MAPPING COMMUNITY

Public Investment in NYC

CENTER FOR ARCHITECTURE

Co-curated by
David Burney, FAIA, and
Faith Rose, AIA.

Presented in conjunction with
BUILDING COMMUNITY, the presidential
theme of Hayes Slade, AIA.

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Foreword

What does our city say about us? Does it reflect our priorities and aspirations? Are we working toward our societal goals?

The way we collectively prioritize and allocate our resources says more about us as a society than a beloved credo engraved on a monument ever could. The built environment we collectively create reflects what we are willing to invest in. Because of this, it is an authentic reflection of who we really are and where our priorities lie.

This book and the exhibition behind it started as an observation that our city reflects the influence of power as well as our aspirations. Maps, in particular, are the key to deciphering these relationships, as they trace the true influences of power and public will. When overlaid with demographic data, community maps tell a narrative, much the way vital statistics and medical tests form a physician's diagnosis.

In addition to looking at community mapping, we believe in understanding the mechanisms behind the snapshot—the processes, protagonists, and agents that have driven us to our current juncture. Understanding how we arrived here is critical to assessing our future trajectory. We can determine if our priorities for the future are being supported by our decisions today.

These were the thoughts that catalyzed the project that culminated with the exhibition *Mapping Community: Public Investment in NYC* and its related publication. David Burney, FAIA, former Commissioner of the NYC Department of Design and Construction, and Faith Rose, AIA, former Executive Director of the NYC Public Design Commission, were ideally qualified to take on the challenge. Their knowledge was invaluable in untangling the threads of influence that drive the city. Aided by Valerie Stahl, Columbia GSAPP PhD candidate, they undertook an investigation into unclear mechanisms through interviews and outreach. Their tremendous dedication and expertise resulted in a work that demystifies how the public realm is created in our city and articulates a handful of key issues through the lens of representative community boards.

Mapping Community is a distillation of an intense effort to understand public architecture in the city of New York—the way it comes to be, the impact it has on communities, and how it can shape our future. The exhibition was so insightful and informative that we felt it should be captured, so that it could be digested and reviewed over time. Thus, the idea for the book was born.

—Hayes Slade, AIA
2019 President, AIA New York

A Note from the Curators

To a large extent, the architecture of New York City is determined by government policy and by government funding. With capital funds raised by the sale of bonds, the City invests in everything from libraries and fire stations to parks and streets, the spaces that shape the city that we live in. With 8.5 million people in five boroughs, how does New York City address the myriad and competing needs of these communities? What processes are used to make decisions and how can communities affect these processes?

In the exhibition Mapping Community: Public Investment in NYC we set out to determine whether the city was doing a good job responding to the needs and wants of its communities. However, the deeper our research went, the more we realized that very little of the city's complex capital process is clearly documented; we were not able to find a single document that charted the process from start to finish.

So, our guiding question became: How can we help elucidate this process and illustrate the interwoven roles of city agencies, elected officials, and community members?

Through maps and graphs, Mapping Community sheds light on the city's capital process by looking at how public capital projects in New York City are lobbied for, funded, and ultimately built. When there is barely enough budget to go around, prioritizing how and where that budget will be spent is challenging, and we hope Mapping Community illustrates why that is, and how you, as a community member, can engage with the process.

—Faith Rose, AIA, and David Burney, FAIA
Curators

Introduction

How do public buildings like schools, firehouses, or libraries end up in your community, and who had a say in how they got there?
This publication demystifies the complex process of public capital improvement in New York City. It explains and illustrates the rules that govern our city's capital process, the various city agencies that implement projects from budget line to completed public project, and the ways everyday New Yorkers have a say in what types of investment they would like to see in their neighborhoods. The city owns approximately one third of the land that comprises the five boroughs and holds a deed or lease for roughly 14,000 properties across the city.

Who's Who
There are over 40 agencies within the ecosystem of capital planning, design, and construction in New York City. These agencies interact with each other in an intricate choreography that can seem like a Gordian knot to the uninitiated.

For the sake of clarity, we have divided these agencies into four distinct categories: oversight agencies, capital agencies, capital management agencies, and capital client agencies. It should be noted that, in reality, agency functions and interactions are more complicated and less clear cut than how they are described here.

Oversight agencies are agencies that review capital work at one or many points in the process. Typically, oversight agencies focus on one area of expertise, from matters of budget and law to design and building codes. For example, the Office of Management and Budget (OMB) reviews project budgets and payment requests; they are involved at multiple points in a project's life. The Mayor's Office of Contracts (MOCS) reviews city contracts, such as contracts with an architect or contractor. A project usually only interacts with MOCS once or twice. During design, a project is likely to reviewed by either the Public Design Commission (PDC) or the Landmarks Preservation Commission (LPC). And before construction can begin, the Department of Buildings (DOB) reviews all projects for code requirements and issues construction permits.

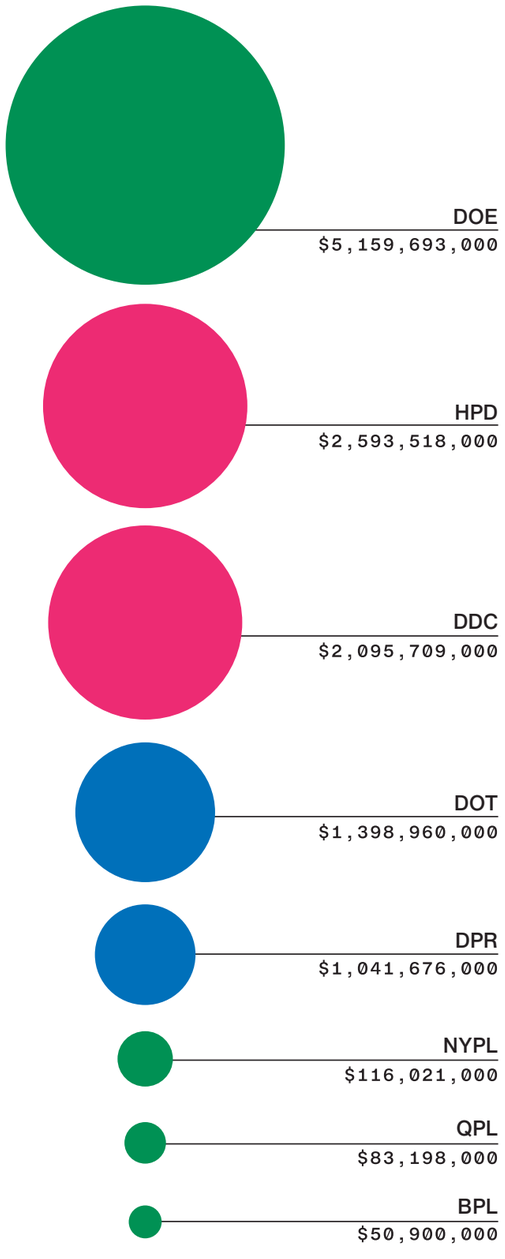
Capital agencies, like the Department of Parks and Recreation (DPR), design and construct the majority of their own public buildings and spaces. These agencies tend to have very large construction portfolios, as well as professional staff who can oversee projects. In addition to the capital side, these agencies are also responsible for operations, maintenance, and programming of their public spaces.

Capital management agencies oversee capital projects for other agencies; they do not have their own buildings and grounds, nor do they have any operational responsibilities. Most of their work is for smaller agencies that don't have the in-house capacity for design and construction oversight. Capital management agencies consider the agencies for whom they provide management their 'clients.' For instance, the Department of Design and Construction (DDC) oversees capital projects for a host of 'client' agencies—from the Department

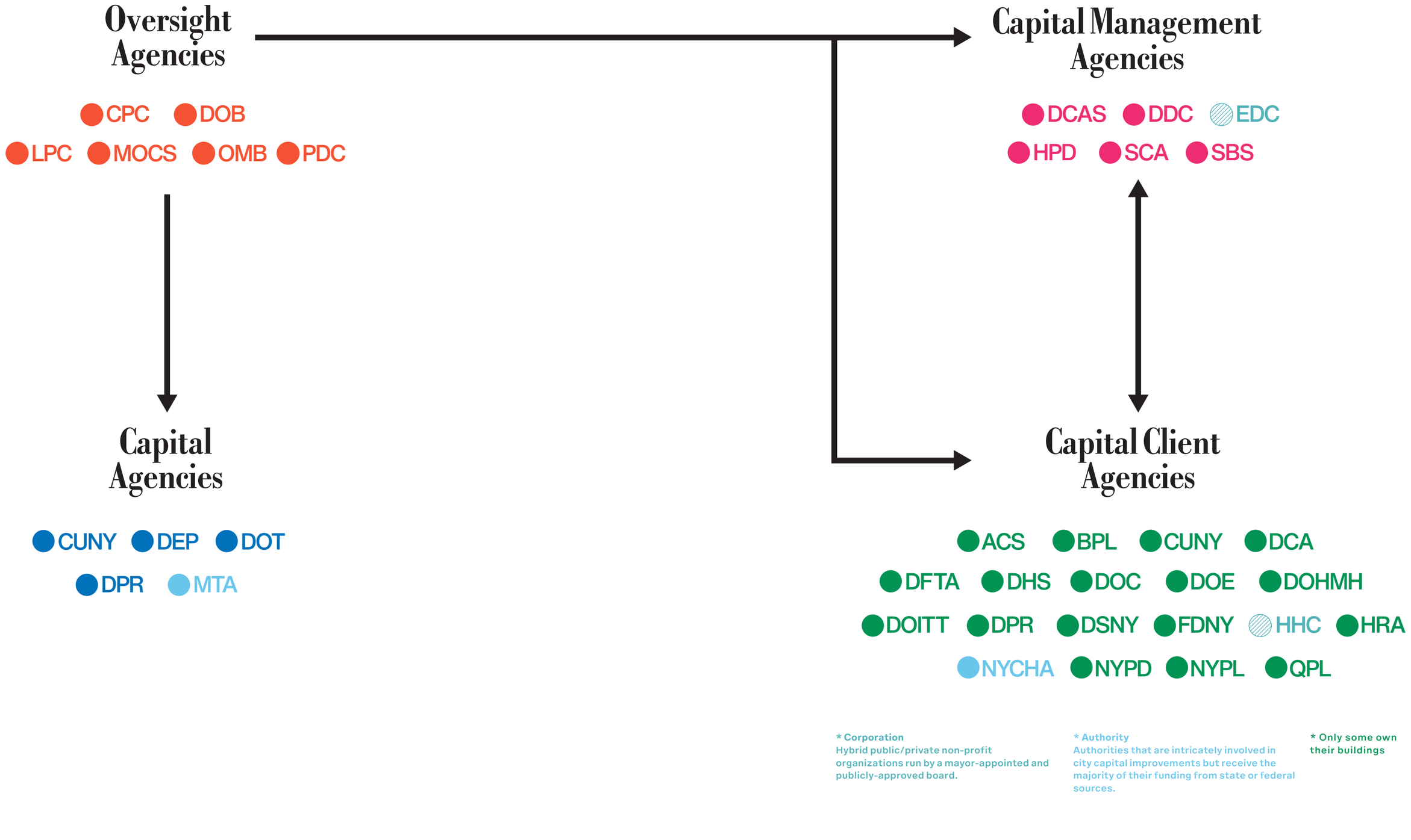
of Cultural Affairs, to the city's three library systems, to the uniformed service agencies such as the FDNY and NYPD. For this reason, we are referring to these smaller agencies as 'client agencies.' It should be noted that client agencies often do have project management staff who act as client representatives for their agencies; occasionally these smaller agencies are granted permission to oversee their own capital projects.

The following organization chart lays out the agencies involved in city capital processes in a clear and defined manner, but it should be noted that it is a rather simplified illustration. Some entities that are considered 'client agencies' are in fact non-profit organizations, such as the city's three library systems. Other agencies have unique internal structures, like the Housing and Preservation Department (HPD), which is essentially a funding agency that receives most of its funding from the federal government and works directly with private developers to realize capital projects. Some agencies, like the Department of Education (DOE), are so large that they have their own construction agencies, as is the case with the School Construction Authority (SCA).

City Agency Annual Budgets



Who's Who



*** Corporation**
Hybrid public/private non-profit organizations run by a mayor-appointed and publicly-approved board.

*** Authority**
Authorities that are intricately involved in city capital improvements but receive the majority of their funding from state or federal sources.

*** Only some own their buildings**

The Rules that Govern Our City

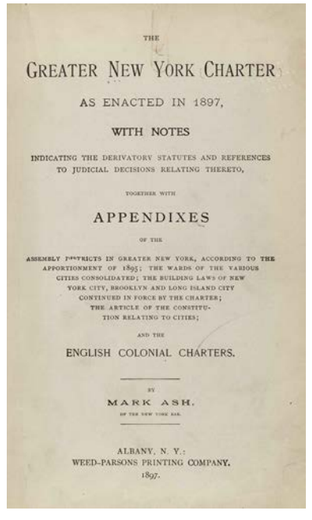
There are three documents that together govern the way the city works. Each one has implications for the planning and execution of capital projects.

New York City Charter
First adopted in 1898, the New York City Charter is the guidebook to the way city government should function. It outlines the responsibilities of the mayor, other elected officials, and city agencies. It also describes citywide procedures such as capital budgeting. In addition to determining things like budget deadlines and how much capital funding goes to borough presidents, the Charter establishes that agencies must consult with communities on capital needs in their districts.

It is rare that we change the Charter. In 1989, however, the US Supreme Court unanimously declared unconstitutional the New York City Board of Estimate, a municipal body responsible for policy and decisions including the city budget, land-use, and water rates. In response, the Board was abolished from the City Charter in 1990. More recently, in the fall of 2019, the Charter was amended to include term limits on community board leadership as a means of creating opportunities for new community leaders and improving neighborhood representation.

Administrative Code
The Administrative Code consists of the adopted laws of New York City. For example, the Code mandates that when a capital agency undertakes a major construction project, it must consult with the city councilmember and the community boards impacted.

Rules of the City of New York
The Rules of the City of New York help city agencies govern how they conduct business. They can be proposed and adopted by specific agencies for themselves. For instance, through the Rules, the Department of Parks and Recreation establishes that New Yorkers can only access parks between 6 AM and 1 AM, unless other hours are posted.

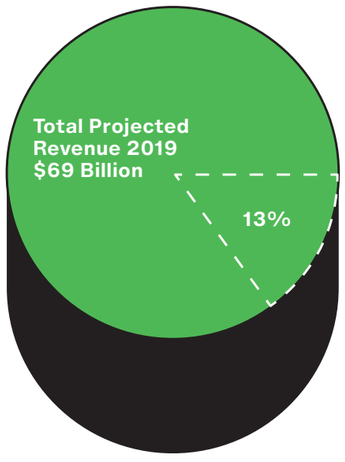

THE
GREATER NEW YORK CHARTER
AS ENACTED IN 1897,
WITH NOTES
INDICATING THE DERIVATORY STATUTES AND REFERENCES TO JUDICIAL DECISIONS RELATING THERETO,
TOGETHER WITH
APPENDIXES
OF THE
ASSEMBLY DISTRICTS IN GREATER NEW YORK, ACCORDING TO THE APPORTIONMENT OF 1895; THE WARDS OF THE VARIOUS CITIES CONSOLIDATED; THE BUILDING LAWS OF NEW YORK CITY, BROOKLYN AND LONG ISLAND CITY CONTINUED IN FORCE BY THE CHARTER; THE ARTICLE OF THE CONSTITUTION RELATING TO CITIES;
AND THE
ENGLISH COLONIAL CHARTERS.
BY
MARK ASH,
OF THE NEW YORK BAR.
ALBANY, N. Y.:
WEED-PARSONS PRINTING COMPANY.
1897.

The New York City Charter

How our tax dollars are transformed into our capital budget

Borrowing Today to Pay for Yesterday

The city engages in financial forecasting in order to determine the capital budget.

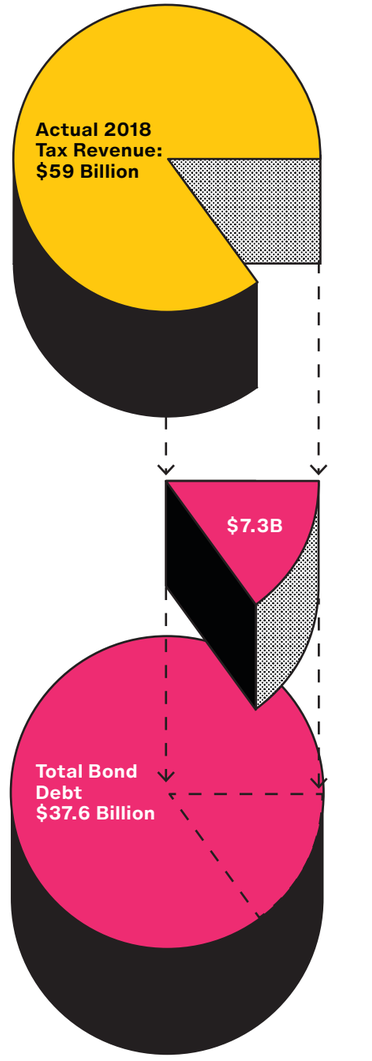


The City typically does not borrow more than 10-15% of the value of the proposed tax revenue.

Capital and Operational Funding
The city has two types of funding: capital funds and operating funds. Capital funds finance large-scale public improvements costing over $35,000, while the operating budget funds operations, maintenance, and programming, including government workers' salaries, supplies and equipment, and community enrichment programs. Both budgets are allocated by fiscal year (FY), which spans from July 1st to June 30th.

Financial forecasting
The city uses approximately 10% to 15% of annual forecasted tax revenues as a benchmark for the yearly capital planning budget. In FY 2019, this amounted to $9 billion of a forecasted $60 billion in tax revenues.

The majority of the money for capital construction comes from debt financing—borrowed money that our tax dollars steadily pay back over time. As a rule of thumb, the Office of Management and Budget (OMB), the agency that acts as book-keeper and financial planner for the city, does not borrow any more than 15% of our forecasted property, sales, and income tax revenues in a given year. OMB forecasts our future tax revenues based on a careful calculation that weighs taxes collected in prior years, inflation, national and city employment estimates, housing and stock market forecasts, and even estimated tourism rates. In 2018, NYC's total tax revenues amounted to over $59 billion, which OMB forecasted to climb to over $60 billion in 2019.



A portion of this year's tax revenue will pay down the city's current bond debt.

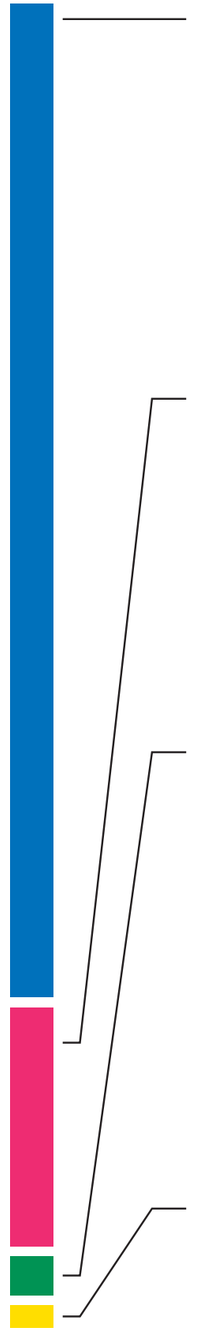
From bonds to public buildings

The city funds most of its capital projects with bonds. Based on the forecasting described above, the city arranges to sell bonds via various financial institutions, using future tax revenues to repay the bonds with interest.

While the city is borrowing money to fund future projects, it is simultaneously repaying previous bonds that have come due, using actual tax revenues it has collected. In fiscal year 2020, the city paid back approximately $7.3 billion on matured bonds used for capital projects, which accounts for 11.7% of the anticipated tax revenues for that year. By paying our local taxes today, we are paying back the cost of constructing public amenities that we are already using.

Funding Sources

In addition to there being a few types of bonds, there are also a few types of funding sources that fuel the capital budget.



76% City Bonds
These are the typical bonds that the city issues to financial institutions to fund the majority of the city's capital infrastructure.

18% Municipal Water Bonds
Municipal water bonds function like city bonds, but they specifically go to funding capital improvements to our water and sewage systems, which provide 1 billion gallons of fresh drinking water to New Yorkers every day.

4% Federal
Some of our capital funding comes from the federal government, notably to agencies like the Department of Transportation (DOT) and the Department of Environmental Protection (DEP), and often in response to urgent needs. For instance, most of the infrastructure repairs that occurred after Hurricane Sandy included substantial federal funding for capital projects.

2% State, Non-city
A small percentage of the city's capital funding comes from the state government and other sources.

The Progression of the Capital Budget

Developing the Budget for the Fiscal Year
There are four official drafts of the annual budget. The first, the preliminary plan, is released in January, with revised drafts issued in April and June and a final budget released in September. The January preliminary plan reflects community board input, individual agencies' stated needs, and priorities related to specific mayoral initiatives. It is essentially the mayor's first draft of the executive budget. The revised April plan reflects input from borough presidents and the City Council, including outcomes from the initial round of budget hearings held by the City Council.

The mayor issues the final draft of the proposed budget in June. The City Council then has a certain number of days to approve it, after which it is considered the adopted budget. Once this June plan has been approved by the City Council, an adopted capital commitment plan is developed, which accounts for the actual appropriations each agency will receive that fiscal year. This is issued in September, just in time for the annual process to begin again. See Appendix Image 1 for a graphic representation of how budget allocations change throughout the year.

Where financial planning and city planning meet
Beyond developing a budget for the fiscal year, the city also develops multi-year budgets that allow for long-term planning (see Appendix Image 2). Planning the capital budget across multiple years is important because most projects take more than one year to design and construct.

The OMB works year-round with agencies to estimate what capital projects in their portfolios will cost for the current fiscal year and the subsequent three fiscal years. Every two years, the Mayor's Office, in conjunction with the OMB and the Department of City Planning (DCP), creates a comprehensive ten-year capital strategy for the whole city as a way to plan for long-term growth. This means that, at any given time, the city is finding concrete funding sources for the current fiscal year, creating detailed budgets for the next few years, and working on an overall strategy for the upcoming decade.

Even with this planning, there are difficulties with running a multiyear project within an annual funding structure. While funding can be committed (read: promised) for subsequent years, that commitment is not set in stone, and new or more urgent priorities can jeopardize these commitments.

The Budget Timeline

Early Fall
The mayor releases the Capital Commitment Plan.

Late Fall
Community boards submit their capital and expense budget priorities to the Office of

By the end of the Calendar Year
The mayor releases a financial plan

Mid January
The mayor releases the Preliminary Budget for the upcoming fiscal year. The mayor releases the Preliminary Ten-Year Capital Strategy if it is an odd calendar year.

Through January and February
Community boards review the Preliminary Budget and

Late February
Borough boards submit their priorities to the mayor

In Early March
The City Council submits its operating budget. Borough presidents issue recommendations for the Preliminary Budget.

By the end of March
The City Council holds hearings and proposes

By the end of April
The mayor submits the Executive Budget and the Message of the Mayor. The mayor releases the Ten-Year Capital Strategy if it is an odd calendar year. Community boards

Throughout late Spring
The City Council holds hearings on

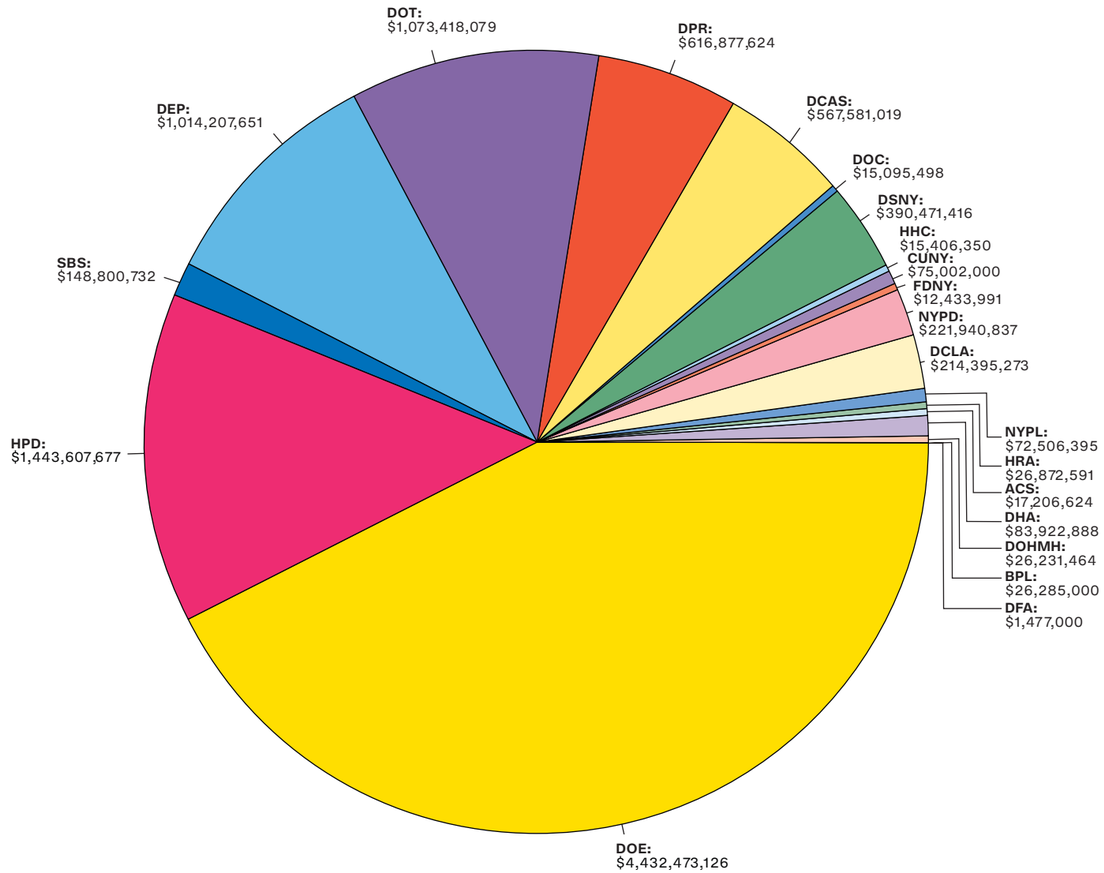
By early June
The Executive Budget is adopted by the City Council,

June 30th

The Final Budget

The final budget is adopted in June. Every September, the NYC Office of Management and Budget (OMB) releases actual capital allocations for that fiscal year.

2019 Capital Budget Allocations by Agency



Source: Office of Management and Budget (OMB).

How does the city build for growth

while also

keeping the rain out?

How Agencies Assess Their Needs

Agencies prioritize portfolios to meet physical needs, community interests, and mayoral initiatives.

How do agencies decide what to ask for funding for?

The range of projects undertaken by city agencies spans from renovating Times Square to re-roofing a playground comfort station. The task of prioritizing and then finding funding for each project is not for the faint of heart.

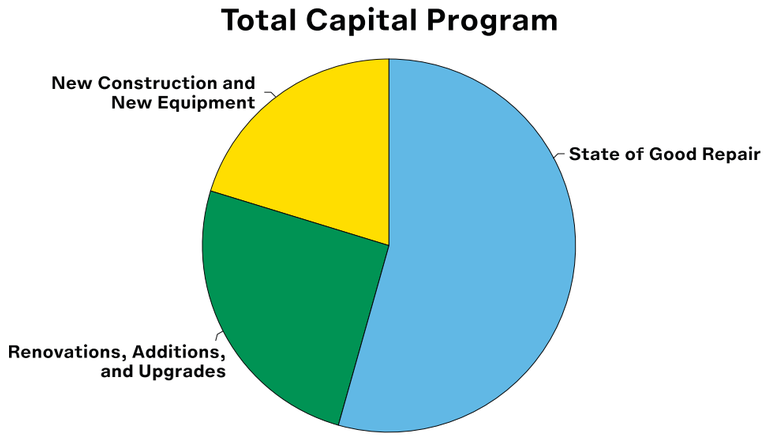
Agencies must distribute their capital budgets across three major types of investments: rehabilitating components of existing buildings, which is referred to as maintaining a state of good repair; renovating and expanding existing buildings; and building new structures. Most agencies spend a large portion of their capital budget on maintaining a state of good repair. From roof, boiler, and window replacements to sidewalk and street repair, maintaining the hundreds of thousands of buildings and public spaces across the city takes a large part of the budget, leaving less for the construction of new projects.

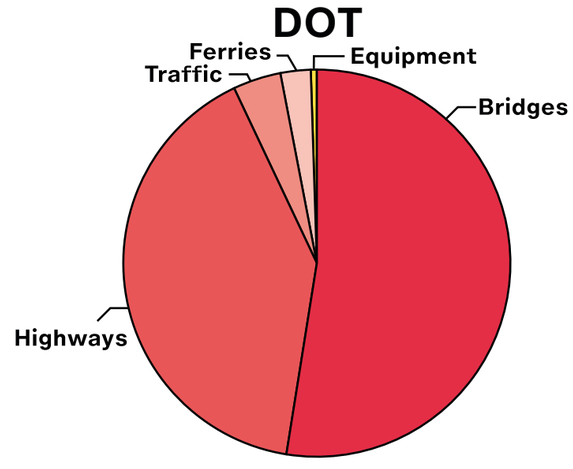
In addition to prioritizing projects based on state of good repair and new needs, agencies must take into consideration community requests, projects that align with mayoral initiatives, and priority projects for City Council members and borough presidents. Agencies must also balance the annual needs of multi-year projects against other funding demands that might jeopardize their progress.

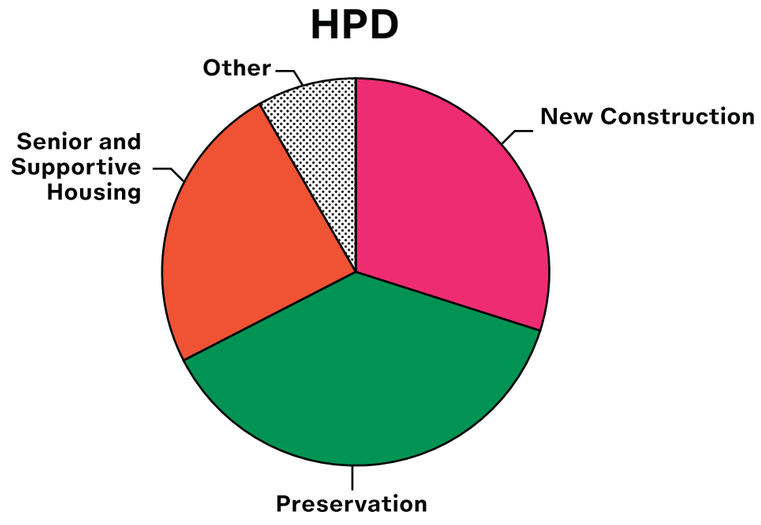
Mayoral initiatives

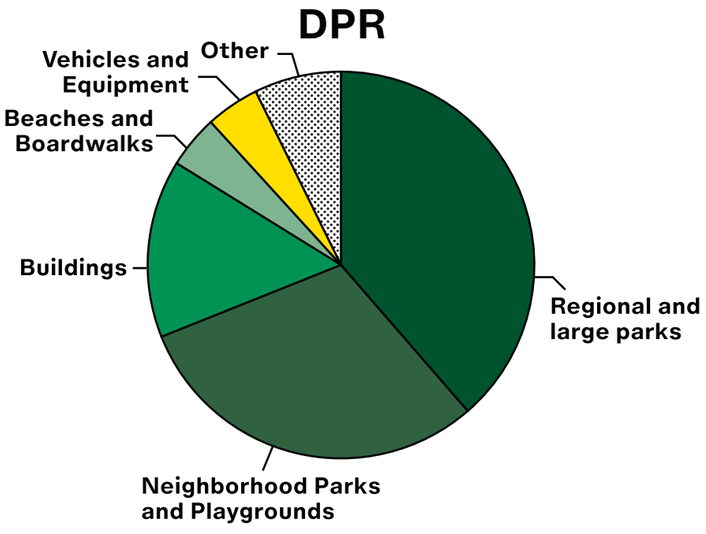
Every mayor develops city initiatives that reflect their platform and values. One of the de Blasio administration's mayoral initiatives is the Vision Zero initiative. Led by the Department of Transportation, Vision Zero's goal is to reduce the number of traffic-related deaths in the city. Rather than targeting specific project types, Vision Zero provides a systemic approach to street safety that utilizes better enforcement, clearer signage, and best practices in design and engineering, as well as input from legislators and the community.

Capital Allocations: Citywide and 3 Agencies









*Capital allocations for additional agencies can be found in the Appendix.

Case Studies

The following case studies highlight the city agencies that provide New York City's housing, streetscapes, parks, schools, and libraries—namely, the Department of Housing Preservation & Development (HPD), the Department of Transportation (DOT), the Department of Parks and Recreation (DPR), the Department of Education (DOE), and the city's three library systems (the New York Public Library, the Brooklyn Public Library, and Queens Library). In addition, each case study focuses on one of the five boroughs, providing demographic data for a community board that can be used to get a sense of the character of the communities it represents and allowing for a cross-comparison with other community boards in the city.

The maps and demographic dashboards are intended to create a snapshot of what is happening at the largest scale—city wide—and the smallest, local scale. It is only when you toggle back and forth between these scales that you can start to understand what a balancing act it is to address the capital needs of a city as large and complex as New York.

Housing New Yorkers

Can our city build its way out an active housing crisis?

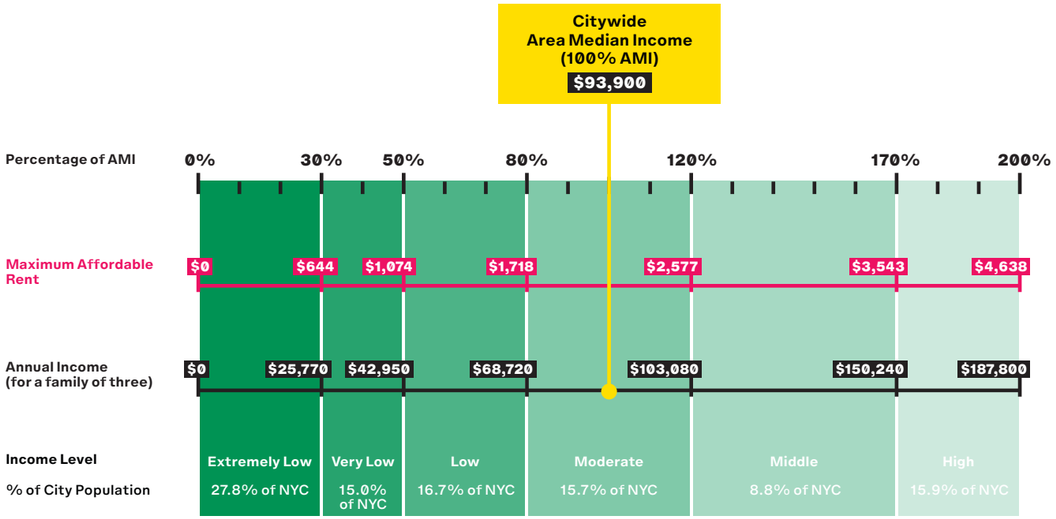
It's no secret that rents are too high in New York City. What many may not know is that, through the Housing New York plan (a mayoral initiative), the city has been steadily pursuing the most aggressive affordable housing effort in the country. Led by the Department of Housing Preservation and Development (HPD), the largest municipal housing preservation and development agency in the nation, the plan aims to construct or preserve 300,000 new affordable homes by 2026. More than a dozen city agencies are collaborating to bring more affordable housing to communities across the city.

As of 2018, the city has financed the creation or preservation of 109,700 homes across the city. However, this plan brings with it the challenges of increased density, gentrification, and displacement, which can significantly and negatively impact the very communities it sets out to help.

A note on public housing

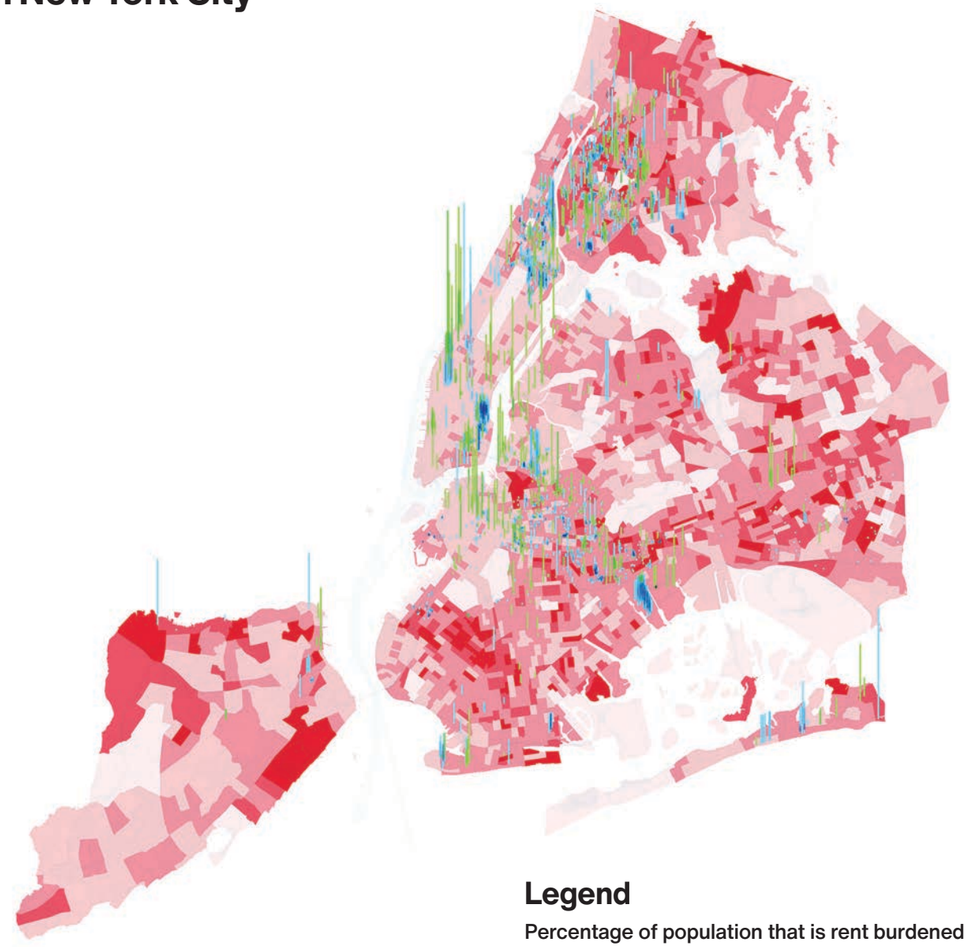
Public housing is different from affordable housing in a few ways. Most notably, in public housing residents pay 30% of their individual income on rent regardless of income, whereas affordable housing sets a predetermined rent based on area median incomes. In our city, the New York City Housing Authority (NYCHA) provides public housing to nearly half a million New Yorkers, with the average NYCHA resident paying around $500 a month in rent. Although the city founded NYCHA in 1934 as the first public housing authority in the nation, it has not provided significant funding to NYCHA's capital budget, which is generally subsidized by a mix of rents and federal funding. Furthermore, after years of federal disinvestment, NYCHA is in a state of crisis, with $32 billion in capital needs for building maintenance of its aging housing stock. In response, in 2018, the city promised $200 million of yearly capital investment to NYCHA over a three-year period. This accounts for 21% of NYCHA's existing capital budget and will fund much-needed repairs to boilers, elevators, and other crucial investments for residents. The city has also released a controversial plan to encourage private investment in public housing to help fill NYCHA's capital budget gap.

New York City Area Median Income (AMI) 2019



What is affordable?
For housing to be affordable, rent should cost no more than 30% of your monthly income. Any family or individual paying more than 30% of their income on rent is considered "rent burdened". The Housing New York includes units for lower income families and individuals, as well as those with middle-incomes, up to an annual income of $142,000 for a family of three. Anyone can apply for an affordable housing unit through the city's housing lottery portal, NYC Housing Connect. With limited subsidies, it can be difficult to provide affordable rents for very low-income people; often, "affordable" units are not actually affordable to local renters.

A Look at Housing in New York City



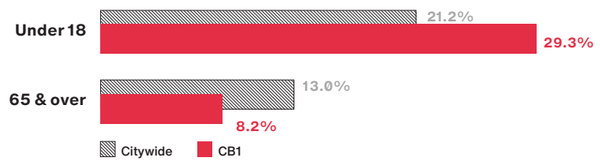
The Bronx Community Board 1

Melrose, Mott Haven, Port Morris

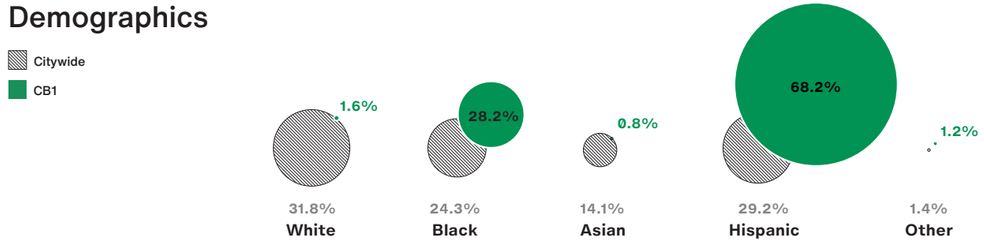
2.2 mi²
Area

41,590 persons/mi²
Population

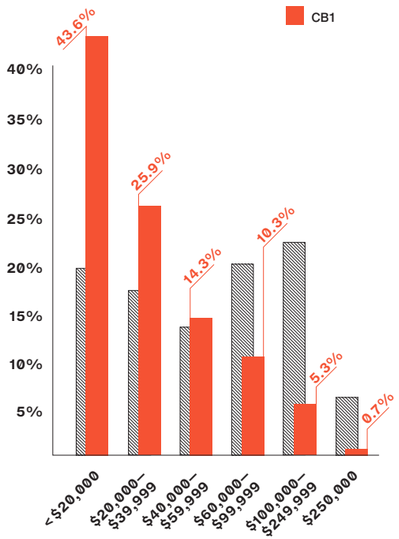
Population Age



Demographics



Income Distribution in Bronx CB1



99.8%
Live within 1/4 mile of a park

100%
Live within ½ mile of a subway station

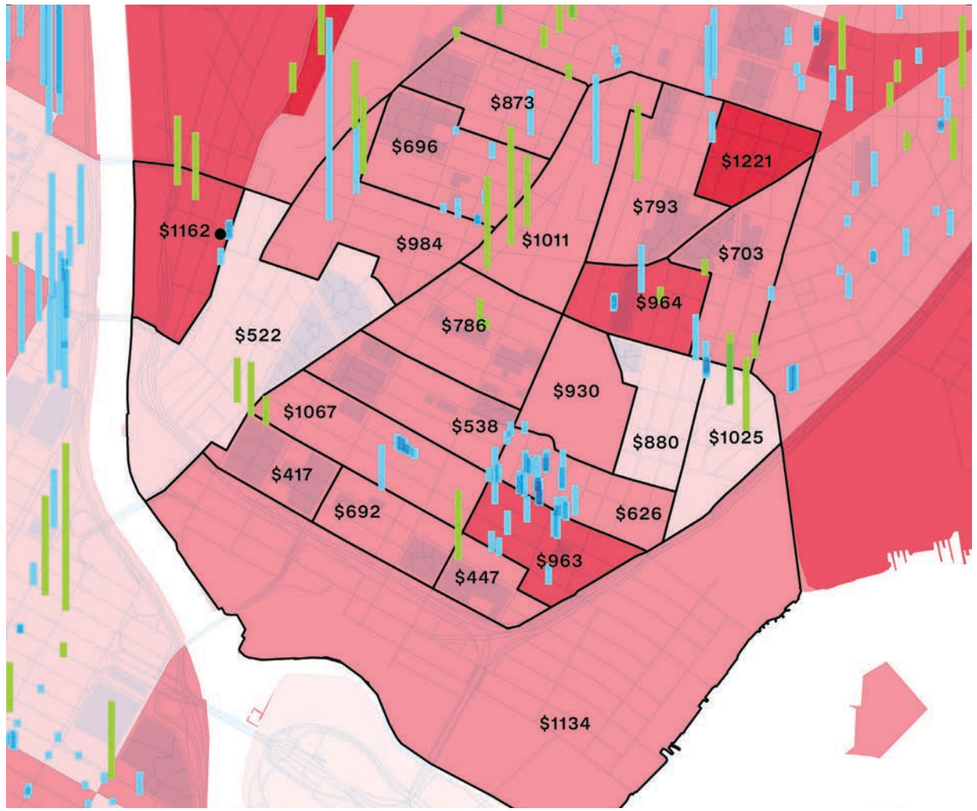
3
Public Libraries

48.6%
of households spend 35% or more of the their income on rent

43 minutes
Average commute to work

79.2%
Car-free commute

Housing in Bronx Community Board 1



CB1 in the Bronx is a good example of the tension between new affordable housing and the pressures of gentrification caused by rezoning. The map shows recently constructed units (green) and preserved units (blue) as a result of Housing New York.

Legend

Percentage of population that is rent burdened
- 0%-9.9%
- 10%-29.9%
- 30%-39.9%
- 40-49.9%
- 50%+

Housing New York
- New Affordable Units
- Preserved Affordable Units

NYCHA

$ Median Rent

The Plaza Program: New York Streets are On a Road Diet

From streets and sidewalks to bridges and ferry piers, the infrastructure networks that DOT oversees are the connective tissue of the city's neighborhoods. Keeping these vital forms of infrastructure in a state of good repair is DOT's top priority, and a huge capital responsibility. The agency has also developed a series of innovative initiatives that are at the forefront of alternative urban transportation strategies. These projects include the Select Bus Service program, an extensive and growing bike lane network across all five boroughs, and the plaza program, which provides new public open spaces in dense neighborhoods across the cityThe NYC Plaza Program creates new open spaces by transforming underused street sections into pedestrian plazas. Between 2008 and 2019, the program has created 76 plazas citywide, totaling 30 acres of new public space.

Plaza sites are selected from submissions by community organizations who would like a plaza in their neighborhood. DOT prioritizes sites in areas that currently lack open space, especially in low-income neighborhoods. Organizations that apply to the program must demonstrate their ability to provide ongoing programming and maintenance of the plaza.

DOT first implements a temporary plaza to test viability before spending significant capital investment on a permanent plaza. Using a standard kit of parts that includes street furniture, planters, and paint, DOT constructs a temporary plaza literally overnight.

In addition to creating much-needed public open space in dense urban areas, the plaza program has greatly improved safety for pedestrians and bicyclists, primarily by modifying unsafe vehicular patterns. Other goals include improved access to transit, as is the case with Myrtle-Wyckoff Plaza in Brooklyn.

The NYC Department of Transportation (DOT) is responsible for:

1,000,000,000,000+
street signs

200,000,000+
linear feet of road and street

315,000
street lights

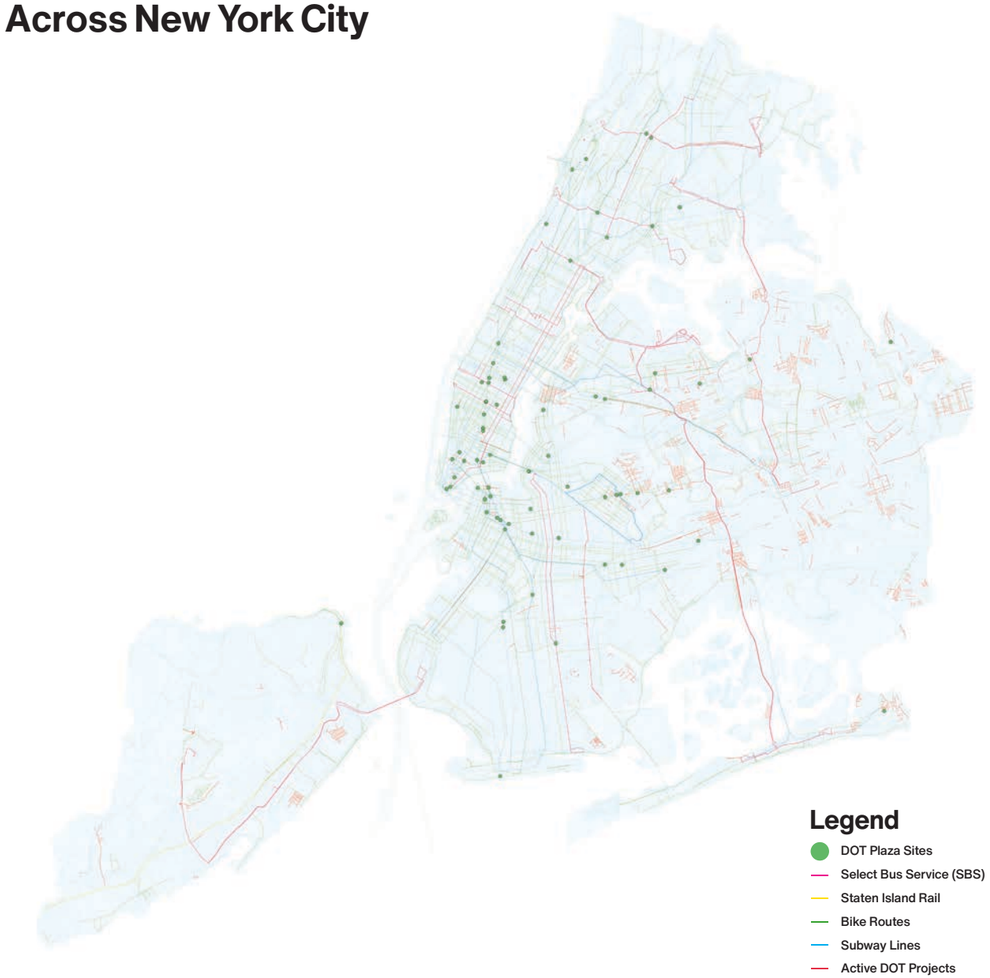
12,700
signalized intersections

12,000
miles of of sidewalk

6,000
miles of streets and highways

794
bridges and tunnels

DOT's Plaza Program Across New York City



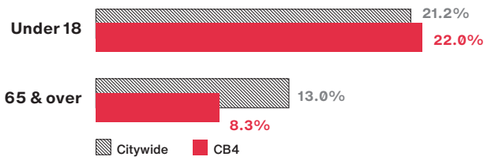
Brooklyn Community Board 4

Bushwick

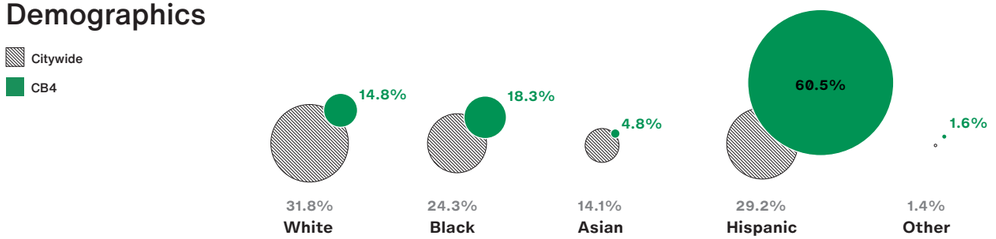
2.0 mi²
Area

56,317 persons/mi²
Population

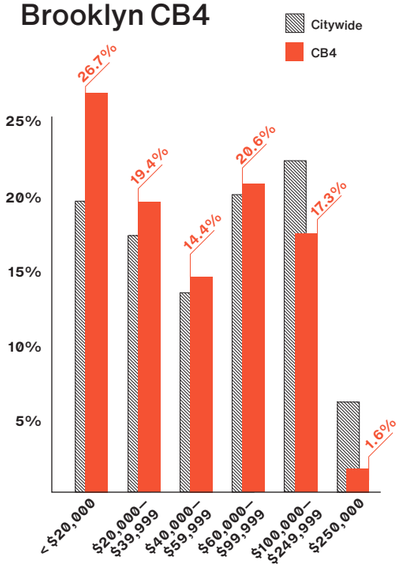
Population Age



Demographics



Income Distribution in Brooklyn CB4



76.5%
Live within 1/4 mile of a park

97.9%
Live within ½ mile of a subway station

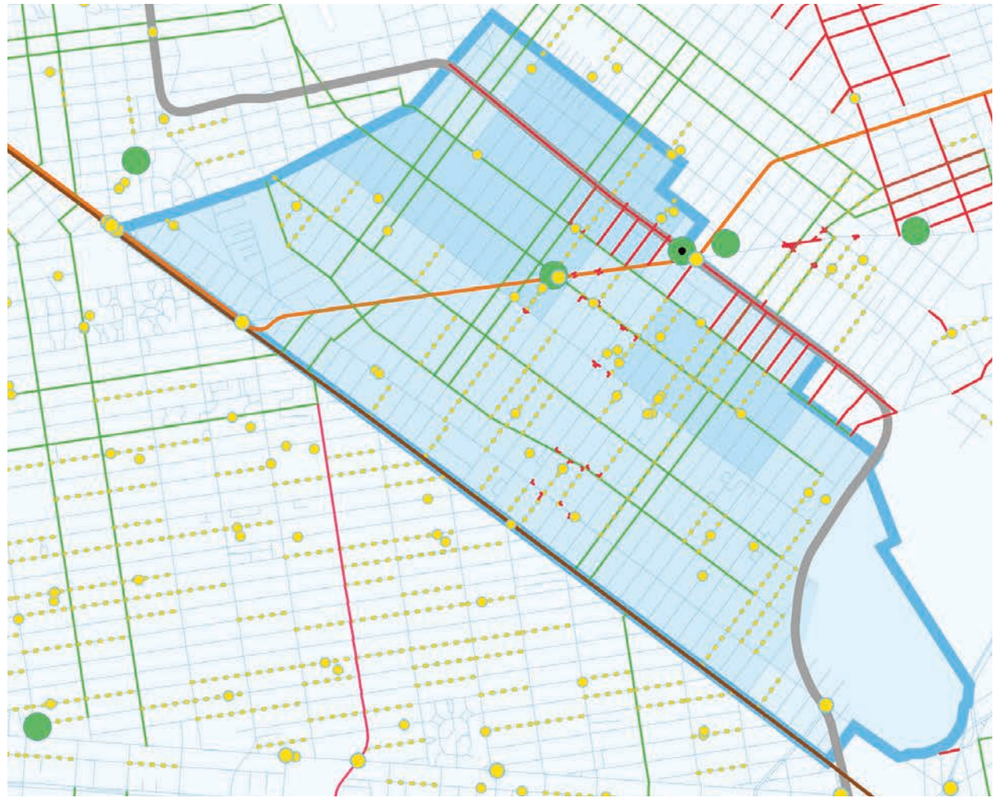
2
Public Libraries

48.6%
of households spend 35% or more of the their income on rent

40 minutes
Average commute to work

84.4%
Car-free commute

Vision Zero and Public Plazas in Brooklyn CB4



Located at the Myrtle-Wyckoff L and M subway stop in Brooklyn CB4, Myrtle-Wyckoff Plaza is a current plaza program participant. It was originally part of a much larger approach to address expected pedestrian and biking traffic increases related to the proposed L-train shut down. The temporary plaza has proven so successful that capital funding has been allocated for a permanent plaza, currently being designed by Abel Bainnson Butz.

Future Schools

Should the city build public schools for kids who aren't here yet?

As the Department of Education's (DOE) construction arm, the School Construction Agency (SCA) is responsible for managing the capital needs of over 1,800 public school buildings. Over the past five years, SCA has invested $17 billion in our city's schools, which translates to over 1,500 active projects. To determine where to build new schools, DOE uses metrics, including utilization rates, school age population projections, and a multiplier that converts new housing starts to school seats.

Essex Crossing

Essex Crossing in Manhattan Community Board 3 illustrates the challenges of determining where to develop public school facilities in New York City. By most accounts, the deal that community organizations and CB3 negotiated with the Economic Development Corporation and the developers of Essex Crossing will be a successful end to a long urban renewal saga, save for one thing: the empty space on Site 5 that was set aside for a new school in anticipation of the additional families the development would bring to the area.

In 1955, New York City approved an urban renewal project called Seward Park Urban Renewal Area and eight blocks of low-income housing south of Delancey Street were demolished. Stalled for over fifty years, the project came back to life in 2012 as Essex Crossing, a 1.9 million-square-foot, mixed-use development spread across nine blocks. The project includes office and retail space, as well as 1,000 residential units, 500 of which will be affordable housing for low-to moderate-income families. Residents and their children displaced by the original demolition will be given first priority for 50% of the affordable units, thanks in large part to a grassroots group that the original tenants formed to take a seat at the bargaining table.

Determining Need

One public amenity that has not come to fruition is the K-8 school that CB3 lobbied for with the help of Community Education Council 1. The reason the school has not been built is not the fault of the development team, which agreed to hold the site for this purpose until 2023. Rather, the metrics DOE uses to calculate need indicate there is no current nor projected need for the school.

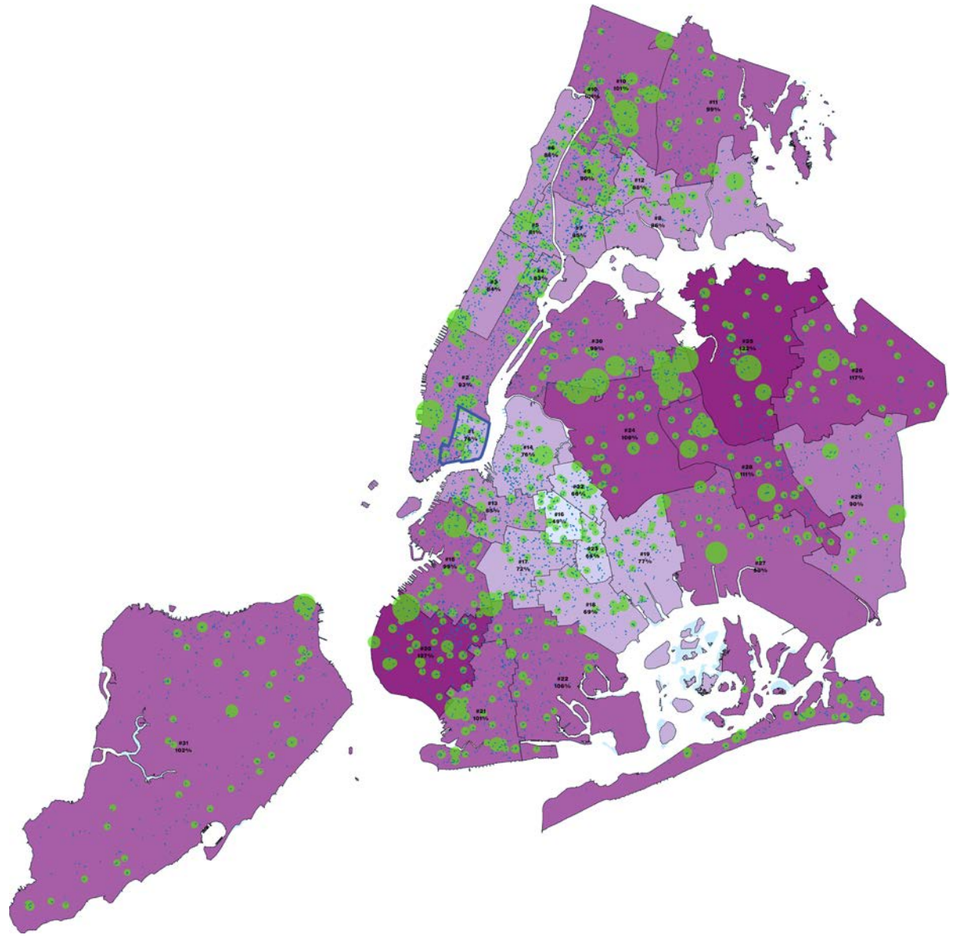
CB3 fought hard to overturn this decision, commissioning a position paper in 2014 that decried DOE's analytical methods and argued that, even by DOE's own metrics, the number of school seats in the district would soon fall short of demand. These points notwithstanding, DOE remains firm in their assessment that a new school is not needed. DOE released their five-year capital plan in the spring of 2019, which identified planned funding through 2024, and there was no line item for the Essex Crossing school. This means it is very likely no school will be built.

While the citywide picture clearly shows other school districts with greater needs, the concerns about growth and quality school space outlined in CB3's position paper also ring true, leaving a number of unanswered questions.

Does DOE need to be more proactive?
Schools take years to build, and the Two Bridges development will add another 2,700 residential units to Essex Crossing's 1,000. Furthermore, additional tax revenue that accrues from new developments is supposed to mitigate the impacts these developments bring to the community. On the other hand, it is clear DOE's resources are also needed in other neighborhoods with more dire needs, and funding sources are finite.

Where does the community go from here?
Given that a public school does not look likely, CB3 has begun to consider what other public amenities the site might offer.

Active SCA Capital Projects Across NYC



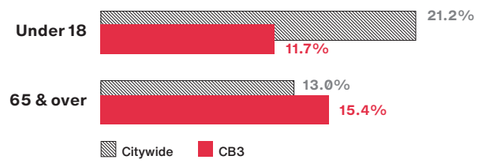
Manhattan Community Board 3

Tompkins Square, East Village, Lower East Side, Chinatown, Two Bridges

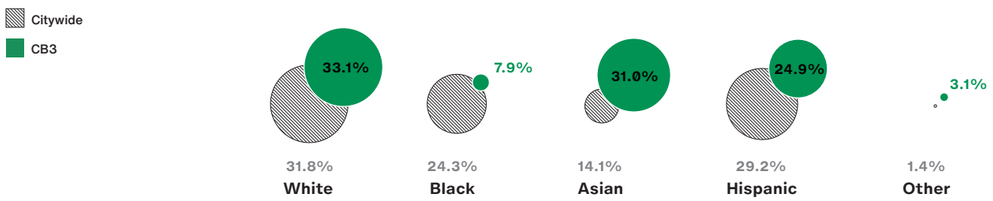
1.7 mi²
Area

96,045 persons/mi²
Population

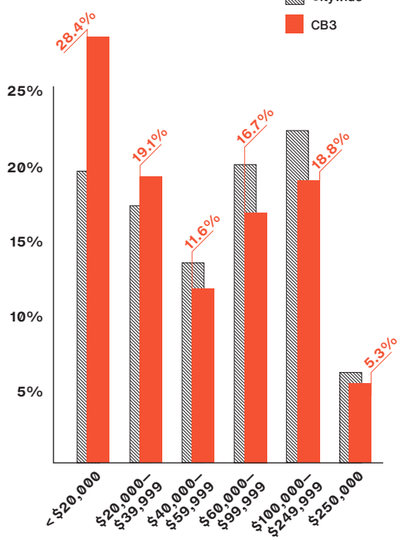
Population Age



Demographics



Income Distribution in Manhattan CB3



99.8%
Live within 1/4 mile of a park

85.5%
Live within ½ mile of a subway station

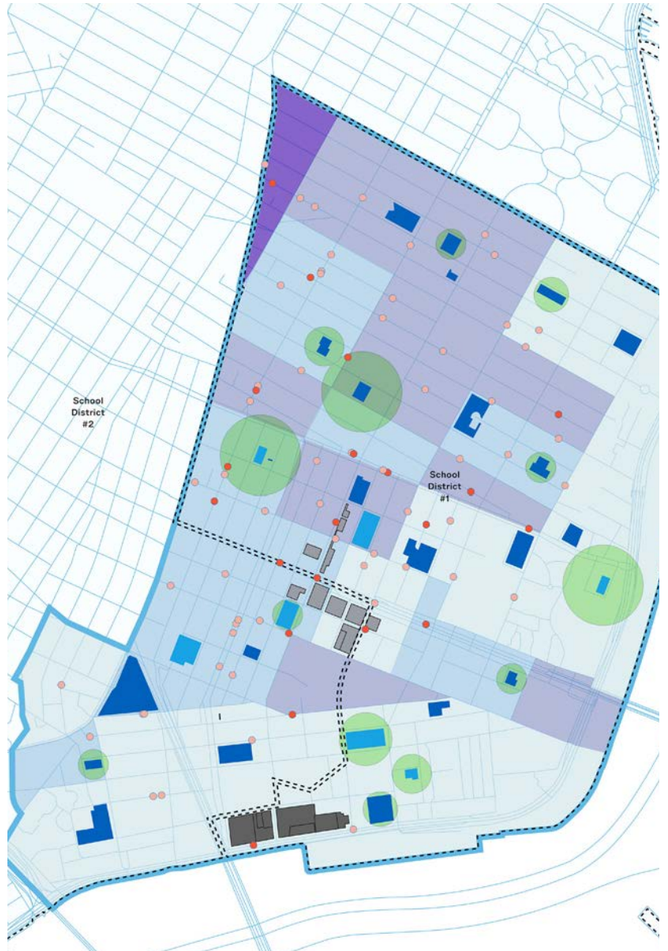
5
Public Libraries

38.2%
of households spend 35% or more of the their income on rent

32 minutes
Average commute to work

87.0%
Car-free commute

Manhattan Community Board 3 K-8 Public Schools



A Library Near You

How public libraries reinforce community identity.

NYC has three library systems: the New York Public Library (NYPL), Brooklyn Public Library (BPL), and Queens Public Library (QPL). Formed before the five boroughs were consolidated in 1898, these systems have remained autonomous, although they share an overarching mission to serve patrons in every neighborhood, from every walk of life.

The three branch systems consist of 207 branch libraries that serve 20 million patrons and house a total collection of over 50 million items—a sprawling network of books, digital resources, and physical spaces. The systems also provide four scholarly research libraries (NYPL), six Adult Learning Centers (QPL), and a vast array of programming, from homework help to workforce development to senior and community activities.

Hyperlocal community spaces
In most of the city, with the exception of Staten Island, there is a branch library within walking distance (1.5 miles) of every inhabitant. Located within or adjacent to residential areas, local branch libraries build community at the neighborhood scale.

Most funding from city. Favorite among elected officials – good cachet – but could in part be because they are trying to close the funding gap.

Brooklyn Public Library:

7,900,000
visitors

700,000
card holders

60
locations

35
active design/construction projects

New York Public Library:

16,300,000
visitors

2,400,000
card holders

92
locations

68
active design/construction projects

Queens Public Library:

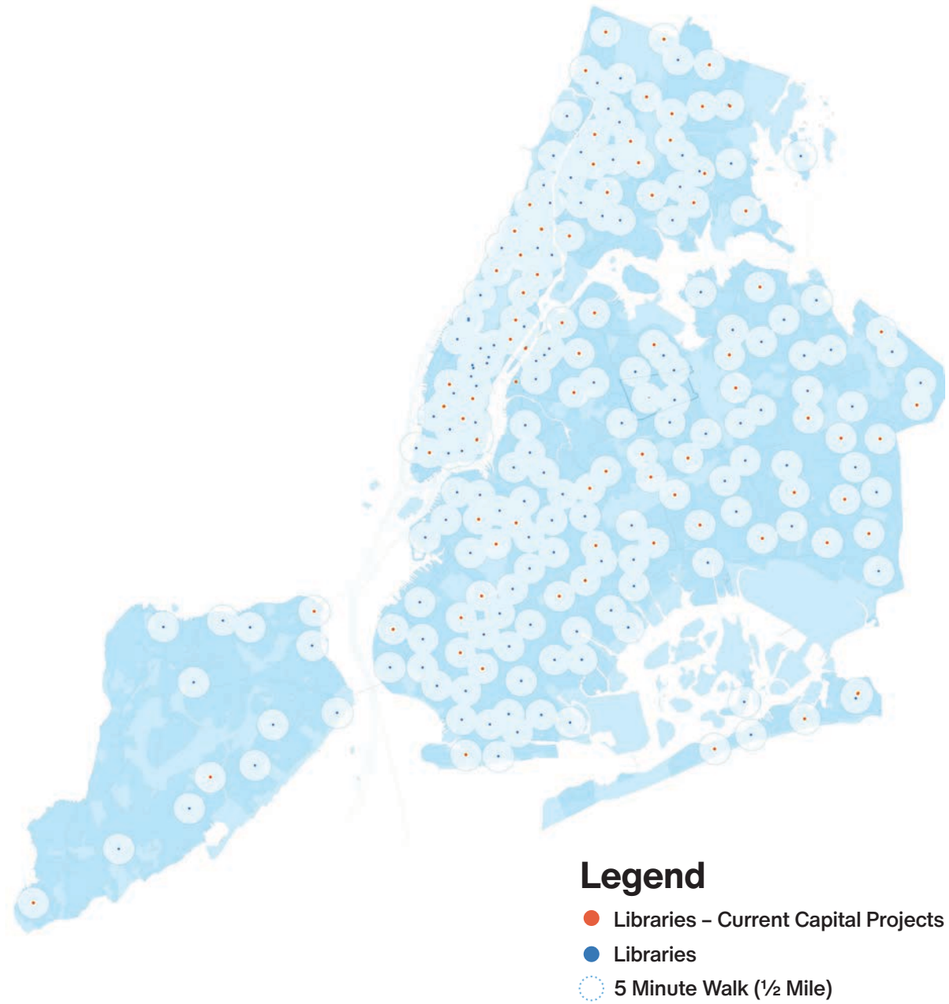
11,400,000
visitors

940,000
card holders

65
locations

36
active design/construction projects

Walkability and NYC Public Libraries



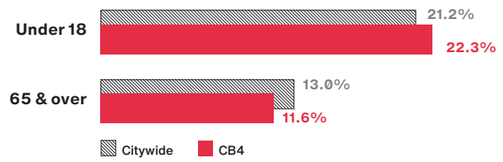
Queens CB4

Corona, Corona Heights, Elmhurst, Newtown

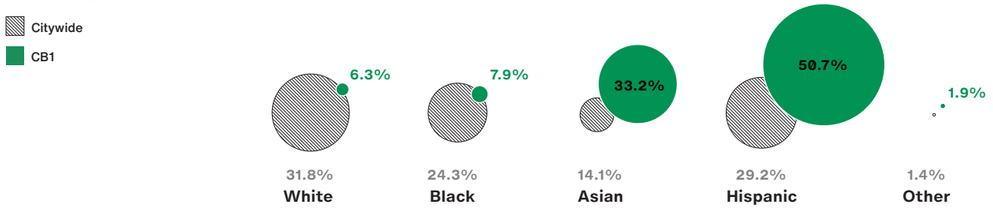
2.4mi²
Area

71,916 persons/mi²
Population

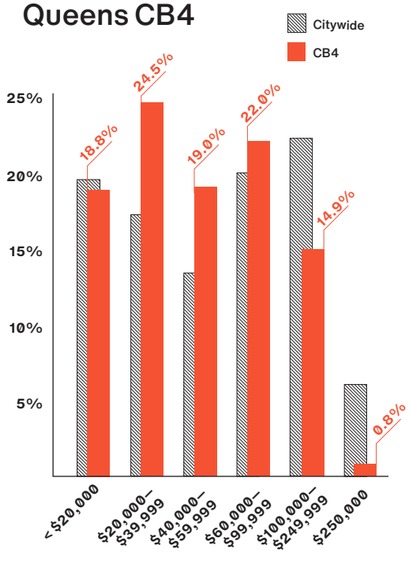
Population Age



Demographics



Income Distribution in Queens CB4



68.3%
Live within 1/4 mile of a park

72.2%
Live within ½ mile of a subway station

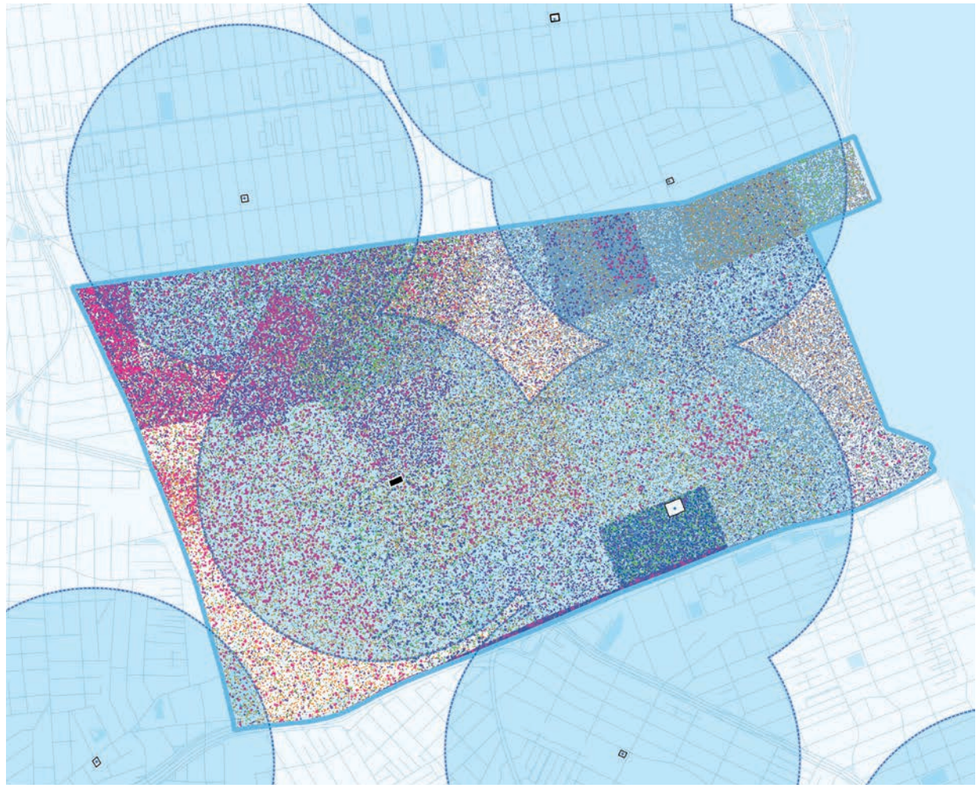
2
Public Libraries

56.0%
of households spend 35% or more of the their income on rent

43 minutes
Average commute to work

79.6%
Car-free commute

Libraries and Language Diversity in Queens CB4



Queens is the most ethnically diverse urban area in the world—47% of its population is foreign born. QPL's 65 branch libraries serve 2.3 million people and their collections includes literature in 59 different languages. QPL also features six adult learning centers and two family literacy centers, which offer English courses, citizenship classes, and employment workshops.

Legend

- Elmhurst Library
- Other Branch Libraries
- 5 Minute Walk (½ Mile)

Languages Spoken in Queens Community Board 4

- Vietnamese
- Korean
- German
- Russian
- French, Haitian, or Cajun
- Other Asian/Pacific Islander Languages
- Other Languages
- Other Indo-European Languages
- Arabic
- Chinese
- Tagalog
- Spanish

Parks: State of Play

Aiming for parks and playgrounds within a mile from every New Yorker's home

The Department of Parks and Recreation (DPR) is responsible for over 30,000 acres of city property, amounting to 14% of the total landmass of New York City. City parks have long provided respite from overcrowded living conditions and served as part of the solution to attendant health issues.

DPR'S Framework for an Equitable Future focuses on equitable development across the city's park system. New York City's large parks, like Central Park, Prospect Park, and Flushing Meadows-Corona Park, attract thousands of visitors daily, but many have to travel to reach them. Embracing Mayor de Blasio's focus on equity, DPR set a goal to provide a green open space within one mile of every residence in the city. The framework also includes the Community Parks Initiative (CPI), which has dedicated $318 million to the community-informed reconstruction of 70 public parks that have been historically underserved. Parks that participate in this program have had little to no capital investment in the past 20 years and tend to be located in low-income, densely populated neighborhoods with little open space.

The Department of Parks and Recreation takes care of:

14
miles of beaches

1000
playgrounds

800
athletic fields

550
tennis courts

65
pools

14
golf courses

1,800
basketball courts

51
recreational facilities

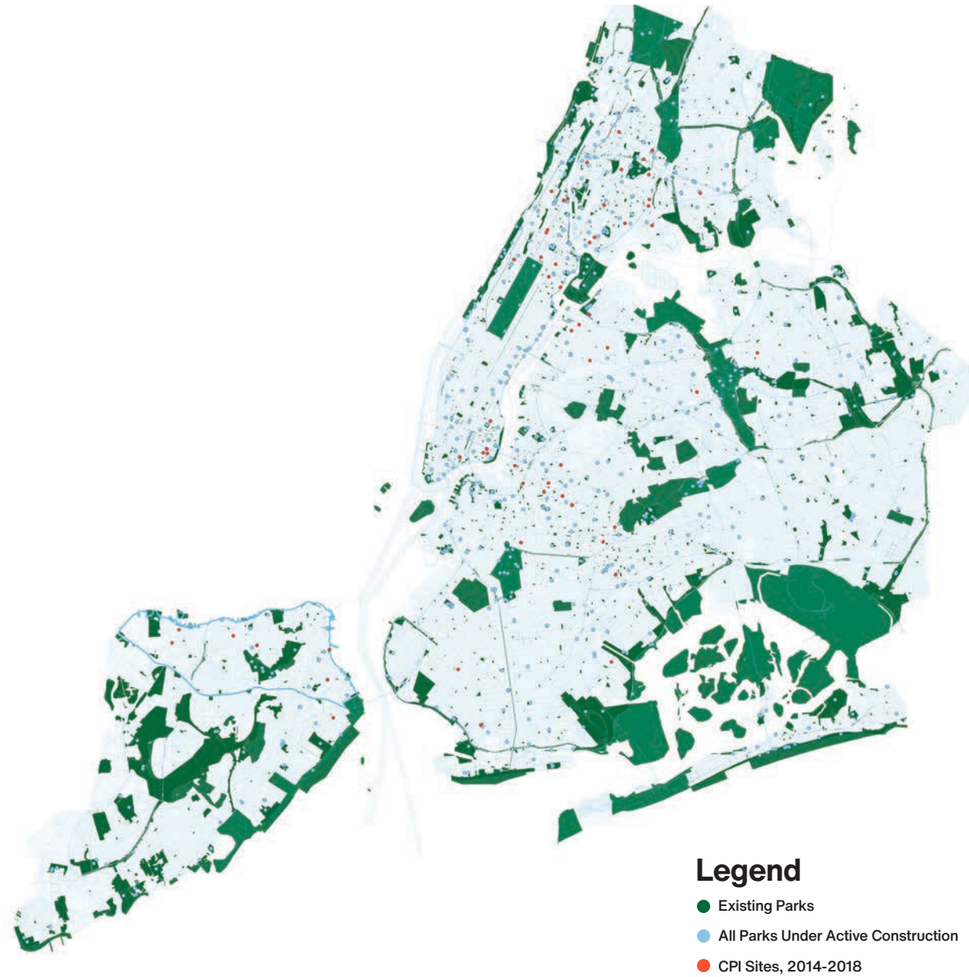
15
nature centers

1,200
monuments

23
historic house museums

2,600,000
trees

New York City's Parks



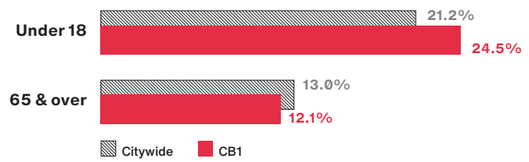
Staten Island Community Board 1

Stapleton & St. George

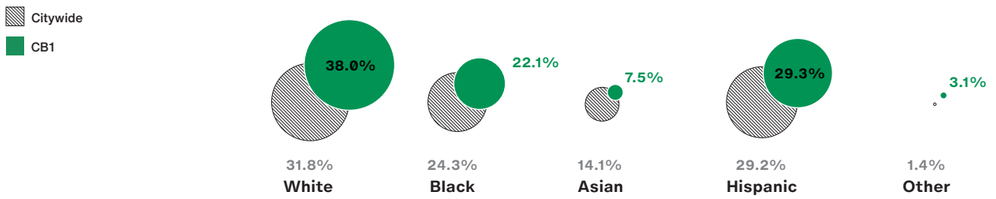
13.5 mi²
Area

13,019 persons/mi²
Population

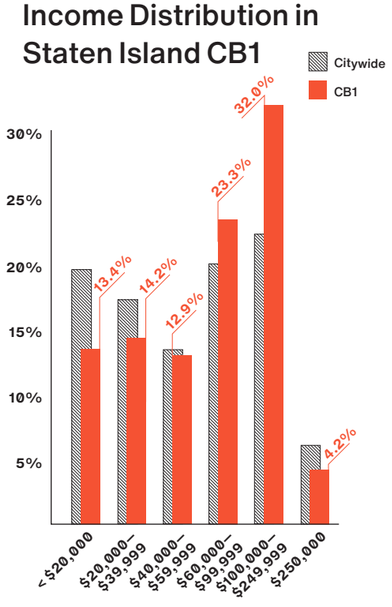
Population Age



Demographics



Income Distribution in Staten Island CB1



65.5%
Live within 1/4 mile of a park

12.7%
Live within ½ mile of a subway station

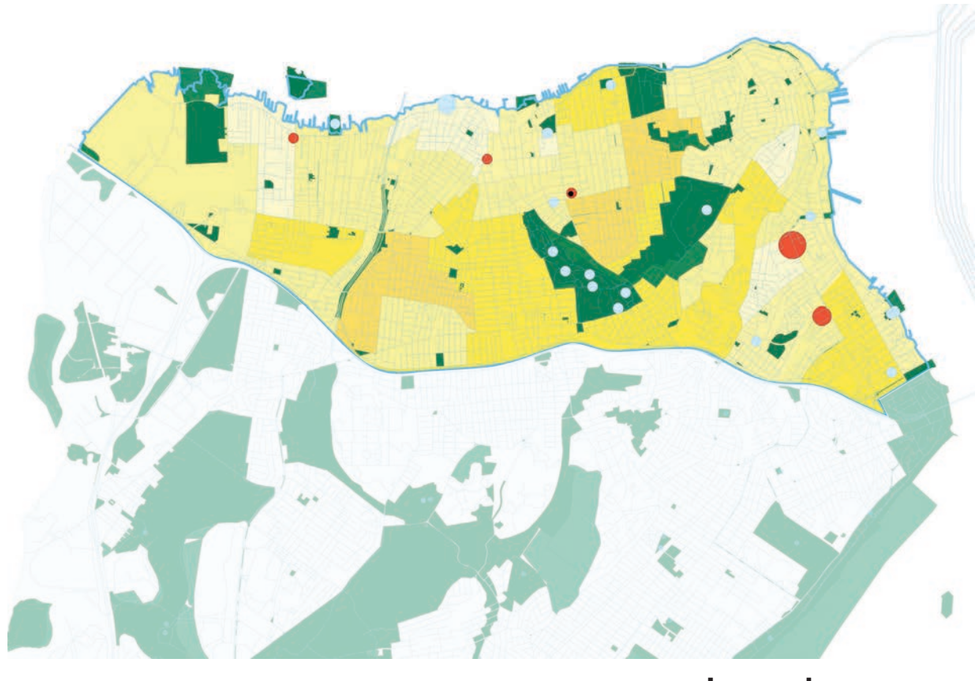
7
Public Libraries

48.6%
of households spend 35% or more of the their income on rent

43 minutes
Average commute to work

43.5%
Car-free commute

Staten Island CB Parks Spotlight



There are six Community Parks Initiative Sites in Staten Island Community Board 1. One of these is McDonald Playground, a beloved but formerly neglected community playground that was transformed into an inviting and vibrant recreational oasis. The design process for this project, like other CPI sites, was guided by feedback from the community.

Legend

Average Income Per Census Tract
- $13,818 - $32,859
- $32,859 - $51,900
- $51,900 - $70,941
- $70,941 - $89,982
- $89,982 - $109,023

All Active DPR Projects
- $128,000 - $2,824,000
- $2,824,000 - $5,520,000
- $5,520,000 - $8,216,000

Active CPI Projects
- $128,000 - $2,824,000
- $2,824,000 - $5,520,000
- $5,520,000 - $8,216,000

- McDonald Playground

How does the city figure out what people want and need? How can our voices be heard?

Community Input

A look at the state of the city through community board statements of need.

Statements of Needs
As dictated in the Charter, community boards prepare statements of needs every fall that establish their overarching concern for the next calendar year. Capital agencies take these documents into consideration when prioritizing funding requests for the year.

What is reflected in a statement of needs ranges from services that community boards would like the city to provide to concerns about their built environment. Community boards can also ask that agencies address specific capital projects, like fixing a sewer drain or installing new swings in a playground.

How community demographics are used in capital planning
To track complex processes like gentrification or population growth, demographic data is broken down and analyzed at the community district level. Planners and researchers also use community districts to understand how capital planning plays out locally. The Department of City Planning (DCP) aggregates open access information about the city's 59 community districts, including their annual statements of needs. Capital agencies use demographic data to determine how to implement initiatives aimed at equity, such as the Capital Parks Initiative, across the five boroughs.

Rezoning
In addition to gathering data at the community district level, DCP works with community boards through neighborhood rezonings. The purpose of rezoning is to promote planning policies, such as stimulating development by allowing larger buildings or "downzoning" to preserve neighborhood character. These rezonings double-edged swords for communities, often bringing sought-after economic growth hand in hand with gentrification. However, rezonings can also lead to direct benefits for the community. For instance, under the Mandatory Inclusionary Housing initiative, DCP implements rezonings that require at least 20% of units in newly-constructed developments to be affordable in exchange for an increase in the permitted size of buildings.

Proposed rezonings are reviewed by their respective community boards. Community boards play a big role in neighborhood rezonings, as they can articulate community concerns and suggest amendments to proposals that mitigate adverse impacts. While community boards have lobbied successfully for neighborhood amenities they want during the rezoning process, their impact is limited. Their role is advisory, with no power to veto proposals.

A mechanism under section 197-A of the City Charter allows community boards to submit their own planning proposals for their district. This typically involves working with city agencies or non-profit organizations that can provide technical expertise. Alternative plans have no guarantee of being adopted; since Section 197-A was added to the Charter in 1992, less than 20 community plans have been approved, and approved plans have seldom been implemented.

However, there are many instances where community boards have successfully impacted the course of a

rezoning or development project. For example, Manhattan Community Board 3's negotiation with the developers of Essex Crossing is due to their collaboration with other civic groups, including the Seward Park Area Redevelopment Coalition, a grassroots organization of local residents displaced by the original development.

Community Boards

A community board is the most local of governance mechanisms in NYC.

New York City has 59 community board districts, ranging in size from 1.5 to 23.5 square miles and from 50,000 to more than 200,000 residents. Established in the 1970s to encourage local civic participation, community boards are the smallest unit of city government. They make recommendations on everything from large-scale community planning and land use issues to hyperlocal needs like improved garbage removal and playground repairs.

At a time when New Yorkers are confronted with controversial rezonings, gentrification pressures, overloaded infrastructure, an affordable housing crisis, and climate change, community input is crucial. However, community board power is limited, as their role is solely advisory. In addition, in order to put pressure on the city's decision-makers, community boards need to be able to navigate the city's bureaucracy; have access to technical skills such as budget analysis, planning, and design know-how; and be able to represent diverse community opinions on local planning issues. Many community boards do not have adequate resources or the required professional knowledge to draw on.

Each community board is made of up to fifty volunteers, as well as a full-time, salaried director. Half of the members are appointed by the relevant borough president and the other half are appointed by the relevant City Council member. Participation varies across community boards, and many boards do not wholly reflect the makeup of the communities they represent, whether by age, income, or race. Anyone can attend community board meetings, which are open to the public. Full board meetings are held once a month, with committee meetings throughout the month.

Within the realm of capital improvement, community boards are involved in a number of ways. Most notably, their Statements of Needs serve as a formal mechanism for recording their concerns each year. Furthermore, most city-funded capital projects must be reviewed by their respective community board during the design phase. At a larger scale, planning decisions such as rezonings are required to be presented to community boards.

Borough Presidents and City Council

Both Borough Presidents and City Council members advocate for and fund capital projects that are important to them and their constituents.

Borough President Input
Borough presidents receive a percentage of capital funding for allocation to various capital projects at their own discretion. The percentage they receive is based on their borough's population. Any modifications they would like to propose to the overall budget must be submitted by March 10 each year. The size of the borough president's annual allocation varies but is relatively small compared to the overall capital budget.

City Council Input
The City Council is the legislative body of city government. City Council members create local laws, monitor city agencies, review land use decisions, and negotiate and adopt the city budget. There are 51 City Council districts across the New York City, each represented by an elected City Council member.

The City Council plays an important role in the budgeting process. The Council holds budget hearings and is ultimately responsible for approving the budget that the mayor proposes. In addition, like the borough presidents, City Council members are also allocated a small portion of the city's capital funding, which they can grant to projects at their own discretion.

What happens at a City Council hearing?
One way community groups and residents influence the city budgeting process is by testifying at City Council hearings, which offer opportunities to present positions and share comments on agency capital spending. Hearings are open to the public and past hearings are part of the public record. Hearings can either be held by specific Council committees on topics on which they have oversight or they can be statutory hearings such as during the Uniform Land Use Review Procedure (ULURP) process, when the Council votes on proposed changes to zoning rules. The calendar for hearings is listed on the City Council's website.

In addition to attending hearings, most local advocacy groups work year-round to advocate for the public assets they support. Below are a few of the many organizations that work to represent various communities within New York.

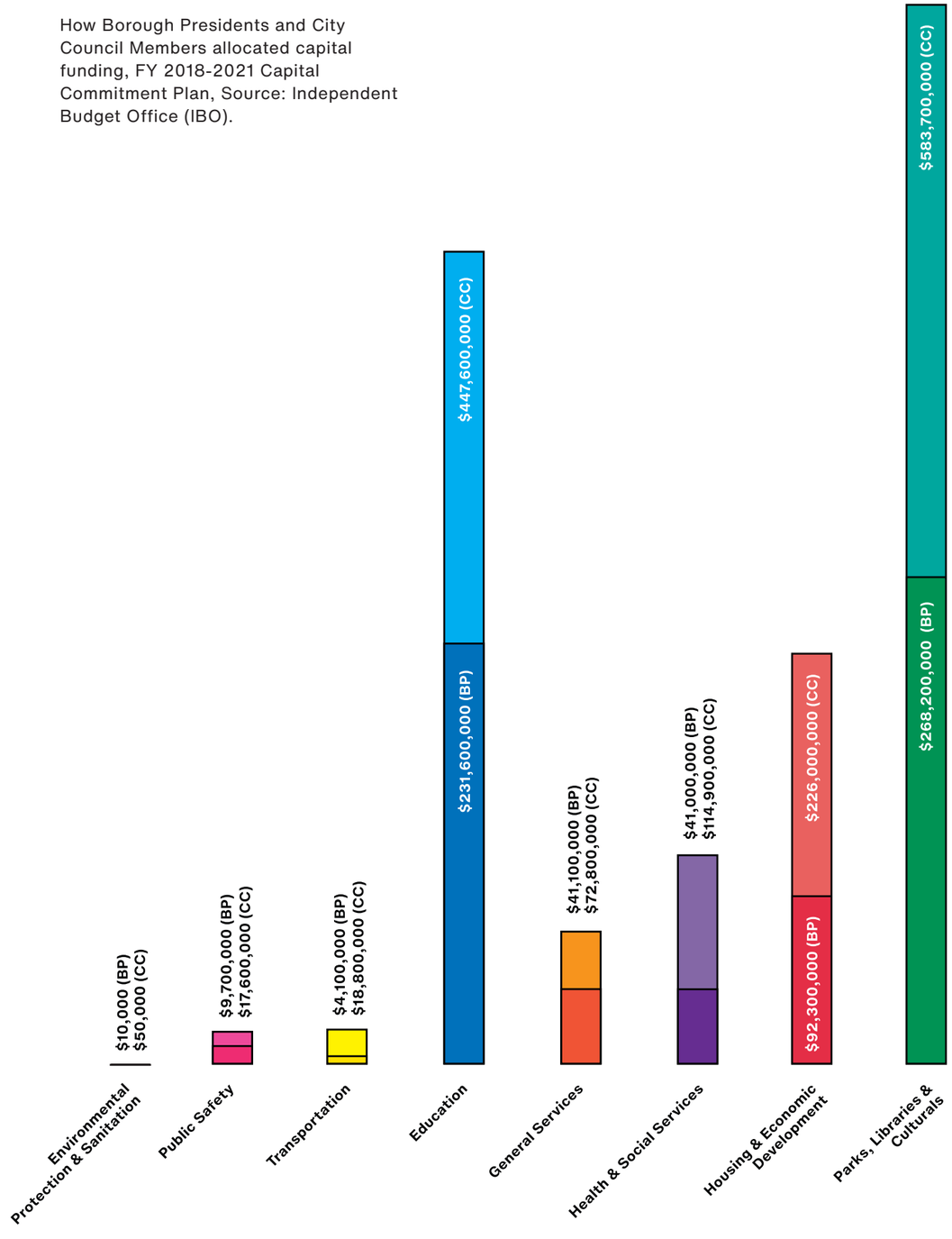
Housing
There are many groups at both the city and neighborhood levels that advocate for safe and affordable housing. Often, these groups partner to advocate for the adoption of a specific regulation, like the 2017 local law that guarantees tenants a right to an attorney in housing court. Coalitions also work together to lobby the City Council for increased funding for an initiative. For instance, at a January 2019 hearing hosted by the City Council's Committee on Housing and Buildings, the Coalition for the Homeless and the Legal Aid Society jointly testified to advocate for more units in the *Housing New York* plan to provide homes to New Yorkers currently living in the shelter system.

Transit
Sometimes specific events that occur in our city prompt directed advocacy campaigns. In advance of the proposed L Train shutdown, Transportation Alternatives launched a design competition to propose ideas for Citibike expansions and updated bus and bike lanes along impacted routes in Brooklyn and Manhattan. The L Train shutdown may have been put on hold, but advocacy hasn't—Transportation Alternatives continues to petition the city around issues of public transportation.

Parks
Some advocacy groups work to influence funding based on upcoming election cycles. For instance, New Yorkers for Parks recently launched the "Play Fair" initiative, a multi-year, cross-organization campaign to build political will for parks spending in advance of New York City's next mayoral election in 2021. Over 100 organizations concerned with the city's open space have partnered up to fight to secure funding for ongoing maintenance of our park system.

Capital Allocations

How Borough Presidents and City Council Members allocated capital funding, FY 2018-2021 Capital Commitment Plan, Source: Independent Budget Office (IBO).



Participatory Budgeting

In 2012, City Council members began to offer their constituents participatory budgeting, giving residents a chance to vote for projects to receive a portion of their council members' capital allocations. When it entered its eighth cycle in 2019, 26 of the City Council's 51 members were engaged in participatory budgeting.

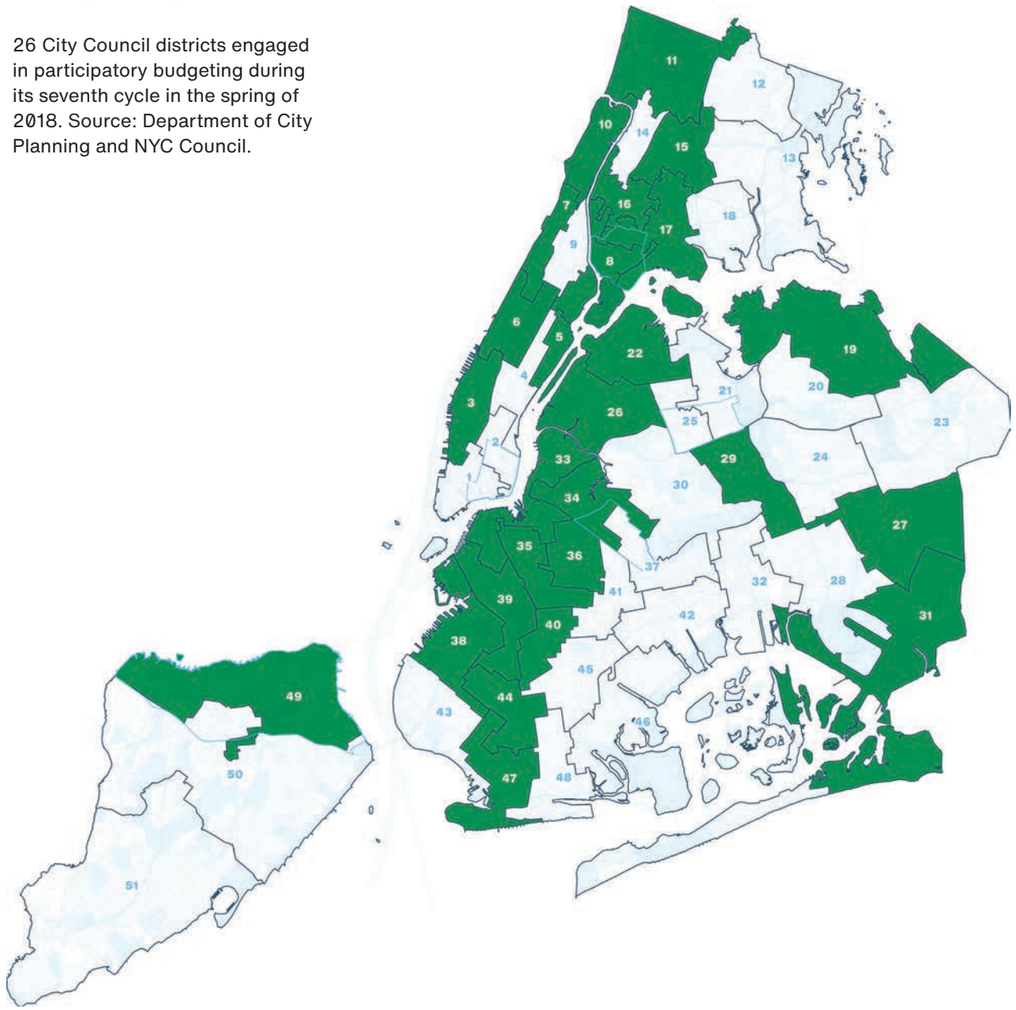
Participatory budgeting puts the power of the purse in your hands. Each spring, community members can vote on, and even propose, ideas for investment in their neighborhoods, ranging from a new dog run to computers for a public school.

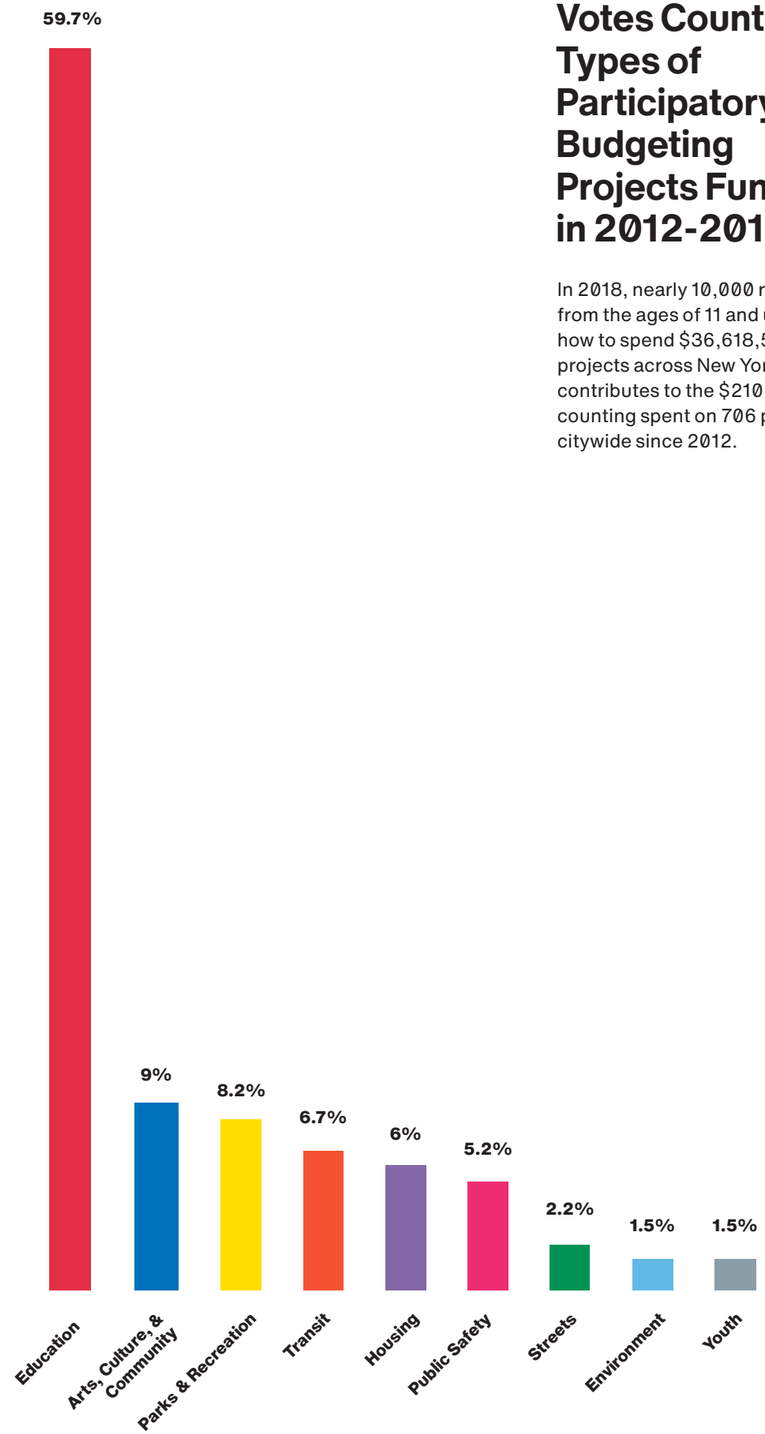
Participatory budgeting in NYC is the largest local civic engagement program in the US. Democracy is iterative: engagement comes through participation. Participatory budgeting shows the tangible results of local political engagement, often inspiring citizens to become more politically involved.

Participatory budgeting builds stronger relationships between you and the people who represent you. It also leads to stronger collaborations between local residents and government officials. Participants can get involved in the planning stages of projects as well, working directly with elected officials, staff from city agencies, and local non-profits to suggest projects and help guide them into fruition in their neighborhoods.

City Council districts engaged in participatory budgeting in 2018

26 City Council districts engaged in participatory budgeting during its seventh cycle in the spring of 2018. Source: Department of City Planning and NYC Council.





Votes Count: Types of Participatory Budgeting Projects Funded in 2012-2018

In 2018, nearly 10,000 residents from the ages of 11 and up decided how to spend $36,618,553 for 124 projects across New York City. This contributes to the $210 million and counting spent on 706 projects citywide since 2012.

Where budget lines become shovels in the ground

Design and Construction Process: A Look at Rescue Company 2

Given their scale, capital projects typically take many years to complete. When agencies review their funding needs each year, the portfolios they are managing include projects at multiple phases of design and construction. Agencies must balance funding requests for brand new projects with the needs of ongoing projects. In addition to the funding cycle, individual projects must relate to several other ongoing city processes and entities discussed elsewhere in this publication. One such project, the Rescue Company 2 firehouse in Brooklyn by Studio Gang is profiled here.

Rescue Company 2
The NYC Fire Department's (FDNY) five Rescue Companies are elite forces of firefighters and specialized rescue workers.

The companies are trained to respond to various emergency scenarios, from fire and building collapses to water rescues and scuba operations. The new station for Rescue Company 2, located in Brownsville, Brooklyn, will function as a training tool, enabling the Company to stage and simulate a wide range of emergency conditions in, on, and around the building.

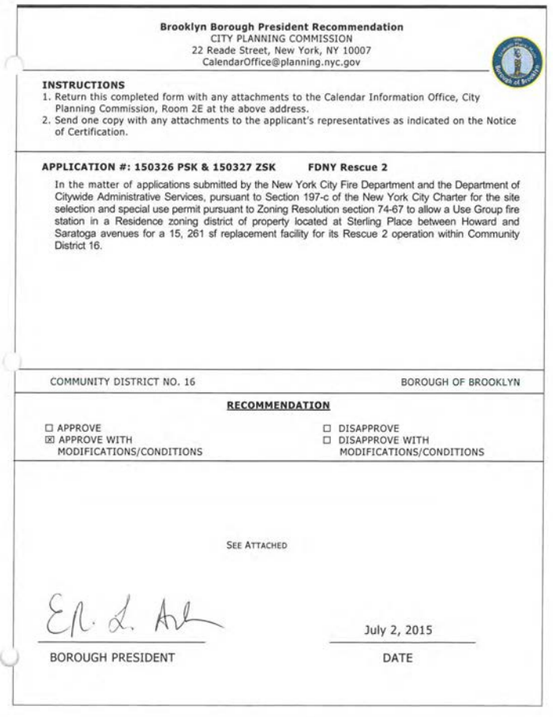
Rescue Company 2. Rendering courtesy of Studio Gang.

Project initiation

Like many other city agencies, FDNY's capital projects are managed by the Department of Design and Construction (DDC). FDNY remains involved as the client and retains responsibility for certain aspects of the project such as funding, site acquisition, and community outreach. Land use issues, in this case a special use permit, are often addressed by the client agency prior to the design procurement process overseen by DDC. Project initiation typically involves OMB, MOCs, the capital client agency, the capital management agency, and the local community board. Other agencies that may be involved at this stage are the Department of City Planning, the Office of the Chief Contracting Offices, and elected officials.

Fire company site. Rendering courtesy of Studio Gang.

Borough President Recommendation



Brooklyn Borough President Recommendation
CITY PLANNING COMMISSION
22 Reade Street, New York, NY 10007
CalendarOffice@planning.nyc.gov

INSTRUCTIONS
1. Return this completed form with any attachments to the Calendar Information Office, City Planning Commission, Room 2E at the above address.
2. Send one copy with any attachments to the applicant's representatives as indicated on the Notice of Certification.

APPLICATION #: 150326 PSK & 150327 ZSK **FDNY Rescue 2**

In the matter of applications submitted by the New York City Fire Department and the Department of Citywide Administrative Services, pursuant to Section 197-c of the New York City Charter for the site selection and special use permit pursuant to Zoning Resolution section 74-67 to allow a Use Group fire station in a Residence zoning district of property located at Sterling Place between Howard and Saratoga avenues for a 15, 261 sf replacement facility for its Rescue 2 operation within Community District 16.

COMMUNITY DISTRICT NO. 16 BOROUGH OF BROOKLYN

RECOMMENDATION

☐ APPROVE
☒ APPROVE WITH MODIFICATIONS/CONDITIONS
☐ DISAPPROVE
☐ DISAPPROVE WITH MODIFICATIONS/CONDITIONS

SEE ATTACHED

July 2, 2015

BOROUGH PRESIDENT DATE

Design services procured

As the City's primary capital construction project manager, DDC oversees the design and construction of hundreds of projects each year, from new and renovated firehouses, libraries, police precincts, and courthouses to streets, sewers, and sidewalks.

DDC hires the architects and engineers for their capital projects through a variety of city-approved procurement methods. In 2004 the agency pioneered the Design and Construction Excellence Initiative, which implemented a number of measures to improve the quality of City projects, including a quality-based selection method for design services. This enabled New York City to engage a diverse group of the most creative and experienced design and construction professionals. It is through this program that Studio Gang, an MWBE architecture firm, was selected to design the new Rescue Company 2 firehouse.

During the design phase, the primary agencies involved are the capital client agency and the capital management agency, although the project is subject to reviews by oversight agencies such as OMB, community boards, the Landmarks Preservation Commission, and the Public Design Commission.

Rescue Company 2 RFP. Image courtesy of DDC.

Conceptual design

During conceptual design, the design team and client deter- mine the best solution to meet both the practical needs and big picture goals of the project. This forms the basis for the more detailed design work to come.

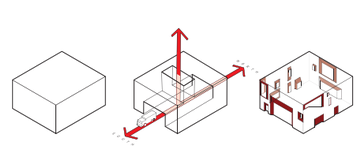
In order to understand common architectural symbols of the New York City fire station, Studio Gang identified common elements found in fire stations across the city.

They also studied the tools used by emergency workers, each of which must be stored in a specific location on the rig. This informed the design process and helped conceive of the building itself as a training tool.

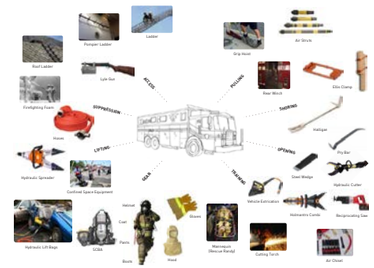
The new facility is organized around a large interior void where teams can practice rescue scenarios that mimic elements common to the city such as balconies, bridges, door- ways, ladders, and stairs.

A green roof, a geothermal HVAC system, and solar panels for water heating will improve air quality and reduce energy consumption.

Rescue Company 2 building diagrams

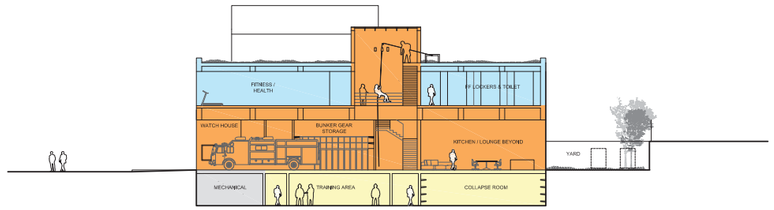


Tools of Emergency Workers

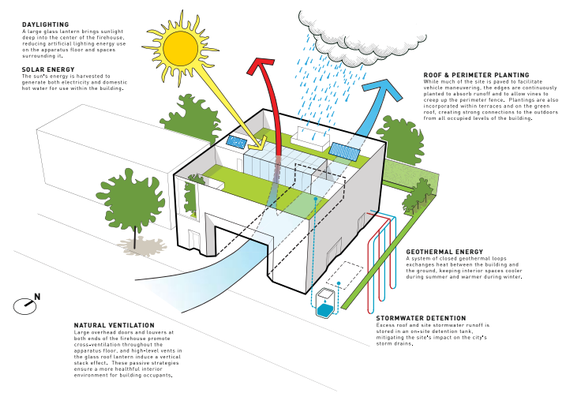


Emergency training facilities

Section drawing



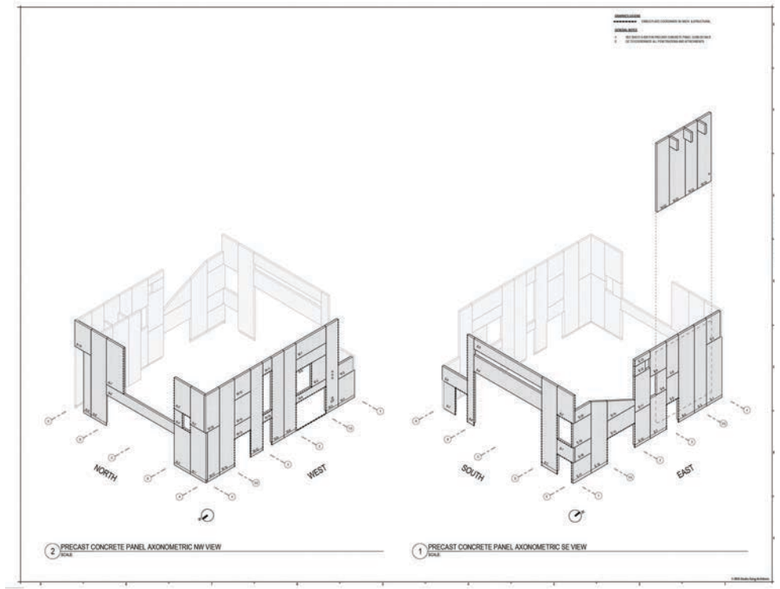
Sustainability elements

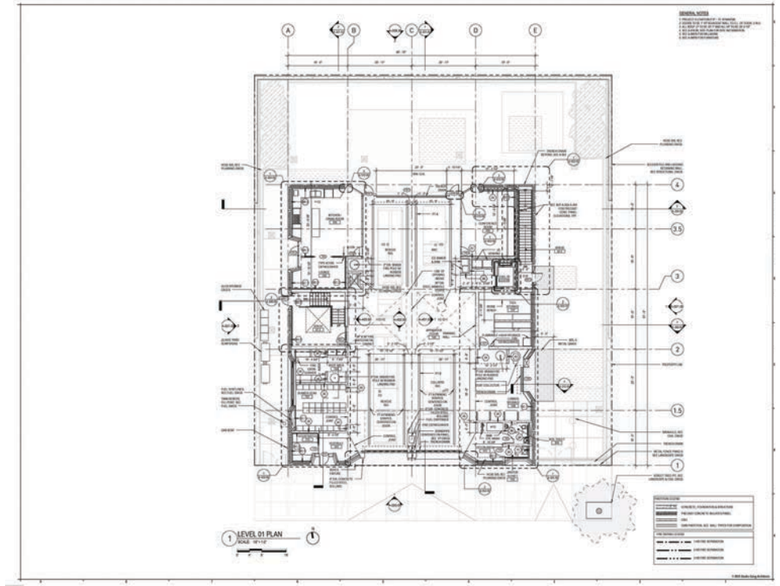


All conceptual diagrams courtesy of Studio Gang.

Final design
Detailed construction documents are produced in the final design phase; an in-house Constructability Review ensures that they are thorough, complete, and ready for bidding out to the construction contractors. For Rescue 2, Studio Gang designed an efficient system of precast panels for the exterior of the building that could be manufactured off site.

Construction documents





Bids

DDC advertises and invites bids from construction contractors for the completed construction documents. All City contracts are required to be publicly bid, although DDC often pre-qualifies contractors so that projects are bid only to contracts with the relevant capacity and experience. Construction contracts are awarded to the "lowest responsible, responsive bidder". That means bidders with the required technical and financial capacity, insurance and bond. DDC supervises the construction, processes payment to the contractor and ensures the contract requirements are met.

City agencies are required to post all legal notices in the City Record, such as public hearings, agency rule changes, court notices, procurement actions, and contract awards. This means all public meetings and hearings, such as City Council budget hearings, Community Board meetings, and PDC reviews, are posted in this daily newspaper. Agencies are also required to post competitive construction bids.

The City Record.
Courtesy of DDC.

THE CITY RECORD
Official Journal of The City of New York
THE CITY RECORD U.S.P.S.0114-660
Printed on paper containing 30% post-consumer material

VOLUME CXLIII NUMBER 109 TUESDAY, JUNE 7, 2016 Price: $4.00

needs, criminogenic factors, veteran's specific substance use needs, residential and day treatment referrals, employment training and career development and housing assistance. DOC is also considering Expressions of Interest from other vendors for evaluation. Expressions of Interest can be emailed to Kareem Alibocas at: kareem.alibocas@doc.nyc.gov The Solicitation can be downloaded at the Department's Home Page http://www1.nyc.gov/site/doc/contracts/contracts.page

Use the following address unless otherwise specified in notice, to secure, examine or submit bid/proposal documents, vendor prequalification and other forms; specifications/blueprints; other information; and for opening and reading of bids at date and time specified above.
Correction, 75-20 Astoria Boulevard, Suite 160, East Elmhurst, NY 11370. Kareem Alibocas (718) 546-0689; kareem.alibocas@doc.nyc.gov

j7-13

CENTRAL OFFICE OF PROCUREMENT

■ INTENT TO AWARD

Human Services/Client Services

PROVIDING REENTRY SERVICES TO 250 WOMEN DURING INCARCERATION AND POST RELEASE - Negotiated Acquisition - Judgment required in evaluating proposals - PIN# 072201639APC - Due 6-13-16 at 5:00 P.M.

The New York City Department of Correction (DOC) intends to engage "Greenhope" for a consulting contract to provide reentry services to 250 sentenced and detained adult women ages 22 and older in DOC custody. The Department will expand existing programming and will provide integrated, evidence-based pre and post release services, addressing women's unique paths to incarceration, including but not limited to, substance use, trauma and criminogenic factors, in order to reduce jail based idle time and recidivism. DOC is also considering Expressions of Interest from other vendors for evaluation. Expressions of Interest can be emailed to cassandra.dunham@doc.nyc.gov The Solicitation can be downloaded at the Department's Home Page http://www1.nyc.gov/site/doc/contracts/contracts.page

Use the following address unless otherwise specified in notice, to secure, examine or submit bid/proposal documents, vendor prequalification and other forms; specifications/blueprints; other information; and for opening and reading of bids at date and time specified above.
Correction, The Bulova Corporate Center, 75-20 Astoria Boulevard, Suite 160, East Elmhurst, NY 11370. Cassandra Dunham (718) 546-0766; Fax: (718) 278-6205; cassandra.dunham@doc.nyc.gov

j2-8

PROVIDING SUBSTANCE USE AND CO-OCCURRING HEALTH/MENTAL HEALTH SERVICES - Negotiated Acquisition - Judgment required in evaluating proposals - PIN# 072201640APC - Due 6-13-16 at 5:00 P.M.

The New York City Department of Correction (DOC) intends to engage Housing Works to provide substance use and co-occurring Health/Mental Health Services to 600 men during incarceration and post release. The Adult Programs of New York City (NYC) Department of Correction (DOC or Department) seeks applications from qualified vendors to develop a multi-systems program that will provide client-centered services specially designed to meet the needs of adults (22 plus) in DOC's custody. DOC anticipates that the term of the contract awarded from this solicitation will be three years with (3) one-year renewal options.

A solicitation document may be obtained via the Departments website at: http://www1.nyc.gov/site/doc/contracts/contracts.page

Use the following address unless otherwise specified in notice, to secure, examine or submit bid/proposal documents, vendor pre-qualification and other forms; specifications/blueprints; other information; and for opening and reading of bids at date and time specified above.
Correction, 75-20 Astoria Boulevard, East Elmhurst, NY 11370. Cameron Sutton Jr (718) 546-0791; cameron.sutton@doc.nyc.gov

j2-8

PROVIDE REENTRY SERVICES CENTERED AROUND EMPLOYMENT TO 250 ADULT MALES - Negotiated Acquisition - Judgment required in evaluating proposals - PIN# 072201643APC - Due 6-13-16 at 5:00 P.M.

The New York City Department of Correction (DOC) intends to engage East Harlem Employment Service Inc. DBA Strive for providing reentry employment services to 250 men during incarceration and post release. The Adult Programs of New York City (NYC) Department of Correction (DOC or Department) seeks applications from qualified vendors to develop a multi-systems program that will provide client-centered services specially designed to meet the needs of adults (22 plus) in DOC's custody. DOC anticipates that the term of the contract awarded from this solicitation will be three years with three one-year renewal options.

A solicitation document may be obtained from DOC's website at http://www1.nyc.gov/site/doc/contracts/contracts.page

Use the following address unless otherwise specified in notice, to secure, examine or submit bid/proposal documents, vendor prequalification and other forms; specifications/blueprints; other information; and for opening and reading of bids at date and time specified above.
Correction, 75-20 Astoria Boulevard, Suite 160, East Elmhurst, NY 11370. Jeanette Cheung (718) 546-0684; jeanette.cheung@doc.nyc.gov

j2-8

DESIGN AND CONSTRUCTION

CONTRACTS

■ AWARD

Construction/Construction Services

HYLAN BOULEVARD BUS PADS FOR SELECT BUS SERVICE-BOROUGH OF BROOKLYN AND STATEN ISLAND - Competitive Sealed Bids - PIN# 85016B0085 - AMT: $4,329,914.50 - TO: Gazebo Contracting Inc., 3-02 26th Avenue, Astoria, NY 11102.
Project HWR100PAD

● **NEW CONSTRUCTION OF FDNY FIREHOUSE FOR RESCUE 2 - BOROUGH OF BROOKLYN** - Competitive Sealed Bids - PIN# 85016B0048 - AMT: $25,123,159.08 - TO: ZHL Group, Inc., 2383 McDonald Avenue, Brooklyn, NY 11223. Project F175RES2

● **RECONSTRUCTION OF GATEWAY ESTATES AREA (NEHEMIAH CREEK) PHASE E - BOROUGH OF BROOKLYN** - Competitive Sealed Bids - PIN# 85015B0119 - AMT: $24,221,583.18 - TO: C.A.C. Industries Inc., 54-08 Vernon Boulevard, Long Island City, NY 11101. Project HD-161E

j7

AGENCY CHIEF CONTRACTING OFFICE

■ SOLICITATION

Construction/Construction Services

CONSTRUCTION OF THE QUEENS BOROUGH HALL MUNICIPAL PARKING FIELD-BOROUGH OF QUEENS - Competitive Sealed Bids - PIN# 85016B0143 - Due 6-30-16 at 2:00 P.M.

PROJECT NO.: TF18-2012N/DDC PIN: 8502016TR0002C
Bid Document Deposit-$35.00 per set-Company Check or Money Order Only-No Cash Accepted-Late Bids will not be accepted.
"There will be an Optional Pre-Bid Walk-Thru on Tuesday, June 14, 2016 at 10:00 A.M. at the Queens Borough Hall Municipal Parking Field, located at 80-25 126th Street, Key Garden, NY 11415. Vacant lot.
Special Experience Requirements.
Apprenticeship Participation Requirements apply to this contract
Bid documents are available at: http://ddcbiddocuments.nyc.gov/inet/html/contrbid.asp

VENDOR SOURCE ID: 90552
This procurement is subject to Minority-Owned and Women-Owned Business Enterprises (MWBE) participation goals as required by Local Law 1 of 2013. All respondents will be required to submit an M/WBE Participation Plan with their response. For the MWBE goals, please visit our website at http://ddcbiddocuments.nyc.gov/inet/html/contrbid.asp see "Bid Opportunities". For a list of companies certified by the NYC Department of Small Business Services, please visit www.nyc.gov/buycertified. To find out how to become certified, visit www.nyc.gov/getcertified or call the DSBS certification helpline at (212) 513-6311.

Use the following address unless otherwise specified in notice, to secure, examine or submit bid/proposal documents, vendor prequalification and other forms; specifications/blueprints; other information; and for opening and reading of bids at date and time specified above.
Design and Construction, 30-30 Thomson Avenue, First Floor, Long Island City, NY 11101. Brenda Barreiro (718) 391-1041; Fax: (718) 391-2615; barreirob@ddc.nyc.gov

j7

Construction

Most city contracts are awarded to a general contractor that is responsible for managing the project through completion, including hiring sub-contractors for specialist trades such as plumbing and electrical work. DDC assigns construction project managers to provide oversight of the construction work and ensure contract requirements are met.

All construction projects face difficulties during construction, including unforeseen conditions or omissions from contract documents. DDC processes change orders to pay contractors for any additional work. One persistent issue for DDC is that the contingency sum that is typically allocated to the construction budget to cover change orders is not given to DDC, but is instead held by OMB. This process is so slow that contractors have to work "at risk" or the project would stop. Many contractors are unwilling to work on city projects due to onerous contracts that place much of the risk on them and because of slow payment processes. DDC is currently working to address those problems. The department has also made efforts to increase participation in contracting by MWBE firms and has attempted to improve the quality of construction contractors through their "Design and Construction Excellence" program.

Recently, DDC has been given approval to award "Design/Build" contracts where a contract is awarded to a single entity for both design and construction in an effort to speed procurement and project delivery and also save money. However, there are concerns that awarding contracts without design completion (particularly if they are awarded for a fixed price) can produce uncertainty and disputes when the actual design needs are defined.

Construction of Rescue Company 2. Photos courtesy of Studio Gang.

Capital Projects Become Part of Your Community

When taken at a glance, these numbers provide a sense of the breadth and depth of work that the city is involved in at any given minute. Here are some of the things accomplished in 2018.

In fiscal year 2018

1,252
Projects Designed

1,136
Construction Projects Started

1,109
Projects Completed

31,023
trees planted

5,177
affordable housing units built (plus nearly 20k rehabbed units)

1,322
miles of roads paved

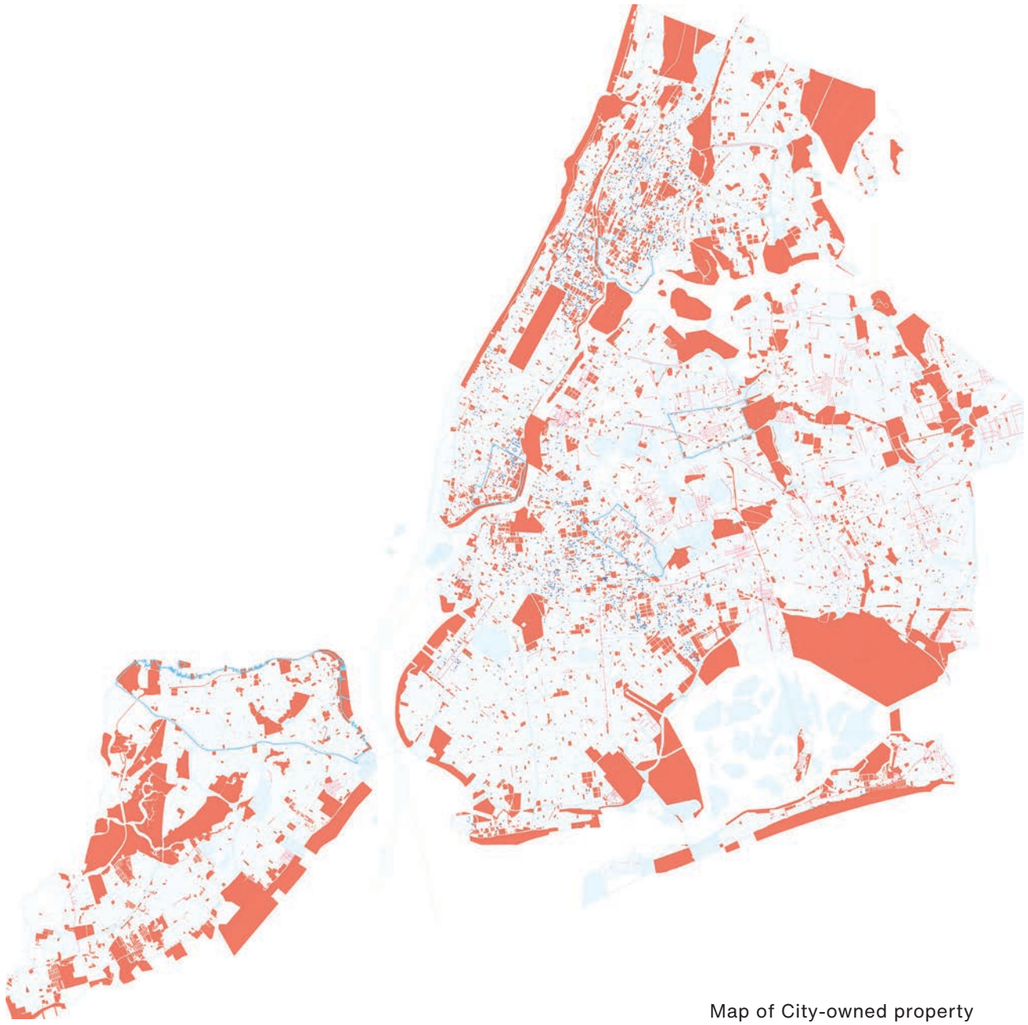
500+
new and renovated buildings underway

92.6
miles of water mains replaced

74
neighborhood parks and playgrounds reconstructed

18
major parks renovated

3
new schools built



Map of City-owned property according to community board.
Source: OpenData NYC, DCP

Conclusion

We hope that this publication will provide some insight into the capital process and suggest some ways that, as citizens, we can all be involved in these decisions.

Like most large cities, New York must plan to ensure that its built environment remains in a state of good repair and that it can provide for a growing population. Also, like most cities, large capital costs are paid for by borrowing against bonds. This means that the amount of money available is limited by the amount of debt service the City can afford. How that money is spent is where it gets complicated. We hope that this document has provided a window into that process.

Since all the capital needs of the City cannot be met at once, decisions have to be made to prioritizing those needs. How those priorities are made varies widely depending on the type of work and the agency responsible. Who makes the decision also varies, and can be impacted by elected officials, agency staff, and community input.

In some cases the decisions are clear and straightforward. If a bridge is nearing collapse, DOT will replace it with very little debate or community input. However, in the case of parks, for example, there are ongoing debates as to where the City's budget should be spent. Larger parks such as Central Park and Prospect Park have historically taken up a large portion of the budget, while smaller parks have often been neglected. The current administration is trying to correct that by directing more money to parks in underserved neighborhoods. The process by which local communities can have input into the planning process also varies by agency and type of work

Community boards ostensibly voice the needs of their community. Although in their advisory role they lack the force of law and rarely overrides the decisions made by capital agencies.

Local council members can also have a significant input into the budget and even into individual projects in their district, lobbying directly with OMB and the capital agencies for a street improvement or a library that their constituents want.

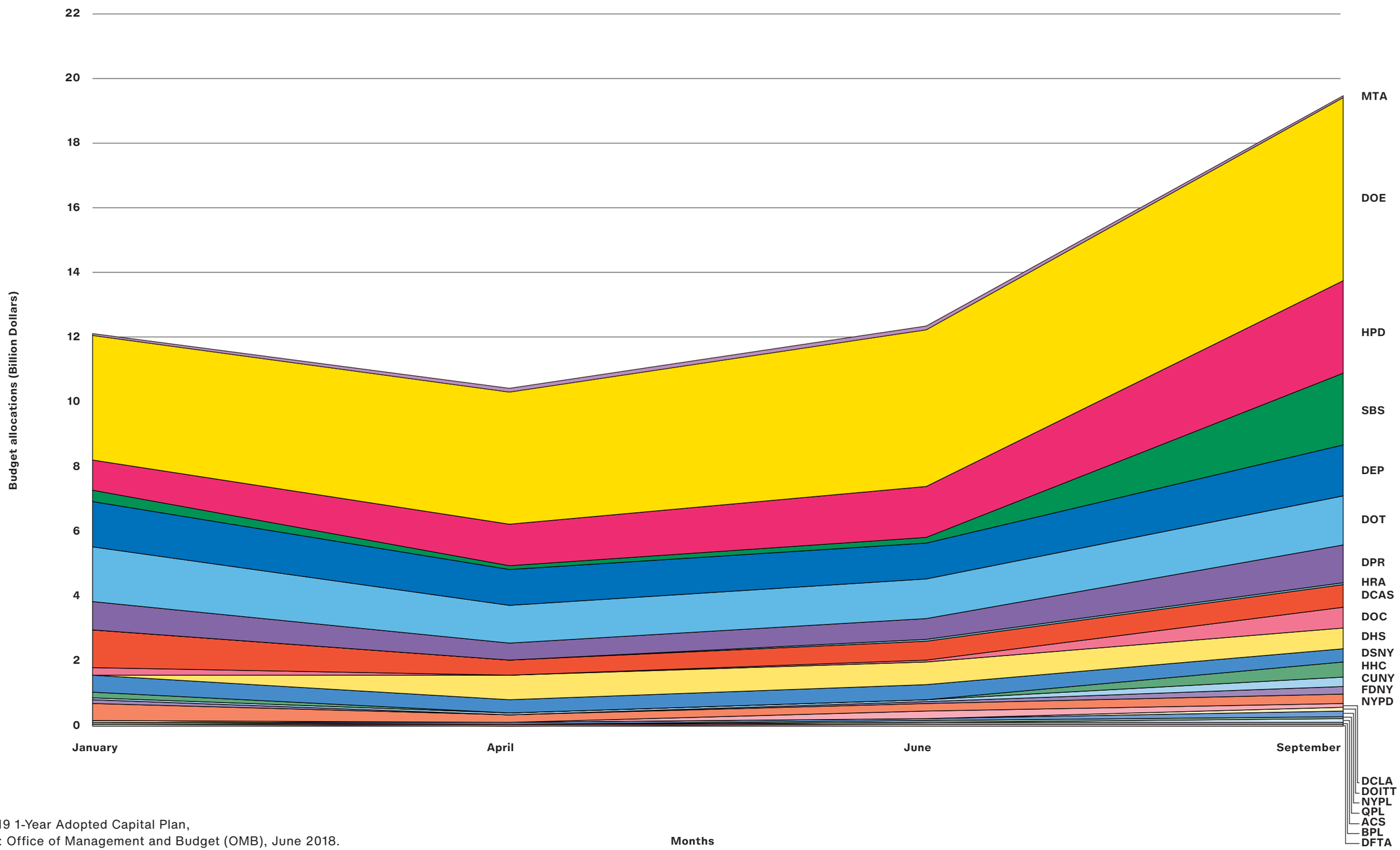
We often forget just how much of our City is built and maintained by our government using our tax dollars. The good news is that we, as citizens, can have a say in how these dollars are spent. We can all contribute to the process of growing and maintaining our City to ensure that it truly reflects our values and goals.

Glossary of Agencies and Public Entities

ACS—Administration for Children's Services
BPL—Brooklyn Public Library
CAS—Department of Citywide Administrative Services
CPC—City Planning Commission
CUNY—City University of New York
DCA—Department of Consumer Affairs
DCLA—Department of Cultural Affairs
DDC—Department of Design and Construction
DEP—Department of Environmental Protection
DHS—Department of Homeless Services
DFTA—Department for the Aging
DOB—Department of Buildings
DOC—Department of Correction
DOE—Department of Education
DOHMH—Department of Health and Mental Hygiene
DOITT—Department of Information Technology and Communications
DOT—Department of Transportation
DSNY—Department of Sanitation
DPR—Department of Parks and Recreation
EDC—Economic Development Corporation
FDNY—New York City Fire Department
HHC—Health and Hospitals Corporation
HPD—Department of Housing Preservation and Development
HRA—Human Resources Administration
LPC—Landmarks Preservation Commission
MOCS—Mayor's Office of Contract Services
MTA—Metropolitan Transportation Authority
NYCHA—New York City Housing Authority
NYPD—New York Police Department
NYPL—New York Public Library
OMB—Office of Management and Budget
PDC—Public Design Commission
QPL—Queens Public Library
SBS—Department of Small Business Services
SCA—School Construction Authority

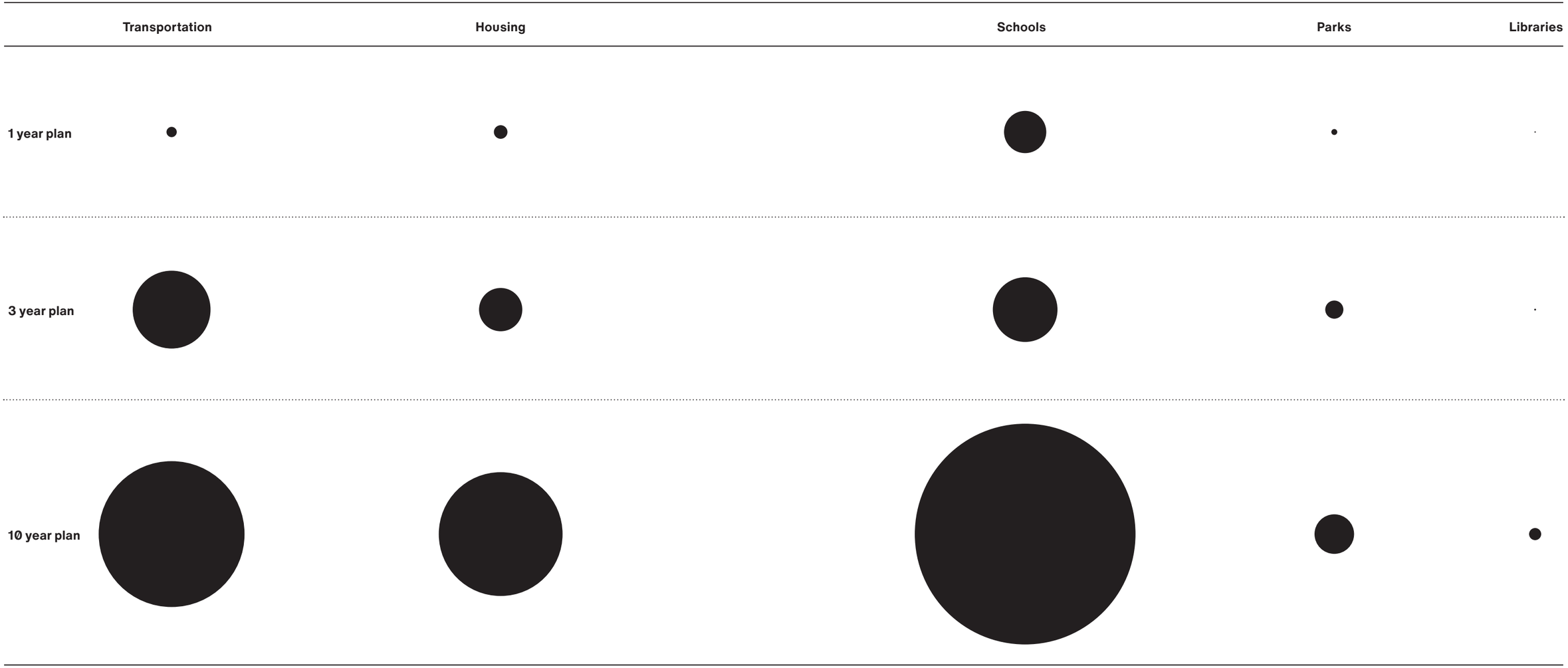
Appendix

How the Budget Changes Through the Fiscal Year



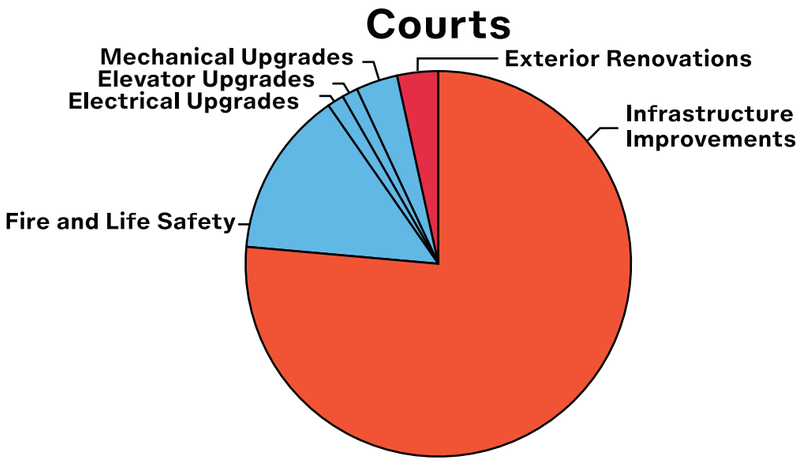
FY 2019 1-Year Adopted Capital Plan,
Souce: Office of Management and Budget (OMB), June 2018.

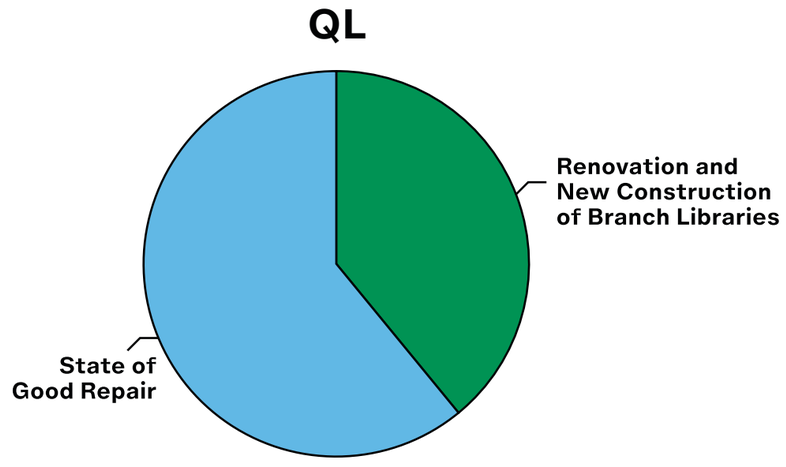
The Many Cycles of the Capital Budget

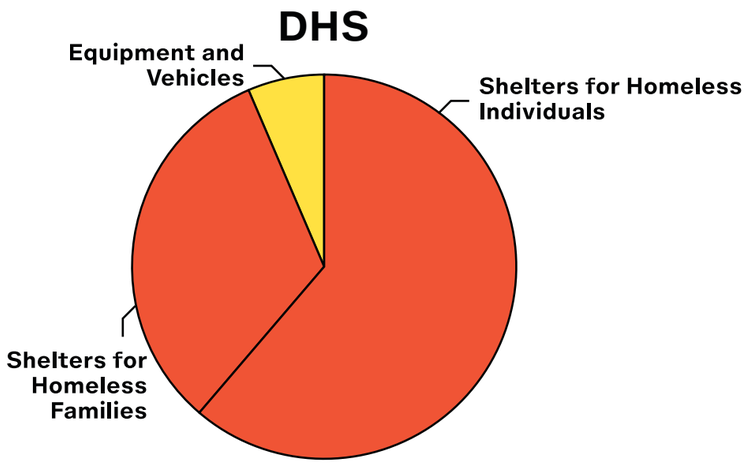


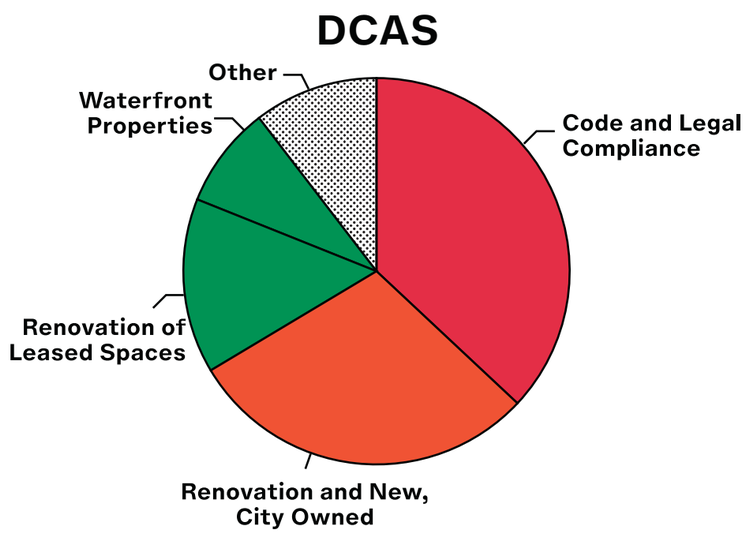
Sources: Office of Management and Budget and Department of City Planning.

Capital Allocations by Agency

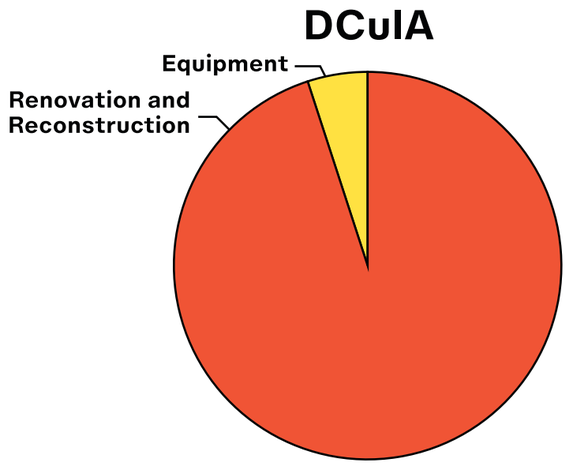


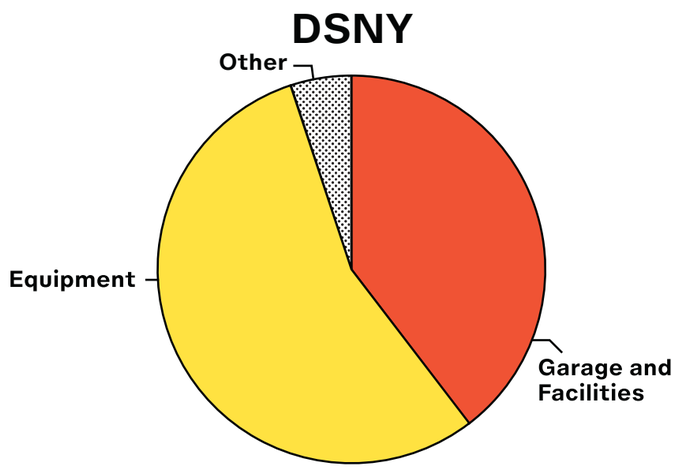


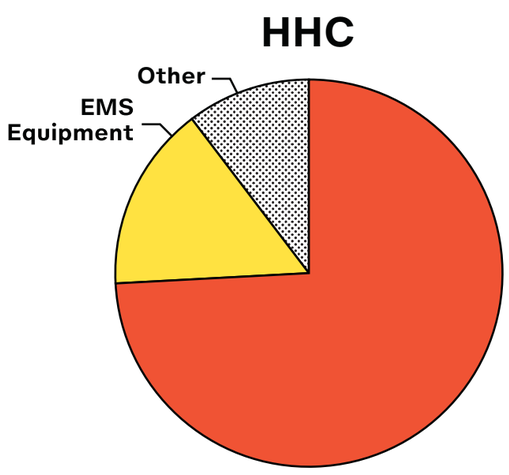


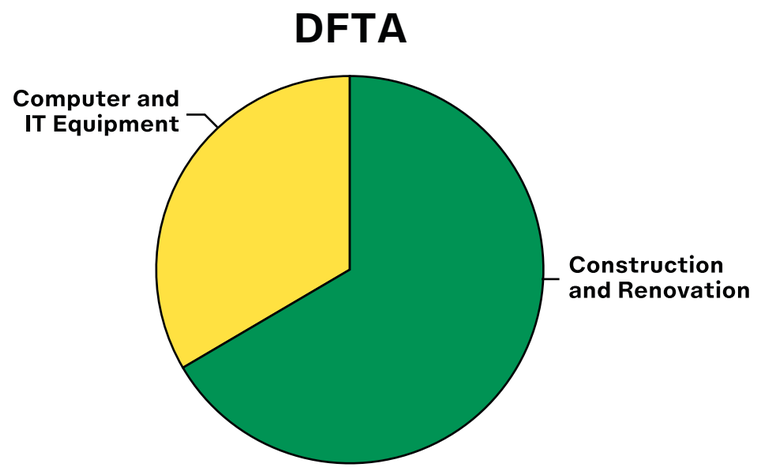


Capital Allocations by Agency

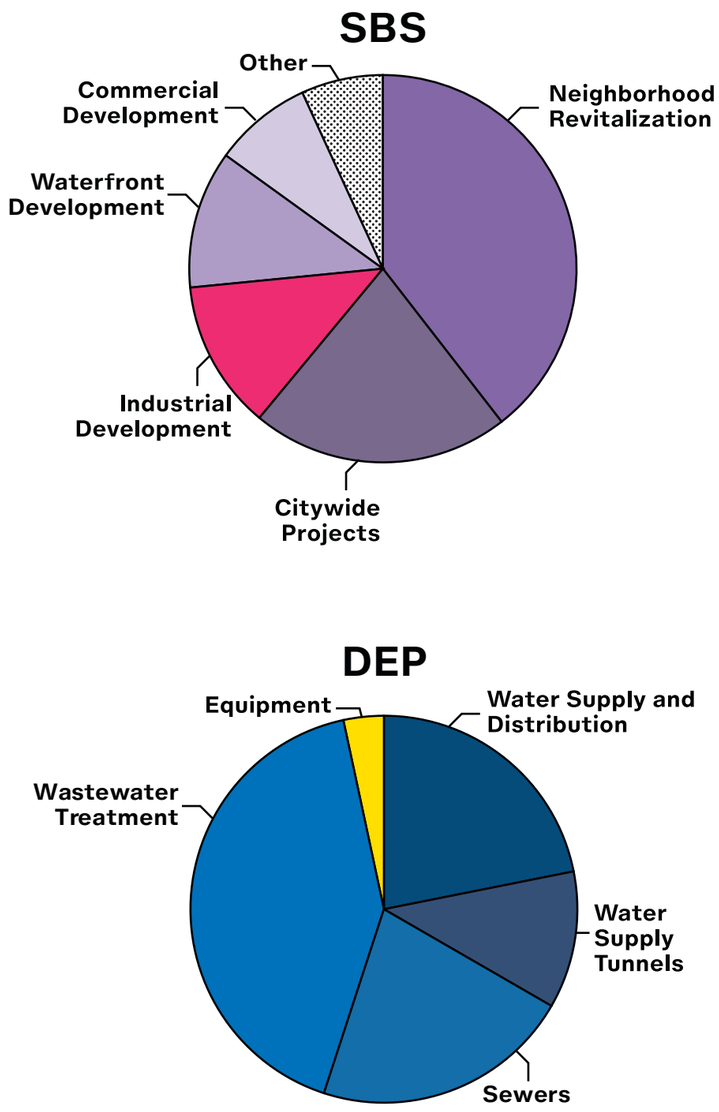


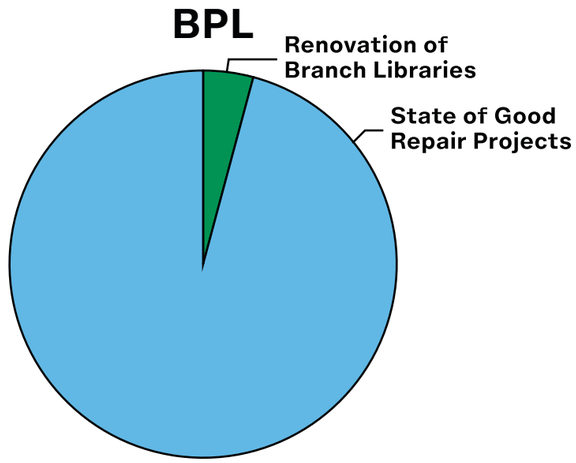


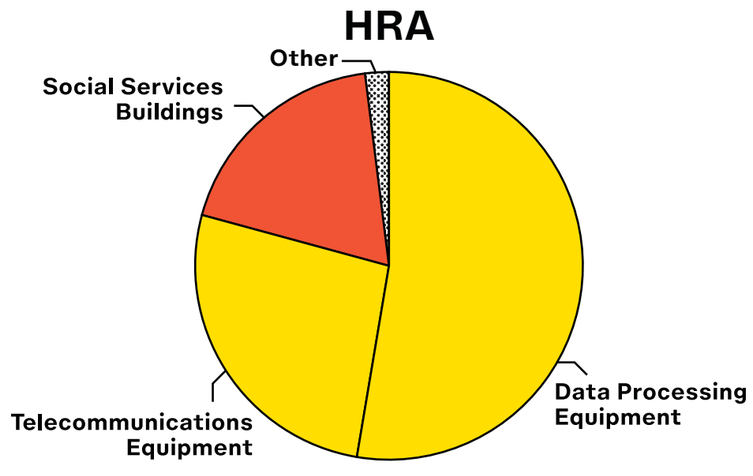




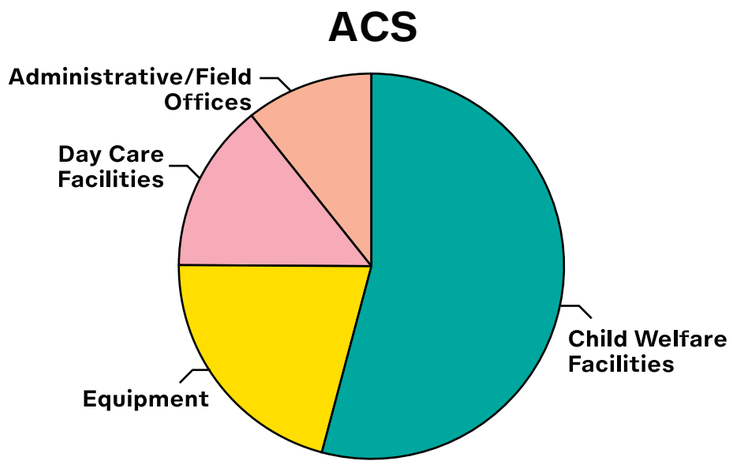
Capital Allocations by Agency

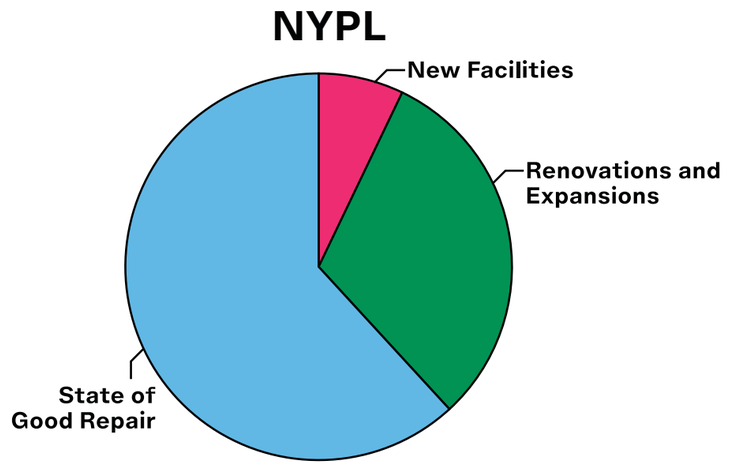


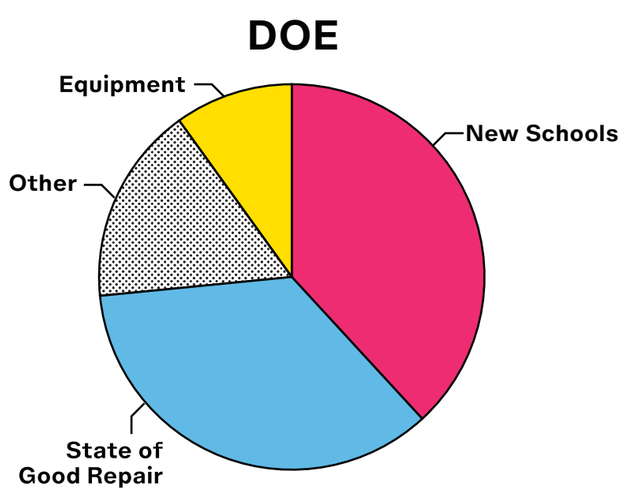


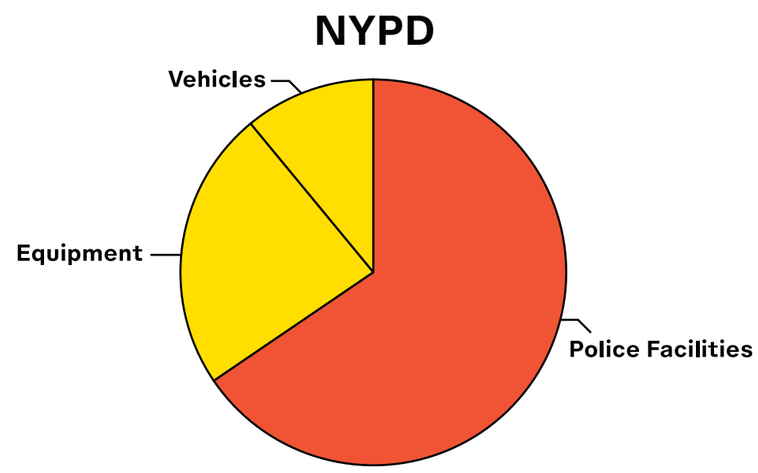


Capital Allocations by Agency

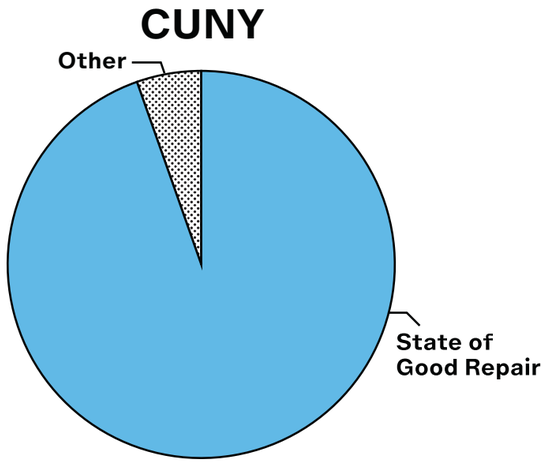


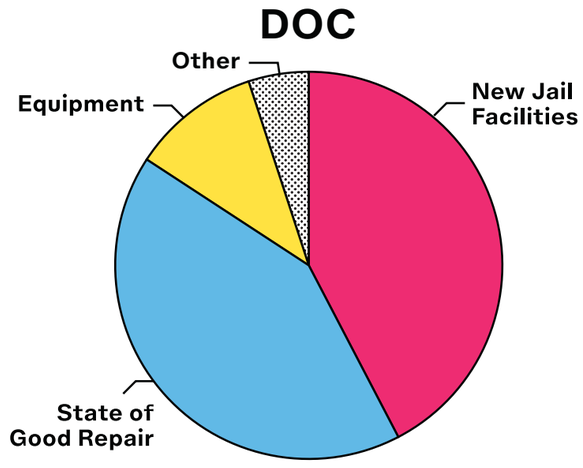


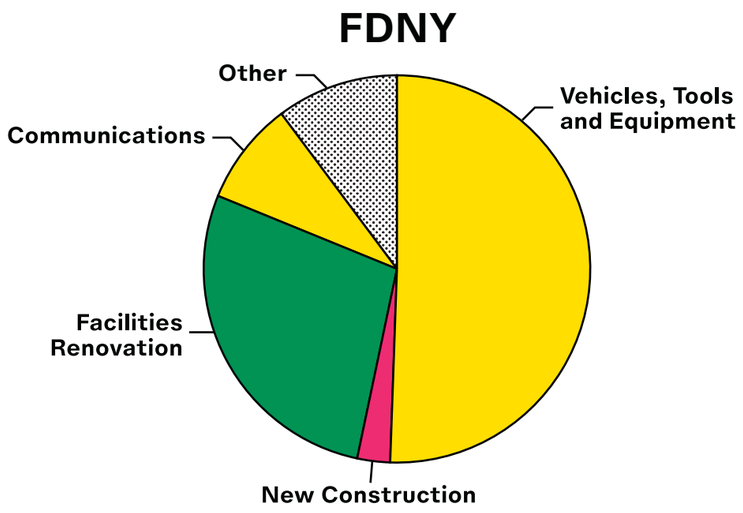


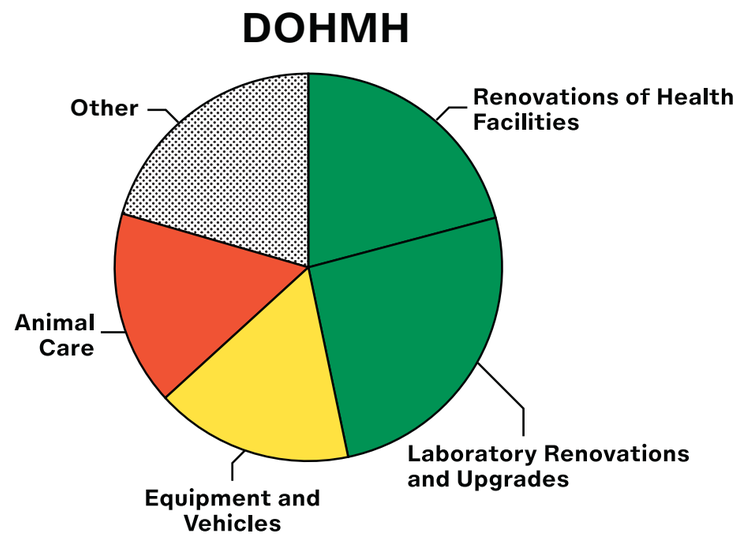


Capital Allocations by Agency









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