moderate income. This includes the south and west Bronx.

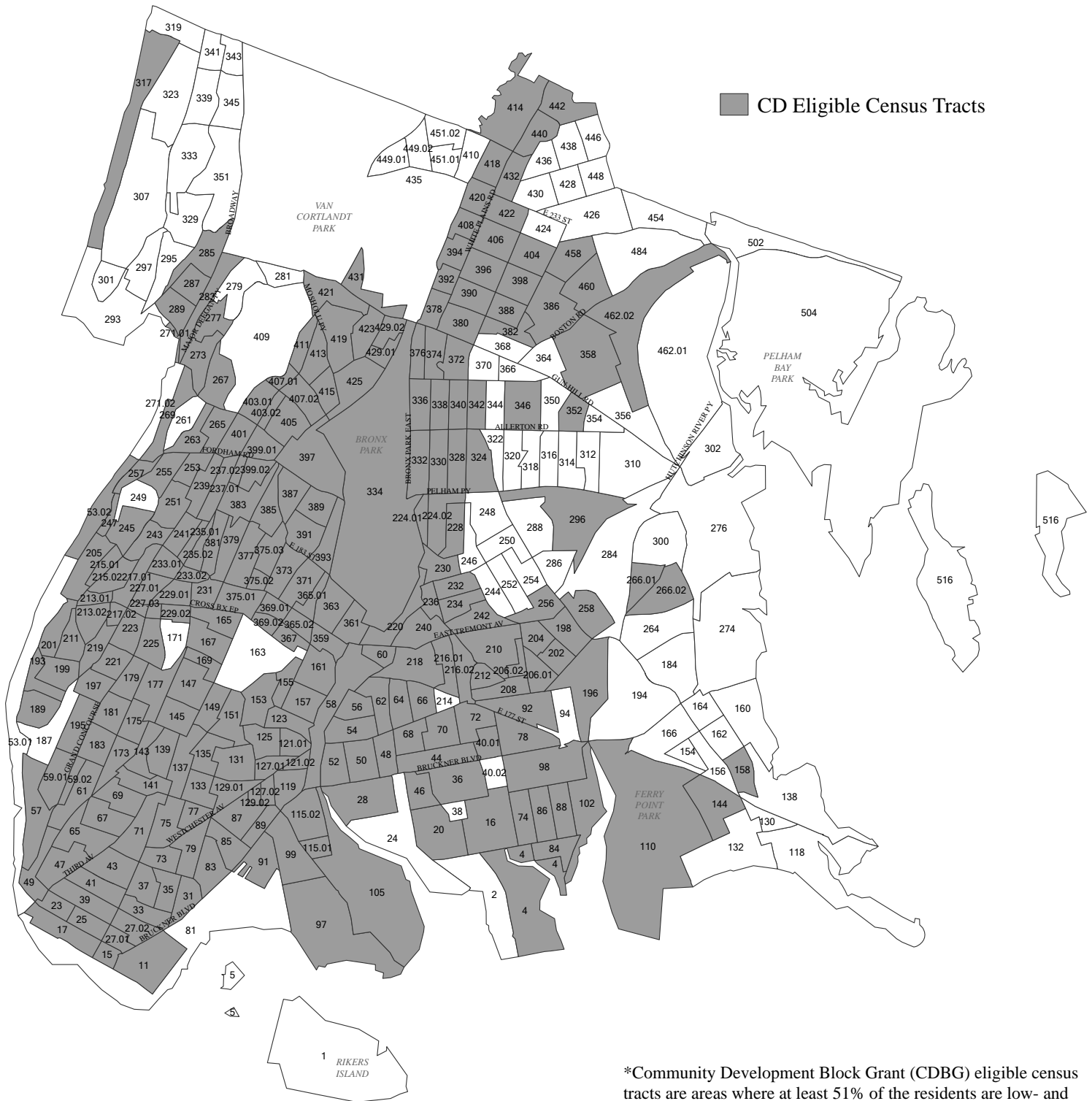
The principal areas for directed assistance in Brooklyn are northern Brooklyn, including Bedford Stuyvesant, Williamsburg, Bushwick, Crown Heights and other neighborhoods. In the south, Coney Island is included.

In Manhattan, the areas for directed assistance include most of Manhattan north of 96th Street and parts of the Lower East Side.

The primary areas of directed assistance in Queens are mainly in Jamaica, Rockaway and Astoria. The primary area of directed assistance in Staten Island is on the northern perimeter of the island.

Community Development Eligible Census Tracts*

The Bronx, 2000

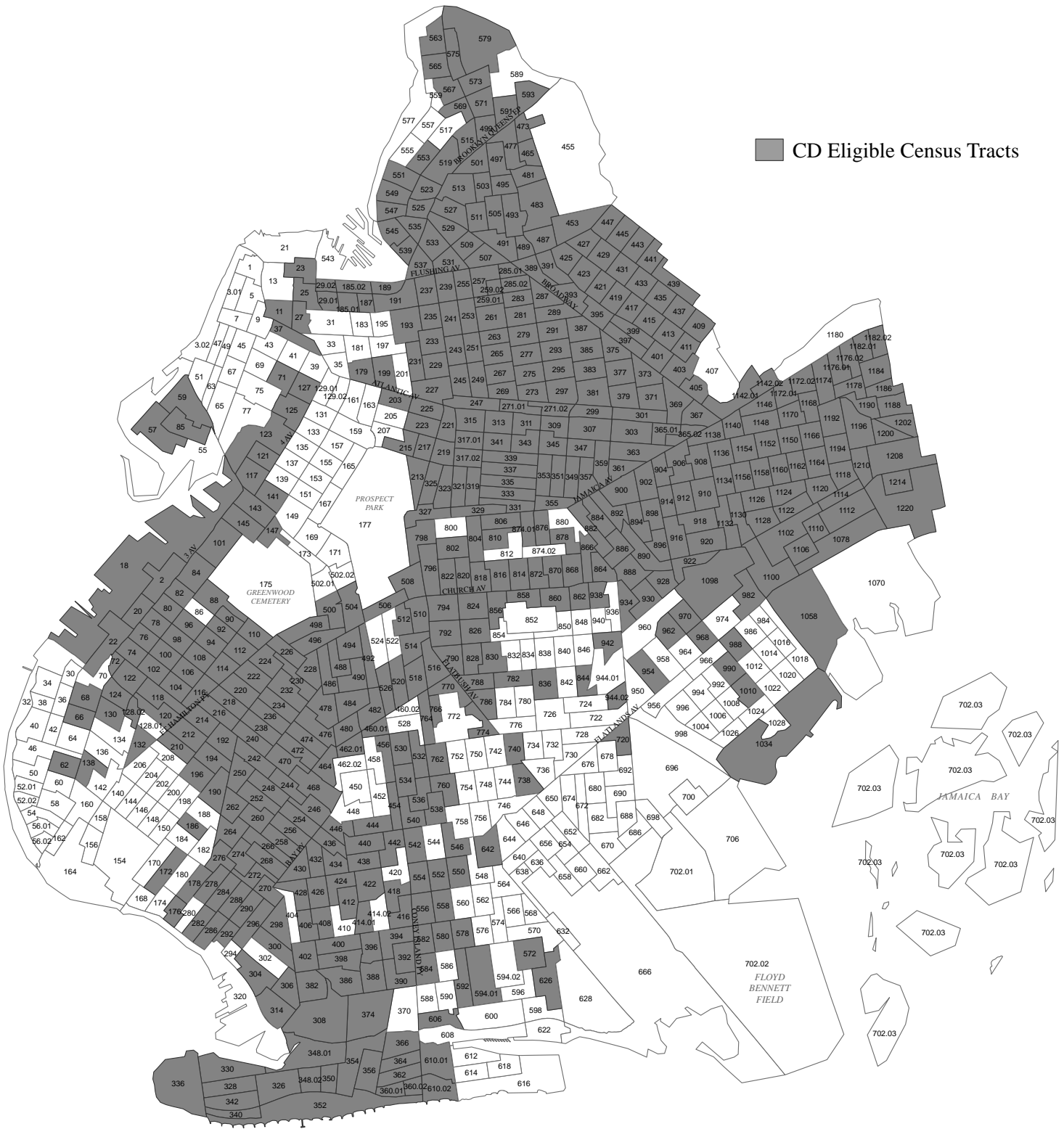


*Community Development Block Grant (CDBG) eligible census tracts are areas where at least 51% of the residents are low- and moderate-income persons (less than 80% of the 2000 Census Median Family Income, or \$47,100 for a family of four).

Source: U.S. HUD Estimates based on 2000 Census SF3 Population Division - New York City Department of City Planning

Community Development Eligible Census Tracts*

Brooklyn, 2000

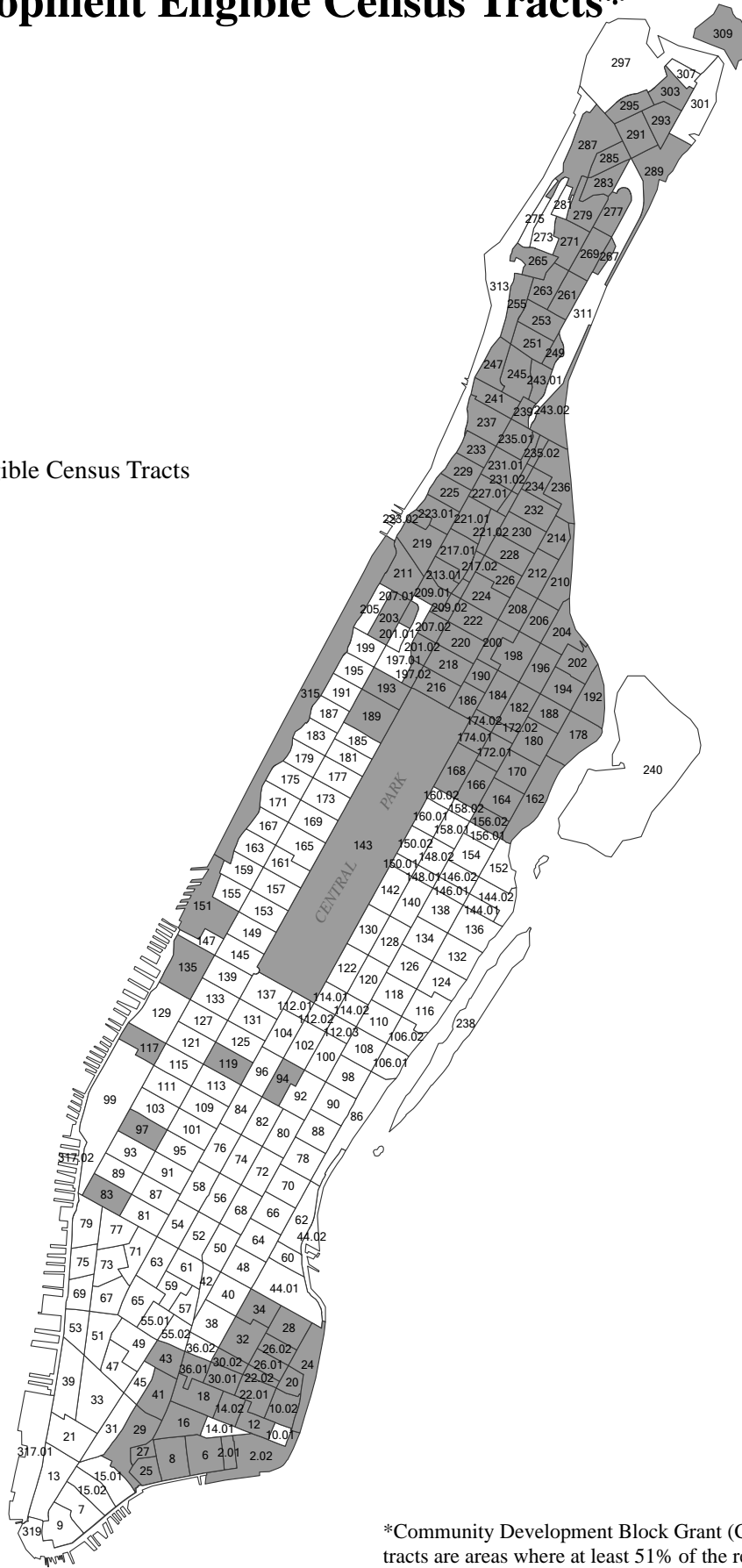


*Community Development Block Grant (CDBG) eligible census tracts are areas where at least 51% of the residents are low- and moderate-income persons (less than 80% of the 2000 Census Median Family Income, or \$47,100 for a family of four).

Source: U.S. HUD Estimates based on 2000 Census SF3
Population Division - New York City Department of City Planning

Community Development Eligible Census Tracts* Manhattan, 2000

■ CD Eligible Census Tracts

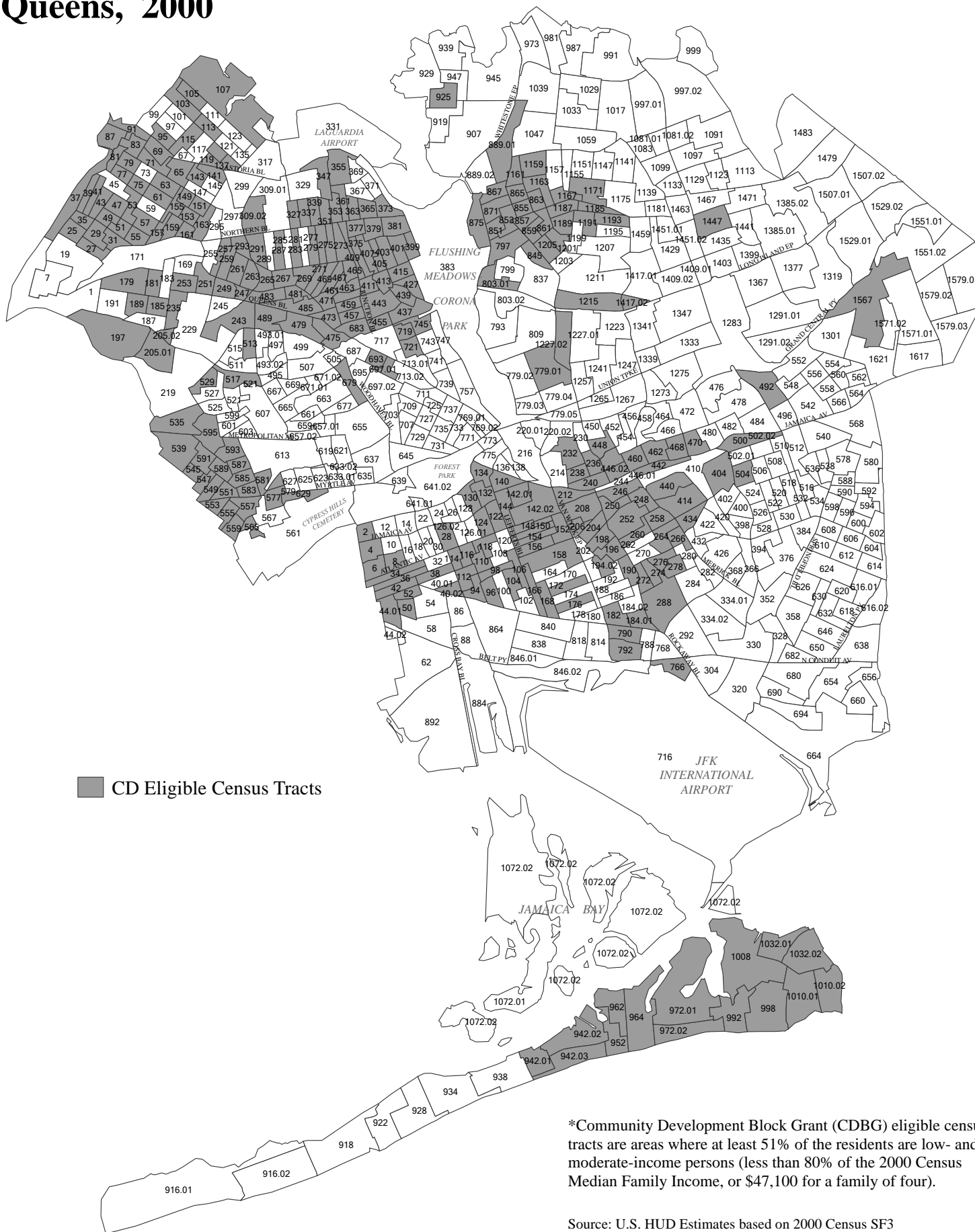


*Community Development Block Grant (CDBG) eligible census tracts are areas where at least 51% of the residents are low- and moderate-income persons (less than 80% of the 2000 Census Median Family Income, or \$47,100 for a family of four).

Source: U.S. HUD Estimates based on 2000 Census SF3 Population Division - New York City Department of City Planning

Community Development Eligible Census Tracts*

Queens, 2000

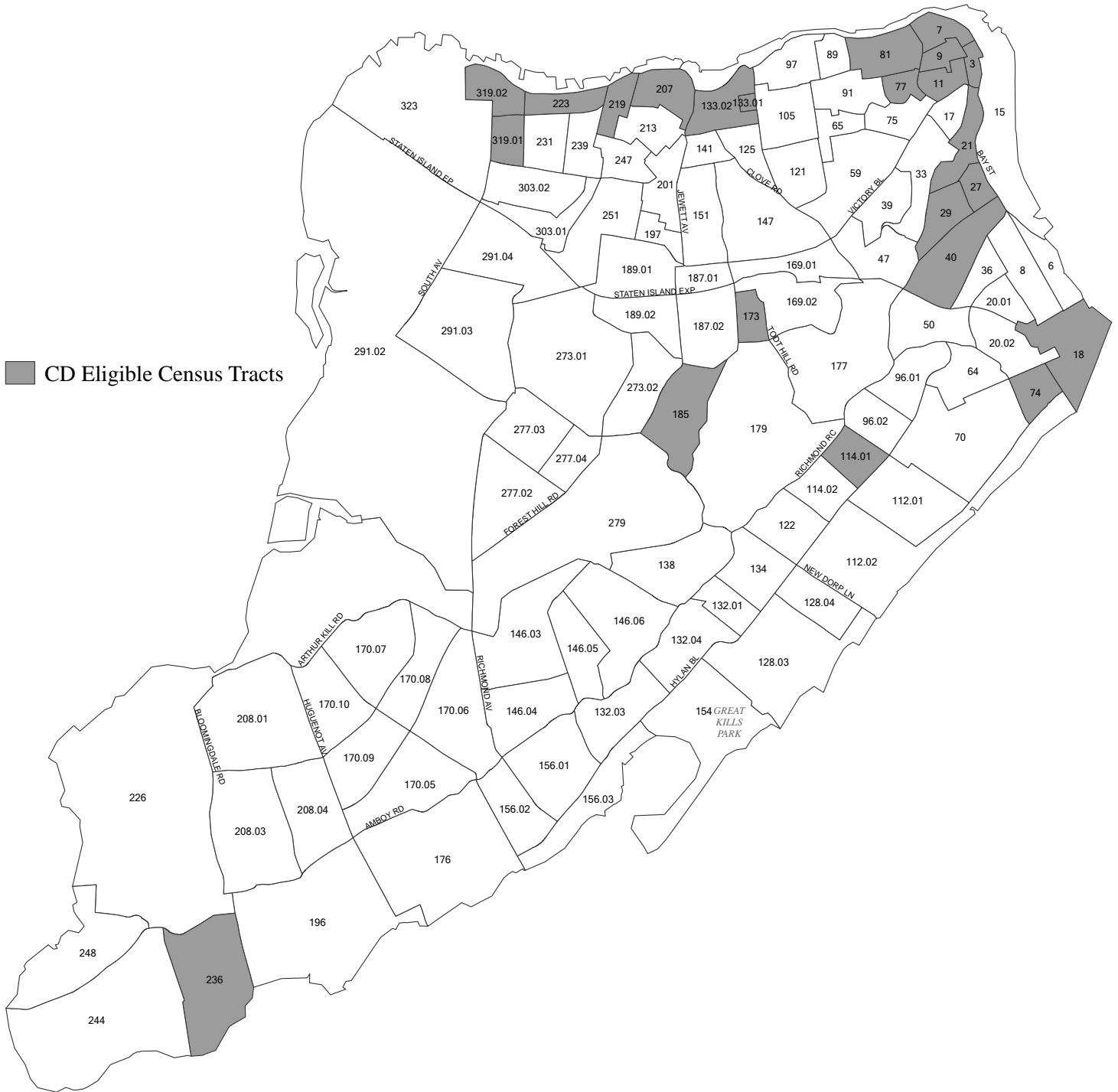


*Community Development Block Grant (CDBG) eligible census tracts are areas where at least 51% of the residents are low- and moderate-income persons (less than 80% of the 2000 Census Median Family Income, or \$47,100 for a family of four).

Source: U.S. HUD Estimates based on 2000 Census SF3 Population Division - New York City Department of City Planning

Community Development Eligible Census Tracts*

Staten Island, 2000



*Community Development Block Grant (CDBG) eligible census tracts are areas where at least 51% of the residents are low- and moderate-income persons (less than 80% of the 2000 Census Median Family Income, or \$47,100 for a family of four).

Source: U.S. HUD Estimates based on 2000 Census SF3 Population Division - New York City Department of City Planning

B. Grantee Certifications

1. Citizen Participation

Outreach

Please refer to the 2013 Consolidated Plan Volume 2, Part II, Section A., Citizen Participation Plan. This section of the Plan is the most recent description of the citizen participation outreach activities conducted by the Consolidated Plan Committee member agencies relating to their own agency's area of expertise.

APR

The public comment period was held from June 7, 2013 to June 21, 2013. Citizens were notified of the comment period in several ways. A letter announcing the public comment period was sent to approximately 2,000 New York City residents, organizations and public officials. Second, a notice of the public comment period was published in three newspapers with city-wide circulation, an English-language, a Spanish-language and a Chinese-language. The notices included news about the availability of information and data contained in the Consolidated Plan APR to better facilitate informed comments.

Copies of the *Proposed 2012 Consolidated Plan APR* could be obtained in person at the City Planning Bookstore, 22 Reade Street, New York, New York 10007, Monday 12 pm to 4:00 pm, Tuesday through Friday 10:00 am to 1:00 pm, or the following City Planning offices:

Bronx Office

1 Fordham Plaza, 5th Fl.
Bronx, New York 10458
Contact: Kim Canty (718) 220-8500

Queens Office

120-55 Queens Blvd.
Queens, New York 11424
Contact: Brunilda Rivera (718) 286-3169

Brooklyn Office

16 Court Street, 7th Fl.
Brooklyn, New York 11241
Contact: Gleno Holder (718) 780-8280

Staten Island Office

130 Stuyvesant Place, 6th Fl.
Staten Island, New York 10301-2511
Contact: Patti Thode-Nolan (718) 556-7240

In addition, copies of the Proposed APR are available for review at the following public libraries:

Bronx

Bronx Reference Center
2556 Bainbridge Avenue
Bronx, N.Y. 10458
(718) 579-4257

Brooklyn

Central Library
Grand Army Plaza
Brooklyn, N.Y. 11238
(718) 230-2100

Manhattan

Science, Industry and Business Library
188 Madison Avenue at 34th Street
New York, N.Y. 10016
(212) 592-7000

Mid-Manhattan Library
455 Fifth Avenue (at 40th Street)
New York, N.Y. 10016
(212) 340-0863

NYC Municipal Reference & Research Center (*"the City Hall Library"*)
31 Chambers Street, Suite 110
New York, N.Y. 10007
(212) 788-8590

Queens
Central Library
89-11 Merrick Boulevard
Jamaica, N.Y. 11432
(718) 990-0778/0779/0781

Staten Island
St. George Library Center
5 Central Avenue
Staten Island, N.Y. 10301
(718) 442-8560

Lastly, an Adobe PDF version of the Proposed Annual Performance Report was made available for free downloading from the internet via the Department of City Planning's website at: www.nyc.gov/planning.

This document was submitted to HUD on June 28, 2013. Any questions may be directed to Charles V. Sorrentino, New York City Consolidated Plan Coordinator, at (212) 720-3337. Written comments on the *Proposed 2012 Consolidated Plan APR* were to be sent to Mr. Sorrentino by close of business June 21, 2013 at the Department of City Planning, 22 Reade Street 4N, New York, New York 10007, email: 2012ConPlanAPR@planning.nyc.gov

Comments Received During the Public Comment Period on the Proposed 2012 Consolidated Plan Annual Performance Report, June 7, 2013 to June 21, 2013

No comments on the Proposed Annual Performance Report were received during the public comment period.

2. Certificates of Consistency

In 2012, the City provided certificates of consistency to public, private and not-for-profit entities requesting certificates in a fair and impartial manner.

To facilitate public awareness and understanding of the request process, the City incorporated an informational chart into the 2012 Consolidated Plan, Volume 2, Part II. Other Actions, Section J. Certificate of Consistency.

The chart contained: 1) the types of certificates of consistency that are required for each program; 2) the applicants that may apply for the programs; and 3) the lead agency. The lead agency is responsible for providing the certificate of consistency letter to an applicant. Agency contact persons with their respective telephone numbers were identified on the chart.

In 2012 the City of New York worked with HUD to improve its certification process by: 1) including the City's informational chart, and an informational sheet indicating the internet website addresses for the Consolidated Plan's Housing and Community Profile, Five-Year Strategic Plan, and Five-Year Affirmatively Furthering Fair Housing Statement in Notice of Funding Availability (NOFA) packages for competitive funds; and 2) informing the appropriate City agency of the NOFA conferences for all HUD competitive programs. This allowed the agencies to provide technical guidance to prospective applicants at the outset of the respective funding application periods.

Lastly, the federal government has required public, private and not-for-profit entities applying for competitive grant funds under the HUD SuperNOFA to apply for the funds electronically using the federal government's "E-grant" system. In 2012, the City of New York assisted public, private and not-for-profit entities in the electronic submission of their application for competitive grant funds by providing those with grant applications that were consistent with the City's Consolidated Plan the signed Certifications in Adobe .PDF format. The PDF version is the electronic version of the hard copy material and is an acceptable format for application attachments in the E-grant system.

3. Non-hindrance of the Consolidated Plan Implementation

The Consolidated Plan Committee is comprised of over 12 member agencies. Each Committee member agency complied with the federal regulations pertaining to implementation of the Consolidated Plan. Each agency contact person is responsible for attending the coordinating committee meetings. At these meetings, the HUD regulations and the guidelines are discussed along with other business. The agency representative is required to

collect the appropriate information from her or his agency. This information is submitted to the Department of City Planning (DCP). DCP prepares the information for final publication and public review.

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