



**New York City Council  
Committee on Cultural Affairs, Libraries, and International Intergroup Relations  
Fiscal Year 2015 Executive Budget Hearing**

Tuesday, June 3, 2014, 11:30 AM – 1:00 PM – Council Chambers, City Hall  
Testimony Presented by New York City Department of Cultural Affairs  
Commissioner Tom Finkelpearl

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Good afternoon Chair Van Bramer, Chair Ferreras and distinguished members of the committee. I am Tom Finkelpearl, Commissioner of the New York City Department of Cultural Affairs. Today I am here to present testimony regarding the Mayor's Fiscal Year 2015 Executive Budget. With me today are members of my staff.

Although several members of the committee know me well from my recent years in Queens, I thought I would take a moment to introduce myself. Over the last three decades, I have held a number of positions in the arts, but perhaps it is important to mention that I first came to New York to be an artist. Attending half time, I worked my way through Hunter College's MFA program and emerged with no debt. Housing was inexpensive, and my third of the rent on a loft not far from here was something I could afford while working part time and going to school. While my art career did not go far, I remain profoundly sympathetic with artists. I am worried that student debt and housing costs are making it harder for artists to survive here. In my years as Commissioner, I would like to see how we might address this issue.

I spent much of the 1980s at PS1 Contemporary Art Center -- Now MoMA PS1 -- in Long Island City. During this time, I witnessed the complexities of an emerging artist community in a formerly industrial section of town. I also experienced the trials and tribulations of a young nonprofit arts group. There were times we had trouble meeting payroll, and some shows barely opened. I know there are groups all over New York who are seeking to stabilize, and I have experienced firsthand that institutional growth.

For six years in the 1990s, I ran the Percent for Art program at the Department of Cultural Affairs. So, my arrival at the agency four weeks ago was a return engagement. I must say that I have been truly pleased to get to know the staff in depth. It is a talented and dedicated group. In my years at Percent for Art, I had an opportunity to work throughout all 5 boroughs and get a taste of

government. Whatever limitations there might be to government employment, I am truly happy to be back.

But most importantly for my current position, I have just completed 12 years as Director of the Queens Museum. In some ways, my experience running a Queens cultural institution will provide me with a road map for my priorities as cultural affairs commissioner. The Queens Museum is located in Flushing Meadows Corona Park (in Julissa Ferreras' 21st Council District) between Corona and Flushing. During my tenure there we vigorously embraced this site. To professionalize our local engagement, we hired community organizers. We had art therapists on staff to engage families with special needs. We worked long-term with the Queens Library system, presenting classes in native languages for adult immigrants -- mostly in Spanish, Mandarin, and Korean. It was through this partnership that I first met a talented young leader at the library named Jimmy van Bramer. During this time we also embraced the possibilities of working off site -- presenting art projects in Corona, and helping as Council Member Ferreras envisioned a dynamic public space in Corona Plaza at 103<sup>rd</sup> St and Roosevelt Avenue. Now a part of the Department of Transportation's Plaza Program, this corner of Queens is one of my favorite places in New York. Yes, there are challenges in Corona, but people there want and deserve quality arts programming and great public spaces. Art was present in the community before the Queens Museum got actively involved, but it was a pleasure and an honor to collaborate in bringing it up to the next level. Arts and culture are not privileges for the privileged. They are a living and breathing part of our entire city.

So when I first met with Mayor de Blasio to talk about our priorities, we were both very excited by the idea that art really is for everyone. This basic idea can be manifested both by fully opening the doors to arts institutions and providing meaningful artistic activity in the places where people live. It makes institutions stronger and more relevant, while helping to build community.

The idea that art is for everyone starts with arts education in the schools. It will be a major priority of Cultural Affairs under my watch to collaborate with the Department of Education to elevate arts education from pre-K through high school. From the very beginning of the rich history of public support of museums in New York it was clear that there would be a special relationship with the public school system.

There is a broad spectrum of arguments to be made in favor of public funding for the arts. We have all heard the argument for the economic impact of the arts. Metrics on tourism and jobs are valid and impressive here in New York City, and you can expect us to continue to use them in our

advocacy efforts. On the other side, you have transformative experience of the arts on the personal level – the special thing that happens when you're captivated by a great painting or watching a ballet, which is also entirely valid but completely unmeasurable. Somewhere between the regional vision of an economic impact statement and the personal enrichment intrinsic to an art experience is what happens at a social level when art is present in a community – the local dance group, the arts club, the engaged museum, and so on. There are systematic ways of capturing this value. In my reading this has been best exemplified in the work of Mark Stern from the University of Pennsylvania's "Social Impact of the Arts Project." He has looked closely at the entire arts ecosystem in Philadelphia, but concentrating mostly on small nonprofits in communities, where he has demonstrated that there are measurably better social service outcomes in communities rich in the arts. We are in discussion with Stern about conducting a (privately funded) study here in New York. His is the sort of data that could measure the impact, for example, of all the arts programming in Corona, and put it on a par with the well-documented regional value of the arts as an economic engine.

It is important to note here that art is only a part of what Cultural Affairs funds. This study would need to be supplemented by careful analysis of the value of the gardens, the zoos, and the science-based museums. These vital institutions across the city bring nature to our manmade environment and science education into our portfolio.

So I look forward to working with you toward a shared vision of a more inclusive city where arts and culture are supported in communities throughout the five boroughs. Their value must be understood as something it's not only appropriate but necessary for our government to support.

Looking ahead to Fiscal 2015, as you will recall, the Preliminary Budget included a \$60 million baseline restoration. This restoration remains in the Mayor's Executive Budget, and the agency forecast of \$148 million preserves the Fiscal 2014 level of support to the field. According to the forecast for Fiscal 2015, programs groups would receive \$28.4 million through the Cultural Development Fund and CIGs would receive \$108.5 million. The Fiscal 2015 forecast includes \$5.1 million for CASA, which was also baselined.

We continue to work with our partners the City Council and Borough Presidents in managing capital grants to arts and cultural organizations throughout the five boroughs. There is \$829 million in the published Executive Budget for 343 capital projects at 192 cultural organizations for Fiscal 2014 - Fiscal 2018. This portfolio encompasses infrastructure enhancements, accessibility upgrades,

equipment purchases, renovations, and new construction. Highlights of recent and upcoming projects include:

- the renovation of the Billie Holiday Theater at the Bedford-Stuyvesant Restoration Corporation;
- a full interior renovation for Mind Builders;
- a theater upgrade for Flushing Town Hall;
- renovation of the Bronx River Art Center;
- the renovation of the Staten Island Museum's Snug Harbor facility;
- a new, energy efficient edible garden complex at the New York Botanical Garden;
- the construction of a new carriage storage facility at Staten Island Historical Society;
- renovation of a decommissioned firehouse for the Caribbean Cultural Center in Harlem;
- and a new visitor center for the Louis Armstrong House Museum in Queens.

Also included in our capital portfolio are equipment purchases essential to the operations of cultural groups across the City. Since the beginning of Fiscal Year 2014 we have allocated more than \$4.7 million in equipment funding to 33 organizations. Recent purchases include:

- lighting for Abingdon Theater;
- lighting, sound and IT equipment for Society of the Educational Arts;
- lighting and AV equipment for Playwrights Horizons;
- lighting for New York Live Arts and the Center for Performance Research;
- AV Equipment for Queens Council on the Arts;
- and IT equipment for Brooklyn Youth Chorus.

The deadline to apply for capital funding from the Borough Presidents was February 27; the deadline for City Council and DCLA funding was April 9. A total of 212 capital applications were submitted.

The agency is also involved in a number of energy-efficient capital projects on City-owned property. To date, we have helped manage \$45.3 million of PlaNYC funding for energy efficiency projects including lighting retrofits, HVAC upgrades, and cooling towers at 22 members of the CIG. In April, DCLA was allocated an additional \$450K for three cultural institutions in a 2nd round of the

Accelerated Conservation and Efficiency (ACE) Program with the goal of improving the City's energy efficiency and reducing its production of greenhouse gas emissions.

I'd now like to talk about some of the ways that the Department of Cultural Affairs is working to expand the arts education available to our city's public school students.

- CASA, the Cultural After School Adventures program, which DCLA manages in partnership with the City Council, provides funding to 96 nonprofit groups for a total of 255 after school arts programs - five in each council district.
- DCLA's Percent for Art staff work closely with School Construction Authority on the commissioning process for permanent public art in the city's schools. Since the program's inception in 1983, 176 projects have been completed in public schools, with another 38 currently in progress. We are also looking at how to update the Percent for Art program, including adjusting project funding caps for inflation, something that hasn't been done since the program was signed into law by Ed Koch in 1982.
- The Cultural Institutions Groups welcomed 1,868,745 visits from students in Fiscal 2013.
- We have helped inform the cultural field about several city initiatives designed to expand access to arts education for public school students throughout the five boroughs, including the Department of Youth and Community Development's Out-of-School Time Middle School expansion.
- In Fiscal 2014, 766 public schools have visited the Materials for the Arts (MFTA) warehouse in Long Island City and received free materials for their in-school arts programs. The MFTA Education Center offers workshops, professional development courses, in-school residencies, and field trips for students. In Fiscal 2013, MFTA programs engaged over 5,000 DOE staff and other community educators and nearly 15,000 students.
- In Fiscal 2013, nearly half of the organizations funded through Cultural Development Fund received support for a total of 742 education programs that engaged 1.8 million students, including overlap.

We look forward to continuing our work with the City Council, Chancellor Farina, and other partners to engage our city's students with quality cultural programming and more broadly connect communities with the arts throughout the city.

Finally, I'd like to update you on a few agency programs:

- The Fiscal 2015 Cultural Development Fund (CDF) application review process is well underway. Panel review sessions began on March 18. As of today we have completed 18 panels, and 2 remain before we conclude in mid-June. As always, we appreciate the insight provided by the City Council representatives present on each panel. Organizations receiving funding in the current fiscal year are also preparing their Final Reports.
- The 2014 cycle of SPARC: Seniors Partnering with Artists Citywide will conclude at the end of June. As you may know, SPARC, which DCLA manages in partnership with the Department for the Aging and local arts councils, places artists-in-residence at senior centers in all five boroughs. Since January, 51 SPARC artists have been engaging seniors in 50 centers with creative projects that will culminate in public events showcasing their work. This year, we are inaugurating "SPARC Week" from June 12-22 to celebrate the breadth and diversity of this remarkable program, and we have encouraged the artists and senior centers to invite their city council representatives to attend.
- MFTA, a DCLA program that also receives support from the Departments of Sanitation and Education, continues to collect reusable materials from businesses and individuals and make them available for creative and educational activities across the five boroughs. In Fiscal 14, MFTA collected 1.2 million pounds in donated materials and made them available to nearly 2,000 nonprofits, government agencies and public schools who visited the warehouse.
- With federal funding from HUD's CDBG program, DCLA launched Community Arts Leadership in September 2013. The capacity-building program works to strengthen small-budget arts organizations serving low-income populations. The 16 participating groups have been engaged in an intensive year-long curriculum designed to build more knowledgeable and engaged boards; develop realistic mission-based programming and development strategies; and to provide leaders with vital financial management tools for effective oversight and planning. The goal is to help organizations become better equipped to address programmatic, operational, and financial issues and provide stable and vital presence in their communities.

In conclusion, I would like to thank Chair Van Bramer, Chair Ferreras, Committee members, and all of your colleagues on the City Council for your continued support. I'd be happy to answer any questions you have.

**NEW YORK CITY COUNCIL  
COMMITTEE ON CULTURAL AFFAIRS, LIBRARIES AND INTERNATIONAL  
INTERGROUP RELATIONS  
COMMITTEE ON LIBRARIES  
COMMITTEE ON FINANCE  
HEARING ON THE EXECUTIVE BUDGET  
JUNE 3, 2014  
TESTIMONY OF BROOKLYN PUBLIC LIBRARY**

Good morning. I am Linda E. Johnson, President & CEO of Brooklyn Public Library (BPL).

Thank you to Speaker Melissa Mark-Viverito and Chairs Julissa Ferreras, Jimmy Van Bramer and Costa Constantinides for their leadership, and everyone in the City Council for fighting on behalf of our libraries. We appreciate your steadfast support and your vital role in baselining library funding this year and ending the “budget dance.”

**Libraries: Expanding Opportunity**

Evenly distributed throughout the borough, Brooklyn Public Library’s 60 branches are at the heart of every Brooklyn community. Our libraries provide access to award-winning children’s and teen programming, renowned cultural events and exhibitions, a huge collection of over 3.5 million items and cutting-edge software and technology classes. We equalize access to information and technology, ensuring that people from all backgrounds have an opportunity to succeed. Every day at our libraries, recent immigrants learn to speak English, students receive homework help, children play and are encouraged to be creative and jobseekers learn how to improve their resumes. From email classes in Spanish and computer basics in Chinese, to Japanese conversation groups and author events and book discussions, we understand our communities and provide programming tailored to local needs. Our presence in every

neighborhood ensures that all Brooklynites can benefit from our educational and cultural programs, computers, books and other materials. In fact, last year, over 10 million visitors made use of our critical resources.

We are especially committed to offering programs that engage and motivate children. Two days from now we will hold our popular Summer Reading kickoff event at Central Library. To celebrate the theme of this year's Summer Reading program—"Fizz, Boom, Read!"—we are holding an all-day family science festival including tech, science and maker activity stations and a special appearance and reading by Carmelo the Science Fellow. To help fight child hunger during the summer break, we are also greatly expanding our Summer Meals program from 6 libraries to 25. The program provides free weekday lunches to children and teenagers.

Throughout the year, efforts to provide resources to Brooklyn's children will continue through popular programs such as Kids Tech Time, Bedtime Stories, Chess for Kids, Preschool Storytime and Babies & Books. This is work that is integral to our communities; work the City Council has consistently supported; but work we would expand if we had the resources we truly need.

### **The Budget**

We are very thankful that our expense funding was baselined this year. However, as I have testified in the past, we are still operating with 20% less discretionary funding than we had in 2008. This amounts to a roughly \$15 million decrease over the past 6 years. Despite this large funding decrease, we are expected to increase services because public demand for libraries is higher. As part of a joint request with the New York Public Library and Queens Library, we are asking for \$65 million in additional funding this year to hire more librarians, expand library



programming and increase library hours of operation. With increased City funding, we could offer additional and more convenient hours for our patrons, provide more one-on-one assistance, expand our print and digital collections and ensure that all Brooklynites have access to the library services they need and deserve.

Yet in order to offer these critical resources, we must also have branches that are safe and accessible. Our 60 facilities face nearly \$300 million in unmet capital needs. In fact, more than half of our neighborhood libraries have capital needs exceeding \$3 million. Last summer 10% of Brooklyn's libraries were forced to close because of faulty air conditioning. This year, BPL has asked the City Council to join with the Administration, Borough President and State government to fund an \$82 million Emergency Infrastructure Fund to help stabilize BPL's rapidly deteriorating physical plant. This fund will go a long way toward creating a library system that Brooklynites can be proud of for generations to come. This money would allow us to replace faulty heating and cooling systems, repair roofs, replace windows, install new fire safety systems and renovate our libraries to make them all ADA-accessible. These are repairs that need to happen in order to protect the safety of our patrons and staff and ensure that everyone can make use of our libraries.

### **Capital Projects**

We have completed numerous capital projects over the past two years to update our spaces and provide enhanced services. These projects are examples of the types of spaces we could provide across the entire borough if we had the necessary funding. In partnership with the NYC Department of Design and Construction and Council Member Darlene Mealy, BPL recently

renovated Stone Avenue Library. The inspiring space integrates flexible design for work, play and study, passive learning tools and new programs to support children and families. It features two self-check machines, a new Customer Service desk, furniture, lighting fixtures, doors and hardware, a giant chess set and a word wall. The result is a beautiful library that combines historic elements with innovative new features.

In April, BPL also reopened Clinton Hill Library after making extensive renovations. We reconfigured the Library's layout, painted the interior and installed a self-check machine, new air conditioning, a heating system, furniture, LEED lighting and a drawable wall in the children's room. It is now a bright and welcoming library and a comfortable place to read, work, learn and play.

Additionally, in fall 2013, we reopened the two Hurricane Sandy-impacted branches that were still closed, Coney Island and Gerritsen Beach Library. Coney Island Library is now ADA-compliant, thanks to a renovated entry door and new bathrooms. We created a new public service area, a dedicated public space for children and two new multipurpose meeting rooms. We also added 14 new public computers, WiFi and two self-check machines.

Similarly, Hurricane Sandy devastated Gerritsen Beach Library, with restoration costs totaling roughly \$1.3 million. We took the opportunity to completely renovate the library, making it ADA-compliant, reconfigured the interior space for public and staff areas and added new equipment and technology upgrades. Our long list of improvements included: new landscaping, a dedicated public space for "First Five Years" programming with new furniture; three new public

meeting rooms; ADA-compliant bathrooms; new electrical and HVAC systems; and two self-check machines.

Moving forward, in 2014, we will begin replacing Central Library's roof, a project that is estimated to cost \$3 million, and will launch roof renovation projects at Brighton Beach, Arlington and Eastern Parkway libraries.

Other upcoming capital work includes a partnership with Spaceworks, a newly formed nonprofit tasked with creating affordable work space for local New York artists. Spaceworks will be providing capital funding to create artist studios at Williamsburgh and Red Hook libraries. Local artists will have access to high quality and affordable work space and, in return, will provide free programming for BPL patrons. This year, BPL and Spaceworks will begin fitting out the new artist spaces.

### **Support from the Public**

Despite the significant funding challenges we face, public support for libraries is stronger than ever. Recent participatory budget results in Brooklyn demonstrate how highly local residents value their neighborhood libraries. Brooklynites casted a total of nearly 4,000 votes in support of library projects, including technology upgrades at Midwood, Mapleton and Ryder libraries; a community room in Sunset Park Library; a new garden at Red Hook Library with space for the community; and a Green Roof at Windsor Terrace Library. We are extremely appreciative of this funding and the support of our patrons. Ultimately, however, we will need to receive much more funding to address our system's vast financial challenges.

In another show of community support, hundreds of Brooklynites participated in our second annual Bike the Branches fundraiser on May 17. Throughout the day-long event, people biked between our libraries and the three children and adults who visited the greatest number of branches won prizes donated by local bicycle shops. All of our libraries were open and featured special programming as part of the day's festivities. It was a wonderful, community-oriented event that helped raise over \$50,000 for the Library. We are continuing to create new fundraising opportunities like Bike the Branches, and private donations have increased 78% from Fiscal Year 2011 to Fiscal Year 2013, but without increased City support, we will be unable to close the significant gap in our financial needs.

### **Brooklyn Heights Project**

Our Brooklyn Heights Project represents another way in which we are pursuing new sources of revenue. Our current library in Brooklyn Heights is housed in a poorly laid out and uninspiring building that is hobbled by approximately \$10 million in unmet infrastructure needs. The project will generate tens of millions of dollars in funding for libraries across the borough and get us out from under the Brooklyn Heights Library's current capital needs by replacing the aging branch with a new, expanded neighborhood library. Our new Brooklyn Heights Library will still be a public facility owned by the City and will be among the five largest libraries in Brooklyn. We are looking forward to working with the community to design the new branch. With funding from this project, we can invest in infrastructure upgrades throughout the branch. In the coming months, we expect to select a developer for the project.

## **Conclusion**

Brooklyn Public Library is committed to providing our patrons with spaces that are first and foremost, safe and functional. Financing our emergency infrastructure fund is a crucial first step in ensuring that all 60 of our libraries can meet this basic need. As evidenced by our work at Stone Avenue, Coney Island and Gerritsen Beach libraries, with adequate funding we can also offer inspiring spaces that are designed to meet modern uses. Moreover, with additional expense funding, we can fully staff all libraries, offer increased programming, purchase additional books and other materials and extend operating hours.

Beside Central Library's historic main entrance reads following inscription: "Here are enshrined the longing of great hearts and noble things that tower above the tide, the magic word that winged wonder starts, the garnered wisdom that never dies." For over a century, Brooklyn Public Library has provided access to virtually all of humanity's knowledge, free of charge. With your help, we will keep this vital tradition alive. We look forward to working with you to increase expense and capital funding so our libraries may continue to entertain and educate all Brooklynites. Thank you for your attention and consideration. I am pleased to answer any questions you may have.



**NEW YORK CITY COUNCIL**

**COMMITTEE ON FINANCE JOINTLY WITH THE COMMITTEE ON CULTURAL AFFAIRS, LIBRARIES  
AND INTERNATIONAL  
INTERGROUP RELATIONS AND THE SUBCOMMITTEE ON LIBRARIES**

**HEARING ON THE FISCAL YEAR 2015 EXECUTIVE BUDGET**

**June 3, 2014**

Good afternoon. I am Tony Marx, President and CEO of The New York Public Library (NYPL). I'd like to start by thanking Speaker Melissa Mark-Viverito, Council Members Julissa Ferreras, Jimmy Van Bramer and Costa Constantinides, as well as the entire City Council for your strong support of New York City libraries. I appreciate the opportunity to testify today on the Mayor's FY2015 Executive Budget and the impact of the city's investment on libraries.

In the Mayor's presentation of the Executive Budget, he stated a desire to move away from the traditional budget dance and to work more closely with the Council to develop shared goals through tangible investments. I believe – and I know you share this belief – that there is no single investment that touches more New Yorkers with more impact than libraries. For this, we thank you: without your longtime support and advocacy, the programs and services we provide would not be possible.

In this tradition of support, the Council urged the Mayor to increase library expense funding by

\$35 million. Thanks to you, we are now having a very different kind of conversation. In fact, we are here today to say that with an even greater investment there is a tremendous future for libraries in this city and for the millions who use them.

As we all know, libraries are not only thriving, they are more important now than they've ever been. Last year at NYPL we hosted programs for 1.2 million attendees, a 75% increase from FY2008, the last time library funding was increased. Last year as well, we circulated 25.9 million items, a 33% increase from 6 years ago. We've made substantial and path-breaking investments in educational programming – technology training, English language classes, and afterschool programs – that serve tens of thousands of New Yorkers. And, together, our three library systems had more visits than all the sports teams and cultural institutions in this city, combined.

The library is critical to so many New Yorkers – the aspiring entrepreneur, the job seeker, the new parent, the researcher, the teenager, the senior – and provides critical support for the city's educational infrastructure. At our 88 branches and 4 research centers, we serve all New Yorkers and their various educational and intellectual needs, cradle to grave. No institution does more than libraries.

All that we've accomplished and still plan to achieve, we've done with consistently less city funding over the last six years. Again, we are grateful to the Mayor and City Council for the end of the budget dance. However, the proposed Executive Budget does not yet address a significant fact: that since FY08, NYPL's budget has been cut 11 separate times, totaling 16%.

We have lost 446 jobs, which we've absorbed without union layoffs. While we manage to stay open for an average of 46.6 hours per week – a herculean effort on the part of our staff to maintain 6 day-a-week service – this is still insufficient for the working families and students who need more hours in the evenings and on weekends. Yes, given budget realities we have become more efficient. But in the face of increased visits, program attendance, and circulation, past cuts make maintaining the quality of our services and our spaces a constant challenge.

Over the last few months, my colleagues and I have met with the Mayor, Speaker, and Council leadership about a “new deal” for libraries – for both our operating and capital budgets. At the center of this new deal is a promise: that for an increased investment in library funding, we will provide increased hours, books, and educational programs as well as improved and inspiring spaces. We will provide more of what New Yorkers demand and more of what they deserve.

To do this, we seek an increase of \$65 million across the city's libraries, restoring our expense budgets to levels last seen in 2008. In return for this investment, we are prepared to deliver on a series of promises. Collectively at our 207 library locations, we will ensure an average of 50 hours and 6 day a week service, up from 43 hours and 5 to 6 days today. That's 5 million more visits and 10 million more materials circulated. With more hours we will dramatically expand key educational programs across the three systems: 130,000 more technology training attendees, over 20,000 more kids in our after school programs, and nearly 15,000 more students in our English language courses, becoming the largest free provider of ESOL in New York City. And, importantly, to achieve these goals we will collectively add over 600 jobs, a



significant and much-needed increase to the city's library workforce.

According to this plan, NYPL would receive \$28.7 million. We will commit to 5.4 more hours on average throughout our system and 320 more full time employees – more children and teen librarians, custodial and security workers, and expert staff to support our educational programs. We will expand our new after school offerings 10-fold to offer exciting educational opportunities to 20,000 kids. We will more than double our formal ESOL classes, teaching English as well as citizenship to New York's immigrants, from 7,800 attendees to 16,800, an 8 fold increase from 2012. And we will nearly double our technology training program which currently serves 80,000 attendees to 150,000, a 4 fold increase from two years ago. To do this, we will not rely upon your support alone: NYPL will commit to an unprecedented level of fundraising for our neighborhood branches.

But that's not all. We will also build on our progress within each of these programs. Already, we are partnering with City Hall and other library colleagues on a new pilot to expand broadband access beyond the walls of the library and into communities where it is sparse or completely absent. At scale, we will lend mobile Internet hotspots (or MiFi devices) to 10,000 families in our educational programs. With the funds to hire more staff for more hours, we will also hire children's librarians who, in support of Universal Pre-K, will actively promote literacy and a love of reading in the early grades; skills that are vital not only to positive educational and economic outcomes, but also to the vibrancy of our society. We will further increase our existing partnerships with online education providers, including Khan Academy and Coursera, to expand

learning opportunities for children as well as adults. We can also add even more classes in coding, especially in our poorer neighborhoods, to help feed our fastest-growing industry with the diversity of talent it desperately needs. All told, we will have vastly expanded opportunities for the millions of New Yorkers we serve.

On capital funding as well, we have benefited from your leadership, recognizing that capital improvements are completed without a dedicated citywide funding stream. These projects are only made possible by funds committed by individual Council Members, the Speaker, Borough Presidents, and the Mayor. Over the past 12 years, with your support, we have completed over 150 projects in our branches valued at \$280 million. Another \$191 million is currently invested in ongoing capital projects across the system. This year alone, we finished extensive renovations on two libraries – Stapleton in Staten Island, which was also greatly expanded, and Washington Heights in Manhattan – as well as opened the brand-new Mariners Harbor Library. We plan to begin construction for a major renovation of the Woodstock Library in the South Bronx, continue a second phase of renovations at the Schomburg Center in Harlem, and proceed with three new library buildings in each of our three boroughs: Westchester Square, for which design is underway, and Rossville and Roosevelt Island, which we'll begin designing later this year. We also look forward to the possibilities for our revised midtown renovation: providing a much-needed renovation for our largest circulating branch, the Mid-Manhattan, and opening up 50% more space in the Schwarzman Building, including an integrated Science, Industry, and Business Library. We will create a vibrant midtown campus with more space for books, exhibitions, and educational programs for all New Yorkers and that will support and give

back to our entire system. All told, we have more libraries today at NYPL than we've ever had in our over 100-year history.

But to ensure that all critical infrastructure projects are addressed, we must establish a dedicated capital funding stream. Across NYPL there are still \$492 million in capital needs; for the three systems that number rises to just over \$1 billion. However, on average the three systems receive approximately \$80 million in capital funding commitments each year from all sources, an amount significantly less than total need. And so, we propose a simple solution: a longer-term capital investment for libraries to be made over four years.

With a stable stream of funding, we can more effectively plan for the long-term needs of our systems, and at NYPL we can deliver these projects as pass-throughs more cheaply and more expeditiously. Supported by over a decade of data, we are confident in our ability to manage capital projects in a responsible, cost-effective, and timely manner, ultimately realizing the greatest possible benefit to New Yorkers. There is a tremendous opportunity for us to think more creatively about how to manage and deliver on capital projects, and we're eager to work with our partners in city government to explore new solutions.

We are all aware of the challenges facing this city as well as the corrosive effects of inequality. Only 26% of 3<sup>rd</sup> through 8<sup>th</sup> graders met the state standards for English language arts according to the new criteria; 42% of New Yorkers lack an education beyond high school, as the value of that degree continues to sharply decline; and 27% do not have broadband access at home. To

meet the needs of underprivileged kids, to offer opportunities for adults to learn, to empower our city's newest immigrants, to help bridge the digital divide and ensure that the digital revolution does indeed democratize information, we need our libraries. And we need them to do more than they've ever done before.

At the Preliminary Budget hearing we asked you to consider a new possibility: to invest further in the future of libraries and in the future of all New Yorkers. We are truly grateful for your response, which, if realized, will allow us to offer more hours, more programs, and more materials, to invest in better technology, to add to our staff, and to make the necessary critical repairs to our aging infrastructure. We ask you and the Mayor to go even further, giving us the opportunity to continue to innovate and build on our successes, and to raise even more private dollars towards our goals. Let us renew Andrew Carnegie's pact for the 21<sup>st</sup> century and be a model for what libraries everywhere can and should be. Let us together help the city realize the vision of One New York.

Once again, thank you for all your support and for this opportunity to testify. We remain available to answer any questions you may have.



**Statement by Bridget Quinn-Carey**

**Executive Vice President & Chief Operating Officer, Queens Library**

**Testimony before the Committee on Cultural Affairs, Libraries and  
International Intergroup Relations jointly with the Committee on Finance and the  
Subcommittee on Libraries**

**New York City Council Fiscal Year 2015 Executive Budget Hearings**

**June 3, 2014**

Good Morning. I am Bridget Quinn-Carey, Executive Vice President and Chief Operating Officer of the Queens Library. I want to begin by thanking the City Council and these committees for the opportunity to testify today, including: City Council Speaker Melissa Mark-Viverito; Council Member Julissa Ferreras, Chair of the Finance Committee; Council Member Jimmy Van Bramer, Majority Leader and Chairman of the City Council Committee on Cultural Affairs, Libraries and International Intergroup Relations; Council Member Costa Constantinides, Chair of the Subcommittee on Libraries; and Council Member Mark Weprin, Chair of the Queens Delegation.

We are incredibly grateful for your unwavering support, which has sustained the quality of public library service in this City over the last half a decade of very difficult budget cycles. Year after year, as annual proposed budget cuts threatened to dismantle the system of public libraries, as we know it, this council spoke up, stepped up, and made libraries a priority. It is only because of this support, and the very large restorations made each year, that we have maintained five-day-per-week service in every community we serve and maintained core services that our customers rely on.

Today, we have an incredibly exciting opportunity for the people of Queens. The Library opens the door to opportunity for all we serve; with your support we can deliver real results for young

learners, young adults and for adults of all ages and backgrounds. Together, we can make a real difference tackling some of the biggest challenges we, as a City, are facing.

Just last week, I had the distinct honor of officiating at a ceremony celebrating the graduation of more than 50 of our Queens Library students. These adult learners had turned to the library for free adult education classes preparing for the High School Equivalency exam. They took advantage of classes, small group learning and access to resources and computers. Last week, we celebrated their graduation, as each of them achieved their High School Equivalency Diploma. I could not have been more proud of these students, and the library team that helped them along their way. One of the graduates told the audience that she was a new immigrant only 3-1/2 years ago. She came to the library to learn some English. Today she is enrolled in community college. She said, "I believe that my dream will come true because the Flushing Library gave me the confidence in the very first step." To perform every day miracles like that, we must keep our doors open as many hours as possible.

In 2008, New York City public libraries were funded to be open 6 days a week in every community in Queens. Queens customers enjoyed a 45 hour per week schedule delivered by a full time workforce of nearly 1200. The materials budget was about twice what it is today. Since that time, a series of large budget reductions, spurred by a faltering economy, began and continued for the next six budget cycles.

Despite the very formidable work of the Council and the Mayor to restore the worst of the proposed cuts, reductions were sustained, both at budget adoption annually and through mid-year "PEGS" to meet budget gaps. Since 2008, the Queens Library has sustained a 17% reduction in funding. This has resulted in a loss of over 250 positions, the slashing of the materials budget by over 50%, and the reduction in average weekly hours to under 40 hours a week. For our customers, it means long wait-times to borrow materials. Today, roughly two-thirds of Queens residents do not have a library open on a weekend in their community.

Our goal, very simply, is to restore the funding lost since 2008, bring back employees, bring back full shelves, and open the doors in every community for customers to benefit from the critical resources they can only get when their library is open. One in four library customers comes to the library just to use the public access computers. When our doors are closed, they simply have no other alternatives.

The opportunities before us are only achievable with your support, and we are encouraged by the current budget proposal. We are grateful to Mayor de Blasio for proposing an Executive budget that sustains the baseline of the FY '14 council restoration. We are additionally grateful and encouraged by the council's response to that budget, with a request for an additional \$35 million to New York City public library funding this year, which gets us halfway there. This represents a significant turning point in that for the first time in many years, we can have a conversation about what more libraries can do in every community.

New City funding for Fiscal 2015 will translate directly into jobs, with the hiring of new employees to keep libraries open, and the purchase of materials. With a full, citywide addition of \$65 million over the Executive budget proposal, we envision a vast increase in weekend service; meeting the community demand for 6 day a week service in every single Queens Library, facilitated by the filling of approximately 250 positions.

In addition, the materials budget would see a much needed increase. Since 2008, significant changes have occurred in the way that libraries deliver information. Increasingly, customers are demanding digital materials, such as e-books. The loaning of digital materials is up significantly. For libraries, this creates an additional challenge of providing both digital materials as well as print materials, in effect doubling the demands on the materials budget. Queens Library is also providing users with access to mobile devices on which to take advantage of digital materials, lending devices, including Google Tablets, for free, with a library card. This adds expense; but it is an important way Queens Library helps our users keep pace with the ever-changing digital information landscape.

Your investment in people, in jobs for children's librarians, teen librarians, adult librarians, custodians, clerical staff, youth counselors, adult literacy teachers, case managers and all the staff who deliver high quality library service, will be returned many times over in your communities as library doors are open on weekends and residents gain more access to computers, resources, technology training, English classes, adult education, programs and so much more. The need for more access to all these resources the library offers is clear. The weekend hours are particularly critical for working families.

The library continues to innovate and deliver programs that meet the evolving needs of our communities. The Queens Library's Job and Business Academy is a growing part of our

programmatic offerings, responding to the urgent needs of job seekers and small business owners. Last year, we welcomed over 20,000 people to job search and small business support programs and 3.3 million free computer sessions. Every additional hour that the library is open presents an opportunity for thousands of job seekers to get online. This is especially important for people who do not have Internet access at home. While this program is successful, it is only available in 14 locations. Scaling it to make it available in every location is crucial.

Afterschool support also remains a top priority for the Library, providing an enriching environment for students assisting them along their academic path. In Queens, attendance for young adult programs doubled between 2002 and 2011. We are now welcoming nearly 450,000 students annually. Expanding this core service for children and teens after school requires funding to hire new Children's and Teen librarians and Youth Counselors.

We are also expanding early learning opportunities. In addition to the traditional library offerings for the very young (such as Toddler Learning Centers and story hours and the STEM-learning focused experience of the Children's Library Discovery Center), the Queens Library is proud to share with you today that we have been awarded the opportunity, through the competitive process of the Department of Education, to provide Universal Pre-Kindergarten classes as part of the citywide initiative. This initiative will tap into some of the great unrealized potential of libraries as community-based early learning centers.

Last year, Queens Library provided English Language Learning or Adult Basic Education to 7,900 learners. In addition, we are a pilot site for administering the new online High School Equivalency exam. We know, however, that the need in these areas far exceeds what we can offer in a borough whose population is almost half foreign born. Beginning to restore six-day a week service will begin to make these objectives a reality. We are enormously proud of all our community libraries, their programs, and the value they deliver for the community. We also know it is imperative to protect the investment in the physical space.

The Queens library operates 62 community libraries, seven adult learning centers, the Children's Library Discovery Center, the Far Rockaway Teen Library, and two Learning Centers.

The Queens Library is currently engaged in one of the most successful capital renovation and expansion plans in its history, delivering modernized, technology-equipped facilities for customers and staff. Currently, the library is underway with a series of expansions, renovations



and new facilities that will better meet the needs of those communities. Key projects include the expansion of the Kew Gardens Hills Library, the expansion of the Rochdale Village Adult Learning Center and new library buildings in Hunters Point and Far Rockaway. In addition, the library continues to upgrade infrastructure as funding is committed. Ensuring that buildings are watertight and that the air conditioning and heating systems are functioning properly to allow libraries to serve as City heating and cooling centers, is critical. We are currently conducting infrastructure upgrades at several libraries.

However, many unmet capital improvement needs remain across the borough. These include both critical infrastructure such as roof replacements, elevator and ADA upgrades as well as expansions and renovations, which many communities have long sought. In total, the FY '15 capital needs for the Queens Library totals over \$287 million. Critical infrastructure needs (that is, exterior envelope, ADA access and HVAC replacements) totals \$18.6 for FY 2015. This investment in the physical infrastructure is critical and valued in the community. We consistently see rises in usage as libraries are modernized and renovated.

Even a brand new library is useless if its doors are closed. Every single additional hour we are open means thousands of added opportunities for a customer to access information on the Internet, to ask a question, to prepare to take the High School Equivalency exam or to attend a community program. Every dollar invested in libraries creates dozens of new learning opportunities.

Public libraries have been, and will continue to be, the most democratic of institutions, offering free educational services and resources to every New Yorker. Now is the ideal time to reinvest in the people that make our City libraries great. We know you face some tough negotiations ahead. As you do, we urge you to remember the testimonials you heard today about how libraries literally change lives.

Again, I thank you for the support you have shown our institutions during the toughest of times. Thank you for the opportunity to testify today.



New York  
Public  
Library



Queens Library  
*Enrich your life®*

# Opportunities for All: NYC's Public Libraries

May 2014

## Opportunities for All: components and commitments

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Increased City funding will allow libraries to expand hours of operation and significantly enhance our services in areas of greatest need for the City

### City commits to...

1. **Increase library budgets** in the City's Financial Plan
  - **Increase funding for libraries by \$65M over FY2014 levels** to better match City demand for library services
  - **Permanently end the budget dance** and baseline library allocations to allow for continued, stabilized funding
2. **Dedicated capital fund of \$500M over four years for libraries**
  - A commitment to critical infrastructure needs will equalize resources and support NYC's diverse communities
  - **Improve capital project process**

### Libraries commit to...

1. **Keep all 207 library locations open 6 days and 50+ hrs/wk (on average)**
2. **Dramatically expand the service New Yorkers need most** including English for Speakers of Other Languages classes, after school programming, access to computers and digital learning
3. **Significantly increase the Citywide library workforce** including front line staff who deliver library service, such as children, Young Adult and Adult Librarians, custodians and other professionals.
4. **Raise significant additional private funds** to better leverage public dollars  
A City commitment to stabilize and increase funding aligns incentives and gives donors confidence that their gifts will not be offset by reductions in City dollars
5. **Address 'basic needs' capital projects**, including HVAC, boilers, roofs, facades, elevators, ADA, life safety and technology. Build capacity in library capital planning departments to manage more projects

## Opportunities for All: deliverables

Category	Prior level of service	Future level of service (with increased funding)	Difference
Average opening hours per week	43 hrs 5-6 days per week	50 hrs 6 days per week	<b>+31%</b> Libraries open 6 days/wk
Circulation	66M	76M	<b>+10M</b> Make New York the highest circulating city in the world
Visits	40M	45M	<b>+5M</b> Reaching New Yorkers who are unable to use the library within current hours
Technology access and training	100K	230K	<b>x2.5</b> Technology training sessions
	10M	13M	<b>+3M</b> Computer sessions Roughly equivalent to the number of New Yorkers without access to broadband at home
ESOL students	7.5K	23.5K	<b>x3</b> Become the largest free ESOL provider in the City
After school program students	8.5K	20K	<b>x2.5</b> Ensure universal access to after school resources for all students
Job creation	3,800	4,400	<b>+600</b> Jobs created across the three systems



Department of  
Education

**Testimony of the New York City Department of Education and the New York City  
School Construction Authority on the FY2015 Executive Capital Budget**

**Before the New York City Council Committees on Finance and Education**

June 3, 2014

*Kathleen Grimm, Deputy Chancellor, Division of Operations*

**INTRODUCTION & OVERVIEW**

Good afternoon Chairs Ferreras and Dromm and Members of the Finance and Education Committees. My name is Kathleen Grimm, Deputy Chancellor for the Division of Operations at the New York City Department of Education. I am joined by Lorraine Grillo, President and Chief Executive Officer of the New York City School Construction Authority (SCA). We are pleased to be here today to discuss the proposed FY2015-2019 five-year Capital Plan for our schools.

The proposed \$12.8 billion, FY2015-2019 Capital Plan will create tens of thousands of new seats in areas projected for enrollment growth, directly address overcrowding and this Administration's goal of creating additional high-quality full-day pre-kindergarten seats. The proposed Plan also targets the reduction of class size and much-needed improvements for our aging infrastructure. The Plan is funded by State and City tax levy and \$800 million in funding is contingent upon proceeds from the New York State Smart Schools Bond Act.

As you are aware, we testified before the Education Committee regarding the Capital Plan in March. While there are no changes from the proposed Plan I presented, I welcome the opportunity to revisit that testimony, particularly since members of the Finance Committee did not participate in that hearing.

We are currently in the final year of our FY2010-2014 Capital Plan. The proposed new FY2015-2019 Plan builds upon the two previous Plans' investments of over \$25 billion and the resulting creation of over 104,000 seats since 2004. We are grateful to the City Council for its strong support and generous funding to our schools.

**CAPITAL PLANNING PROCESS**

As many of you know, we developed an annual amendment process beginning with the FY 2005-2009 Plan. Regularly reviewing our Capital Plan allows us to identify emerging needs quickly and gives us the opportunity to make changes as necessary.

To track changing needs, we conduct an annual Building Condition Assessment Surveys (BCAS), in which we send architects and engineers to evaluate our 1,200+ school buildings.



## **Department of Education**

We also update enrollment projections annually. These projections incorporate data on birth rates, immigration rates, and migration rates from various City agencies. Additional agencies provide statistics on housing starts and rezoning efforts. Using a broad range of sources provides a complete view of potential student demand, and annual updates allow us to make timely adjustments when there is a sustained increase in student population in one part of the City or a decline in student population in another.

In addition to evaluating our school buildings and student population, public feedback plays a crucial role in our capital planning process. Each year, we undertake a public review process with Community Education Councils (CECs), the City Council and other elected officials, and community groups. We offer every CEC in the City the opportunity to conduct a public hearing on the Plan and we partner with individual Council Members and CECs to identify local needs. Your insights in this process are essential, and we look forward to our continued partnership.

The Plan was approved by the Panel for Educational Policy in March and will be considered for adoption by the City Council as part of the City's budget.

### **FY2015-2019 PLAN HIGHLIGHTS**

The proposed February 2014 Amendment includes \$4.4 billion for capacity, \$4.9 billion for capital investment, and \$3.5 billion for mandated programs.

#### **Capacity Program**

The proposed FY2015-2019 Plan creates approximately 39,500 seats—which address overcrowding as well as two new Administration priorities—Pre-Kindergarten (Pre-k) expansion and a Class Size Reduction Initiative.

Of the \$4.4 billion allocated to capacity, \$3.3 billion is dedicated to creating approximately 33,000 seats within school districts experiencing the most critical existing and projected overcrowding. A portion of the 33,000 seats were funded and not started in the current Plan, and a total of 800 seats are funded for design only in this proposed Plan. Funding for construction of these 800 seats will be included in the next five-year Plan. A breakdown of new seats by sub-district is outlined in the table appended to our testimony.

Two hundred and ten million dollars has been allocated for a vital increase in the number of pre-k seats in new elementary school buildings being constructed, as well as supporting additional leases or new space for stand-alone pre-kindergarten centers. In addition, \$490 million is allocated to address class size reduction and \$400 million to replace facilities where leases expire during this Plan.

#### **Capital Investment**

Nearly 70 percent of the \$4.9 billion Capital Investment allocation will address the buildings identified in our annual building survey as most in need of repair, such as roof and structural repairs,



**Department of  
Education**

safeguarding our buildings against water infiltration, and other facility projects. The Capital Investment category also includes funding for upgrades to fire alarms, public address systems and removal of transportable classroom units, commonly known as TCUs.

The remaining nearly 30 percent or \$1.6 billion will go toward upgrading instructional spaces in existing buildings, such as the restructuring of classrooms for pre-kindergarten use, upgrades to physical fitness rooms, libraries, middle school science labs, bathrooms and auditoriums, and technology upgrades. I would like to speak more about two of these areas: bathrooms and science labs.

In previous hearings, many members of the Council have asked about bathroom upgrades, and spoken about the popularity of Reso A funded bathroom upgrade projects. While all our schools have functional bathrooms, in this proposed Capital Plan we have allocated \$50 million in funding to pilot a program to provide bathroom upgrades to improve the attractiveness of our school bathrooms.

In the prior Capital Plan, ensuring all high school students had access to a science lab was a priority, and we are happy to report we have succeeded in this goal. Now, we are able to turn our focus to middle school students. We have allocated \$50 million to upgrade middle school science labs.

In order for our students to become college and career ready in a digital and information age, we will make certain that technology upgrades remain a priority in the proposed Plan. We are committed to bridging any existing gaps in technology in our schools.

Specifically, \$504.6 million of the technology spending under this Plan will build on our school buildings' core technology infrastructure. This funding allows us to continue to transform our school environments from industrial age to information age schools where learning can be customized to each child's unique needs. Over the next five years, essential upgrades and incorporation of next-generation broadband, wireless, and learning technologies are planned for all school buildings.

Additionally, \$145 million will be invested in upgrading legacy systems such as student information systems, improving enterprise-level learning platforms, developing new data systems, and upgrading business operation systems in support of school needs.

In part, funding for the programs in this category is dependent upon the receipt of proceeds from the New York State Smart Schools Bond Act.

**Mandated Programs**

The total cost to support the City's effort to remove and replace all polychlorinated biphenyl (PCB)-containing lighting fixtures throughout the entire school system is \$1 billion, about half of which was covered by the current Plan. The proposed five-year Capital Plan allocates \$480 million to replace all remaining lighting fixtures in our schools by December 2016.



**Department of  
Education**

The Mandated Programs category also includes approximately \$750 million for boiler conversions in approximately 125 buildings currently using Number 4 oil. The remaining funds are assigned to cover other required costs, including insurance and completion of projects from the prior Plan.

**CONCLUSION**

We understand that the public school system as a whole continues to experience pockets of overcrowding, and we are working to address these concerns through new school construction. We remain focused on remedying these issues and will continue to rely on your feedback and support as we do so.

As part of this Administration's commitment to collect feedback from school communities, the DOE has established a Blue Book Revisions Working Group—formed in response to the many concerns raised by CECs, parents, advocates and elected officials. The working group has already met several times and we are excited to implement changes and recommendations based on the Working Group's feedback. Some changes will be evident in the 2013-2014 Blue Book, and additional changes will be made for the following year.

Our annual capital planning process has already benefited significantly from your input, and our students have benefited from your generous support of capital projects. With continued collaboration and tens of thousands of seats slated to come online over the next 5-7 years, we remain confident that the expansion and enhancement of school buildings across the five boroughs will improve the educational experiences for the City's 1.1 million school children as well as the teachers and staff who serve them.

Thank you again. I now turn to Lorraine Grillo, who will walk you through the specifics of the proposed, the FY2015-19 Plan, after which we will be happy to answer your questions.





**Department of  
Education**

**APPENDIX: NEW CAPACITY SEATS BY SUB-DISTRICT**

District	Sub-District	Total November 2013 Identified Need	February 2014 Funded Need	Additional Need (Unfunded)
2	Tribeca / Village	1,970	1,928	42
	Chelsea/ Midtown West *	1,262	1,262	0
3	Upper West Side	692	692	0
7	Concourse	456	456	0
8	Throgs Neck	456	456	0
10	Spuyten Duyvil / Riverdale / Fieldston / North Riverdale	456	456	0
	Kingsbridge / Norwood / Bedford Park	1,736	1,280	456
	University Heights	456	456	0
11	Van Nest / Pelham Parkway	640	640	0
12	Tremont / West Farms	912	912	0
13	DUMBO/ Navy Yard / Fort Greene	1,090	1,090	0
14	Williamsburg / Greenpoint	991	991	0
15	Sunset Park	2,610	1,096	1,514
	Park Slope	1,096	640	456
	Carroll Gardens / Gowanus / Red Hook	640	456	184
20	Owls Head Park / Bay Ridge	1,213	1,213	0
	Dyker Heights	4,647	1,920	2,727
	Borough Park / Kensington, Bensonhurst	1,514	912	602
21	Gravesend	456	456	0
	Gravesend	456	456	0
22	Mill Basin	456	456	0
24	North Corona / South Corona / Lefrak City / Elmhurst	4,007	2,376	1,631
	Maspeth / South of Woodside	1,853	912	941
	Middle Village	2,610	757	1,853
25	Beechhurst / College Point / Whitestone	1,514	640	874
	Flushing / Murray Hill / Willets Point	757	757	0
26	Oakland Gardens / Fresh Meadows	640	456	184
	Bayside / Auburndale	456	456	0
27	Howard Beach / Lindenwood	640	456	184
	Ozone Park / South Ozone Park / Richmond Hill / Woodhaven	1,096	504	592
28	Rego Park / Forest Hills / Kew Gardens / Jamaica	1,514	1,096	418
30	East Elmhurst / Jackson Heights	1,397	912	485
	Woodside / Sunnyside	456	0	456
	Astoria / Steinway	1,000	1,000	0
31	West Shore	456	456	0
	North Shore	640	456	184
<b>Queens</b>		<b>5,604</b>	<b>2,802</b>	<b>2,802</b>
<b>Staten Island</b>		<b>400</b>	<b>300</b>	<b>100</b>
<b>Total</b>		<b>49,245</b>	<b>32,560</b>	<b>16,685</b>
* Includes a project funded for design only				



# FY 2015 – 2019 Proposed Five Year Capital Plan

City Council Hearing  
June 3, 2014



## Proposed FY 2015-2019 Plan continues comparable level of investment

	4 <sup>th</sup> Plan 2005-2009	5 <sup>th</sup> Plan 2010-2014	6 <sup>th</sup> Plan 2015-2019 (Proposed)
Total Spending	\$13.2B	\$11.2B	\$12.8B *

\* Includes \$800 million from the NYS Smart Schools Bond Act, contingent on referendum.

# FY 2015-2019 Capital Plan Highlights

## Pre-Kindergarten

- \$210mm for the creation of approximately 2,100 new Pre-K seats

- \$310mm for restructuring of existing buildings for the creation of an approximately 3,100 new Pre-K seats

Class size reduction allocates \$490mm to the creation of approximately 4,900 seats

Funds the removal of all Transportable Classroom Units

Ensures that all middle school students have access to science facilities

# FY2015 – 2019 Five Year Capital Plan

## Proposed Funding

Capacity Program	\$4.4 billion
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Capital Investments	\$4.9 billion
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<u>Mandated Programs</u>	<u>\$3.5 billion</u>
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<b>Total</b>	<b>\$12.8 billion</b>
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# New Capacity Program

**Proposed Funding:**                      **33,000 seats**

- The program includes an estimated 58 buildings:
  - > 53 PS or PS/IS school buildings: 28,652 seats
    - Bronx
    - Brooklyn
    - Manhattan
    - Queens
    - Staten Island
  - > Four IS/HS school buildings: 3,102 seats
  - > One PS/IS building with 806 seats will be funded for design in this plan and construction in the next plan.
- Includes approximately 4,000 rollover seats
- Keeps seat creation approximately the same as current plan

# Capacity Program - \$4.4B

New Capacity \$3.3 billion

- Creation of approximately 33,000 seats

Pre-Kindergarten Initiative \$210 million

- Creation of approximately 2,100 seats

Class Size Reduction \$490 million

- Creation of approximately 4,900 seats

Facility Replacement \$400 million

- 70 leases expiring in the 6<sup>th</sup> Plan

# Capital Investment - \$4.9 Billion

## •Capital Improvement Program: \$ 3.3 Billion

- Building Systems - \$2.7 Billion
  - Evaluated through the Building Condition Assessment Survey (BCAS). Addressing only the most urgent conditions (primarily projects rated 5 under BCAS)
    - Exterior
    - Interior
      - » Includes upgrades to life safety systems such as fire alarms and public address systems
    - Site Improvements
- Transportable Classroom Unit (TCU) Removals - \$480 Million
  - Funds the removal of all TCUs (~320 units)
- Athletic Field Upgrades - \$130 Million



# Capital Investment continued - \$4.9 Billion

## •School Enhancements: \$ 1.6 billion

- > Restructuring - \$525 million
  - Includes an additional \$310 million for Pre-Kindergarten Program
- > Safety - \$100 million
  - Includes the video surveillance camera program
- > Middle School Science Lab Upgrades - \$50 million
- > Accessibility -\$100 million
  - Provides for additional accessible facilities throughout the City
- > Physical fitness, libraries, and auditorium upgrades - \$135 million
- > Bathroom upgrades - \$50 million
  - Pilot program to upgrade student bathrooms that are functional but outdated.
- > Technology - \$650 million
  - Primarily infrastructure upgrades

## Mandated Programs - \$3.5B

Selected categories include:

PCB Lighting Replacements \$480 million

- Replacement of all PCB containing light fixtures

Boiler Conversions \$750 million

- Allows for boiler conversion of approximately 125 buildings with boilers burning #4 oil

Wrap Up Insurance \$650 million

- Increasing cost of Owner Controlled Insurance Program

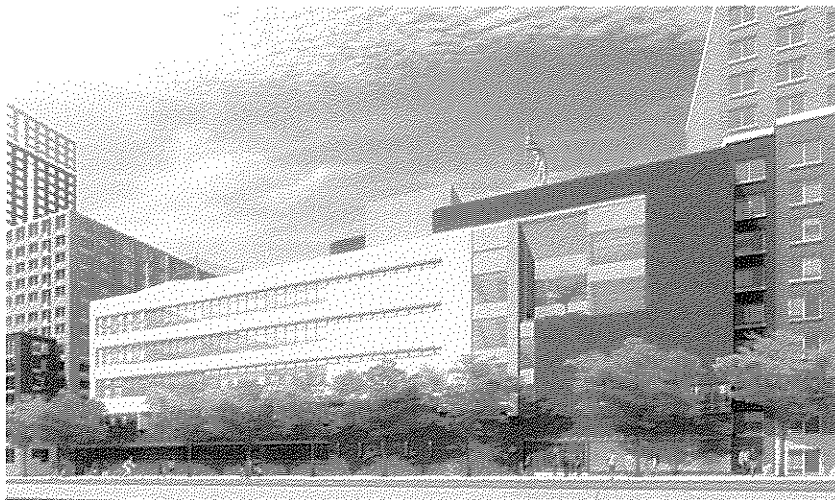
Prior Plan Completion \$650 million

- Allows for completion of 5<sup>th</sup> plan projects

# FY2015 – 2019 Five Year Capital Plan Key Steps and Dates

- **November 2013:** Proposed Plan released
- **November 2013 – January 2014:** Met with Community Education Councils (31 of 34 CECs held meetings)
- **February 2014:** Issued an updated proposed Plan to the Panel for Educational Policy.
- **March 2014:** PEP approved the proposed Plan
- **March 2014:** Panel-approved proposed Plan submitted to Mayor and City Council. Held City Council Borough Delegation Briefing Meetings.
- **June 2014:** Adoption by City Council

# New Schools – 2013 Openings



PS 51 - Manhattan



PS/IS 78 - Queens

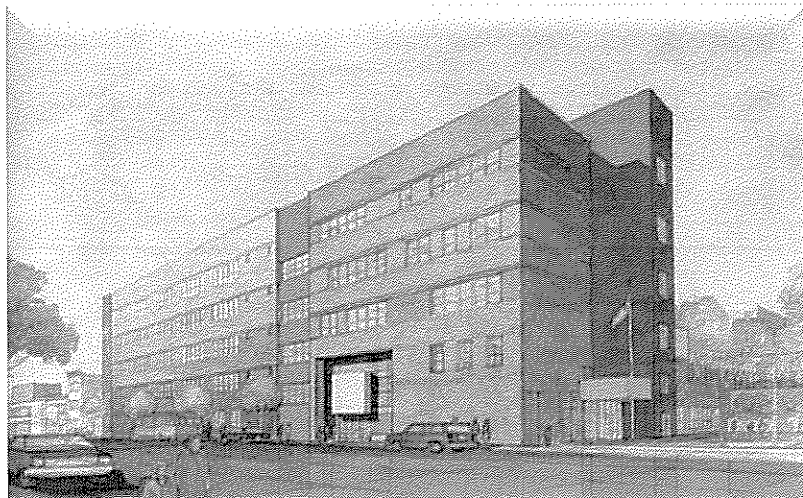


PS 292 - Bronx

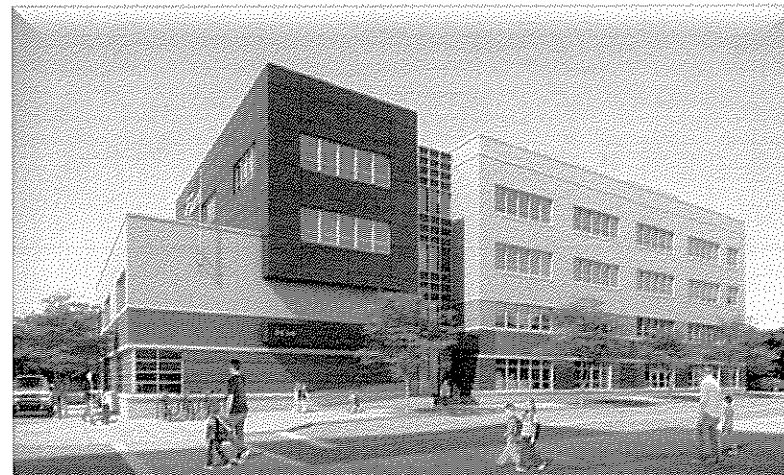


PS 133 - Brooklyn

# New Schools – 2014 Openings



PS/IS 177 - Bronx



PS 316 - Queens



PS 340 - Manhattan



# New Schools – 2015 Openings



PS 343 - Manhattan

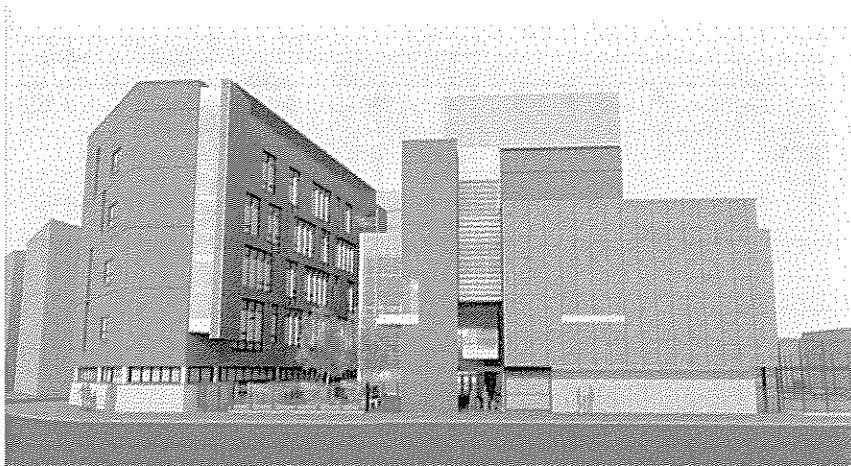


Beacon High School - Manhattan



IS/HS 868 - Manhattan

# New Schools – 2015 Openings



PS/IS 437 - Brooklyn



PS 96 Addition - Bronx

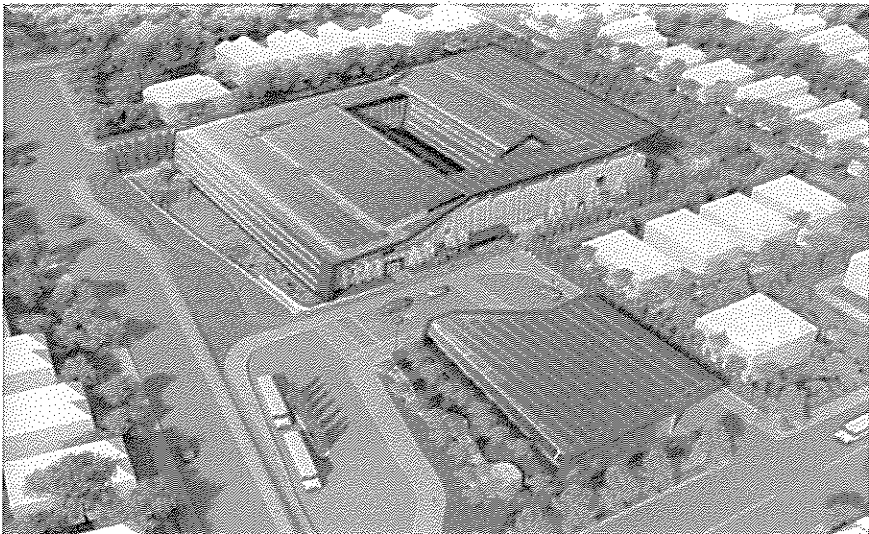


PS 315 - Queens

# New Schools – 2015 Openings



PS/IS 314 - Queens



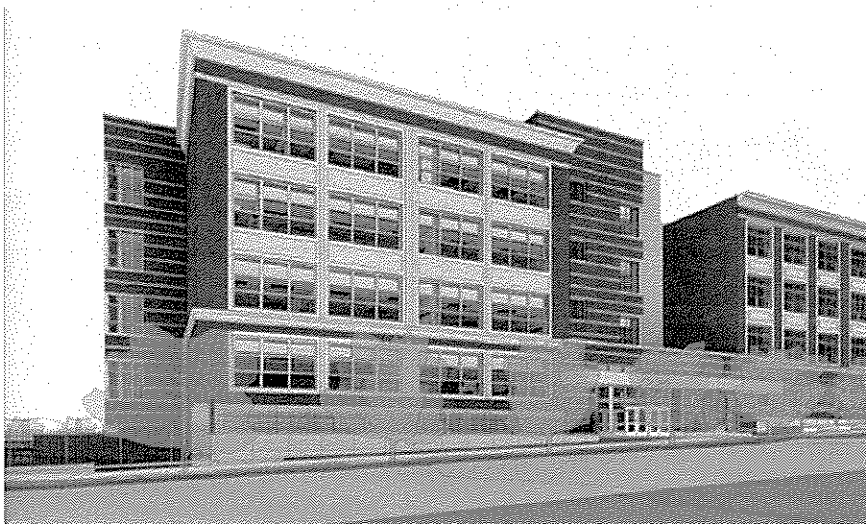
PS 62 – Staten Island



PS 339 - Queens



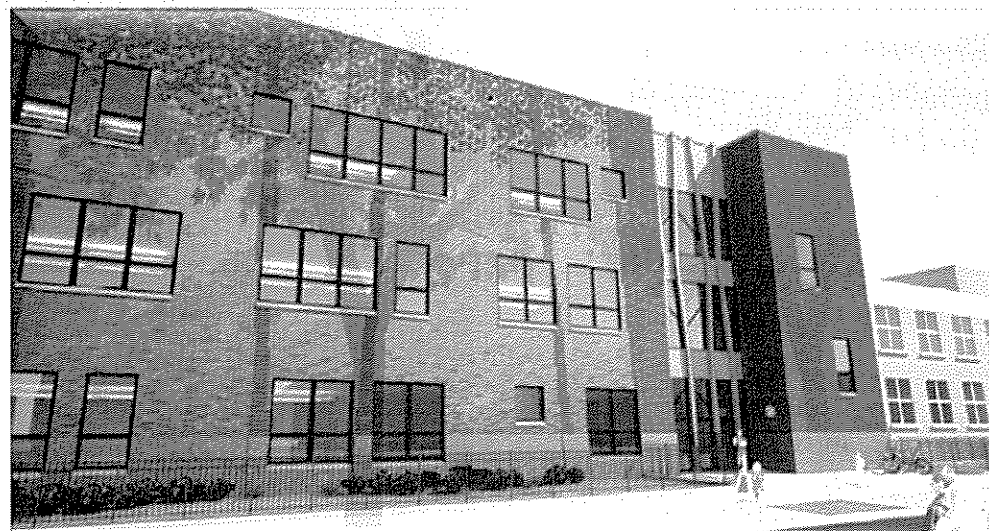
# New Schools – 2016 Openings



PS 163 Addition - Queens



IS 311 – Queens



PS 176 Addition - Queens

# New Schools – 2017 Openings



PS/IS 338 - Brooklyn



PS/IS 342 – Manhattan



**EXECUTIVE BUDGET HEARINGS  
PUBLIC HOUSING COMMITTEE ON PUBLIC HOUSING  
WITH THE COMMITTEE ON FINANCE**

**JUNE 3, 2014**

Department of Budget and Financial Planning  
June 3, 2014



**The Safety of Public Housing Families**

- **NYCHA's Safety and Security Taskforce**
  - Created in 2009, guides layered access strategy
- **Working with partners**
  - Impact zones, where there is a targeted strategy and increased patrols
  - Saturday Night Lights with the DA's office
  - Cure Violence
  - Mayor's Office to combat Domestic Violence
- **Status of the layered access**
  - 11,000 camera at 1,000 buildings in nearly 200 developments
  - 3,879 of those camera were installed in the past year
  - Investment of additional \$27 million for cameras at 50 developments
    - Conducted 46 information sessions & dozens of meetings in boroughs that received funding
    - Anticipated completion date from year end 2014 to March of 2015.



### Adopted Budget vs. Actuals – 1st Quarter

\$ in Millions

	1st Quarter Budget	1st Quarter Actuals	\$\$\$ Variance	% Variance
Revenue from Operations	243	236	(07)	-3%
Other Revenue	474	524	50	10%
<b>Total Revenue</b>	<b>717</b>	<b>760</b>	<b>43</b>	<b>6%</b>
PS	305	346	(40)	-12%
OTPS	482	459	23	5%
<b>Total Expenses</b>	<b>787</b>	<b>805</b>	<b>(17)</b>	<b>-2%</b>
<b>Surplus/(Deficit)</b>	<b>(70)</b>	<b>(45)</b>	<b>26</b>	<b>4%</b>

3



### 2014 Adopted vs. Reforecast (Authority-wide)

\$ in Millions

	Authority-wide			
	2014 Adopted Budget	2014 Reforecast	2014 Variance	2014 Variance
Revenue from Operations	973	968	(05)	-1%
Other Revenue	1,895	2,140	245	11%
<b>Total Revenue</b>	<b>2,869</b>	<b>3,108</b>	<b>240</b>	<b>8%</b>
PS	1,222	1,257	(35)	-3%
OTPS	1,927	1,929	(01)	0%
<b>Total Expenses</b>	<b>3,149</b>	<b>3,186</b>	<b>(36)</b>	<b>-1%</b>
<b>Surplus/(Deficit)</b>	<b>(281)</b>	<b>(77)</b>	<b>203</b>	<b>7%</b>

4

**TESTIMONY FROM NYCHA CHAIR & CEO SHOLA OLATOYE  
EXECUTIVE BUDGET HEARINGS – PUBLIC HOUSING  
COMMITTEE ON PUBLIC HOUSING WITH THE COMMITTEE ON FINANCE  
TUESDAY, JUNE 3, 2014 – 3:00 PM  
COUNCIL CHAMBERS, CITY HALL, NEW YORK, NY**

Chairwoman Julissa Ferreras, Chairman Ritchie Torres; members of the Committees on Finance and Public Housing; and other distinguished members of the City Council: good afternoon. I am Shola Olatoye, Chair and Chief Executive Officer of the New York City Housing Authority (NYCHA). Joining me today are NYCHA's General Manager Cecil House and New York City Police Department (NYPD) Chief of Housing Carlos Gomez. I am pleased to update you on our financial statements for NYCHA's first quarter (which is January to March), and to present you a re-forecasted estimate for 2014. I would also like to take this opportunity to share with the Council our initial progress in becoming a more efficient and responsive agency. This effort represents an important objective for the Authority going forward.

At the top of my agenda for an improved NYCHA is my commitment to resetting NYCHA's relationship with stakeholders, including residents and elected officials. That means more engagement, transparency, and communication. This isn't going to happen overnight – it will take time. But I am confident that we started off on the right foot. As part of my recent listening tour, we visited developments in all five boroughs, hearing from neighbors young and old, some vocal, some less so, but most with strong opinions about the piece of New York City they call home. To discuss how we can best advocate for those we serve, I met with over thirty elected officials at all levels of government, including many of you here today. We visited NYCHA employees hard at work at their job sites, taking care of grounds, running the NYCHA community programs, or repairing bathrooms, kitchens, and aging facades. We participated in seven town halls to listen and learn from our many partners in these communities. I look forward to updating the Council on an action plan based largely on the things I learned from these various stakeholders, a plan focused entirely on serving NYCHA's half a million

residents, preserving our nearly 2,600 buildings in 334 developments, and maintaining the communities you represent.

Today we're going to discuss numbers that are more than just figures on paper – they translate into the services that impact the homes and quality of life of thousands of families, the people who make up the vibrant backbone of our City. NYCHA's mission is particularly meaningful for me, as I have spent my entire career making sure that people in low-income and vulnerable communities can afford a home. From my recent work at Enterprise Community Partners to build or preserve more than 44,000 homes to my efforts in the community development finance sector, I am driven by the recognition that providing access to this vital necessity is one of the surest ways to revitalize our neighborhoods. This is also a personal goal inspired by my late grandmother, Noveless, a domestic all her life, who lived in Brooklyn's Albany Houses for most of my childhood. Her home was an inexpensive and modest anchor for our large extended family.

### **The Safety of Public Housing Families**

But before I begin, I'd like to turn your attention to the tragic issue that's present on everyone's mind. It's hard for anyone to fathom the horrific incident that occurred this weekend in East New York, Brooklyn, myself included. Our thoughts are with the grieving families of PJ Avitto and Mikayla Capers, who are devastated by this senseless crime. As a New Yorker, as a mother of two boys, it is hard to find the words to describe the impact of such a heinous incident other than to say, "it's two victims too many." Everyone deserves to feel safe in their homes, and I'd like to highlight some of the work we are doing along with our partners to support this very important mission.

We work with all our stakeholders – especially NYCHA residents, the NYPD, the District Attorney's Office, community-based organizations, the City Council, and other City and State agencies – to address safety and security issues through a

collaborative approach. In this vein, we resurrected NYCHA's Safety and Security Task Force, which was formed in 2009 in collaboration with a core group of stakeholders such as residents, the Citywide Council of Presidents, NYCHA management, and NYPD senior leadership. The Task Force, which met most recently in April, works to strengthen relationships among community stakeholders and engage residents to more proactively address violence in their communities. It produced a detailed report which describes our efforts to improve physical security infrastructure; deter crime; and discourage and remedy "evidence of disorder" such as broken doors and other vandalism that can lead to more serious crime. For instance, the Task Force's recommendations guide our layered access approach to building security. Going forward, it will also focus on helping residents get better prepared for emergencies. The Task Force has successfully obtained funding and support from the Office of the Mayor, the Office of the Special Narcotics Prosecutor, the New York City Department of Youth and Community Development, and the New York County District Attorney's Community Affairs Unit.

Chief Gomez is here to talk more about our coordination with the NYPD, such as the "Impact Zones" they created at certain NYCHA developments to reduce and prevent serious crime through increased patrols. In conjunction with the NYPD, NYCHA residents who are willing to cooperate in the prosecution of certain criminal cases are transferred to a new location. NYCHA works with the New York County District Attorney's Office on a variety of crime reduction strategies, including the prosecution of gang cases and through a violence reduction sports program called "Saturday Night Lights," which reaches hundreds of NYCHA youth at Polo Grounds Towers and the Johnson, Lillian Wald, Corsi, and Frederick Samuel Houses. District Attorney Cy Vance's office has made asset forfeiture funds available to NYCHA to enhance the security and quality of life at select developments in Manhattan. To maximize the return on this investment, NYCHA is conducting a physical security assessment at these developments. As part of this assessment, a Crime Prevention Through Environmental Design expert will develop recommendations for physical layout changes that will

increase resident security. We conduct various recreational activities and mentorship programs with the District Attorney's Office and the NYPD, including the NYPD's Explorer and Cadet programs. The DA's Office also works with us on relocating intimidated witnesses living in NYCHA developments.

Partners in the non-profit and public sectors enable us to work toward reducing crime. We partner with "Cure Violence" organizations that assist high-risk individuals at 12 NYCHA developments in all five boroughs, including Boulevard, St. Nicholas, Adams, Baisley Park, and Stapleton Houses, for instance. Through a grant from the New York Community Trust, we collaborate with these organizations on education campaigns, community mobilization events, and youth empowerment workshops. As part of a new collaboration, we are working with the Mayor's Office to Combat Domestic Violence on greater coordination and sharing of information as well as community outreach to NYCHA residents. We also partner with them to provide training for NYCHA staff on identifying domestic violence. Our revamped Resident Watch program, in which residents volunteer to provide patrols in their developments, helps deter crime such as loitering and vandalism.

To improve the physical or built environments of our developments, we have installed nearly 11,000 security surveillance cameras at more than 1,000 buildings in nearly 200 developments since 1997. 3,879 of those cameras were installed at 500 buildings since 2012 with City Council funding. Cameras enhance security for many families – more than 272,000 residents live in developments where cameras are installed. We also installed layered access controls – which means new intercoms and front door key fobs and hardware – at 63 buildings across 26 developments, enhancing security for more than 23,000 residents. We expect to invest approximately \$27 million this year for cameras at 49 developments. Over the past two months, we conducted 46 CCTV information sessions and dozens of meetings in all of the boroughs that received CCTV funding to engage residents in the CCTV process. This involved briefing residents on the plans, performing walk-throughs of camera locations, and asking for



resident input and approval of the projects. These steps will enable us to complete all projects funded in fiscal years 2013 and 2014. We just got approvals from the New York City Office of Management and Budget for these upcoming projects. However, because installation and construction requires approximately nine months and will commence in July, some projects will not be completed until the first quarter of next year.

Since 2009, we completed six security-enhancing lighting improvement projects totaling about \$14 million. We are currently investing more than \$9 million in another 10 lighting projects. More than 40,000 residents will benefit from this work. The City Council's assistance has been vital to bringing these lighting and CCTV projects to fruition, from project design to funding.

At Sackwern Houses in the Bronx, an 81-year-old woman – who has lived there for a mere half century – told me simply and directly: “I just want my home to be clean and safe. Clean and safe. That’s what we all want. That’s how we want to live.” And that’s exactly what NYCHA employees get up each morning to provide: a decent, safe home to the New Yorkers who depend on us.

### **Quarter 1 Results**

Let me now bring you back to our budget. As you may recall, NYCHA’s operating budget manages two major programs: public housing and grants that support all public housing activities and the Housing Choice Voucher Program (known as Section 8), which includes all activities in the administration of NYCHA’s Leased Housing Program. Public housing and grants represent two thirds of the Authority’s overall spending, or about \$2 billion, and the Section 8 program is approximately \$1 billion, or one third of total spending.

When I testified in March, I explained that the 2014-2018 Operating and Capital Plans were adopted by the Board in December 2013. To better understand the

current fiscal picture, it is important to compare this adopted budget with Quarter 1 actuals.

The adopted budget passed in December projected operating revenues of \$243 million for Quarter 1. This consists of tenants' rent and other fees. Due to lower than expected tenant incomes from January to March, NYCHA actually received \$236 million, \$7 million less than expected.

The adopted budget projected \$474 million from federal operating subsidy and Section 8 Housing Assistance Payments. NYCHA actually received \$524 million, \$50 million more than expected. This is the result of higher than expected federal subsidies. NYCHA assumed 77 percent proration; today, the interim proration is 89 percent. For Section 8, Housing Assistance Payments proration is 99 percent and administrative fee funds proration is 75 percent.

The adopted budget projected \$787 million for expenses. For Quarter 1, NYCHA spent \$805 million, \$17 million more than expected. Of the total expenditures, \$346 million was spent on employee salaries and benefits, \$40 million more than expected. This was partly due to the fact that from January to March, 34 developments with 645 apartments were affected by gas outages and there were 11 major snow events, both of which required increased labor.

The adopted budget projected \$482 million for utilities, supplies, and contracts. For Quarter 1, NYCHA spent \$459 million, \$23 million less than expected. This was driven primarily by \$17.5 million of relief from the NYPD payment.

I would like to take this opportunity to thank the Mayor for his continued support. Suspending the NYPD payment, which dates back to a memorandum of understanding written during the Giuliani administration, demonstrates a steadfast commitment to public housing and low-income New Yorkers. Increased funding from the Mayor will help us address our fiscal challenges, better serve our residents, and get us back to our core mission. In 2014, the \$52.5 million will

fund paint and tile work, a new work assessment unit, and new apartment appliances. The \$70 million provided in fiscal year 2015 will be used to maintain service levels and security. Not since Mayor La Guardia first recognized the vital need for public housing in this city has NYCHA received such a strong commitment from City Hall.

## **2014 Re-Forecast**

Now I'd like to present you a re-forecasted estimate for the rest of the year. The adopted budget projected total revenues of \$2.87 billion for 2014. By continuing the first quarter trend for revenues, we expect to receive \$3.11 billion, \$240 million more than the adopted budget. Again, this is driven by higher than expected federal funding, a consequence of the budget deal brokered by Congress in December 2013 and the swift passage of the 2014 Consolidated Appropriations Act which followed. Included in this estimate is expected shortfall funding from the U.S. Department of Housing and Urban Development (HUD) of \$12 million for the Section 8 program. If this funding isn't received, NYCHA would be forced to remove about 1,122 vouchers from the program.

The adopted budget projected total expenses of \$3.149 billion for 2014. We are now projecting \$3.186 billion, a 1 percent increase over the adopted budget. This is partly due to the gas outages and storms I mentioned as well as the increased labor related to our maintenance and repair efforts. To address the expected spending increase, NYCHA is reinforcing and reevaluating internal controls and policies.

Overall, we anticipate a higher deficit by the end of 2014, as outlined in our PowerPoint presentation.

## **Efforts to Close the Deficit**

Again, NYCHA is grateful for the Mayor's relief of the \$70 million in payments to the NYPD for the City's 2015 fiscal year, \$35 million of which will be used in 2014 to help reduce the deficit. NYCHA is also taking responsible and proactive actions to close the deficit. First, we are working aggressively with HUD to increase NYCHA's federal subsidy through an energy rate reduction provision. HUD provides an incentive for public housing authorities (PHA) to negotiate energy rates at lower than market costs. Since the formula for utilities is based on consumption and average rates paid, negotiating lower than market rates actually reduces the estimated formula amount. To encourage PHAs to pay less than market rate, HUD reimburses 25 to 50 percent of that difference. NYCHA received more than \$64 million from this initiative over the past three years and could potentially bring in an additional \$25 million this year.

NYCHA can also impose hiring freezes, in which all active headcount is held constant throughout the rest of year. Our adopted budgeted headcount is 11,315. NYCHA currently has about 11,214 on board. However, a problematic tradeoff resulting from these savings of approximately \$5 million is that they may result in lower service levels than NYCHA has in place today.

In addition, we are considering a number of initiatives that could potentially reduce the projected deficit by about 15 to 20 million dollars.

## **Recent Accomplishments and Progress**

Now, I would like to highlight some of the recent and impressive progress we've made to better maintain our buildings and improve quality of life for residents. As I've noted, many dedicated people have contributed to our efforts, and I'm working to get to know them. At every development, the refrain I hear from employees is that they have a deep sense of pride for what they do. And many of their accomplishments are made possible in part by the Council's support.

### *Operational Investments*

We allocated \$40 million and have spent over \$15 million to close more than 24,000 vendor work orders. We are creating an independent assessment unit that will further enhance this work. We also appreciate the City Council's \$10 million in funding for our Painter Apprenticeship program, which has enabled us to hire and train 102 current participants in the program, over 90 percent of whom are residents. These apprentices are now union members with a skilled trade which enables them to take advantage of opportunities in both the public and private sectors. This funding also allowed us to hire about 50 provisional painters to help close paint work orders.

NYCHA continues to work hard to reduce the number of open work orders and the average time it takes to respond to a work order. Since the beginning of the year, we closed more than 955,000 work orders (for context, about 1 million work orders were created and 110,000 were cancelled in that same period). While we have made incredible strides to reduce a backlog that once stood at 423,000 open work orders down to about 78,000, we have no intention of easing our focus on greater efficiency. Along with this 82 percent reduction in work orders, we exceeded our goal of responding to maintenance requests within seven days, bringing that number from 150 to an average of four days. We brought the average time it takes to complete skilled trade requests from 280 days to 40 days, though that is still far from our target of 15 days. However, I am confident that the hard work of our employees and assistance from our partners will help us get there.

The Mayor is committed to using City resources to reduce the number of families in homeless shelters. We are working with City Hall, our agency partners, and advocates on a plan to address this very pressing issue. We will provide families referred by the Department of Homeless Services with project-based Section 8 apartments. These apartments, which currently receive no subsidy due to the

State and City's discontinuation of funding for developments they built, will then generate a steady federal subsidy. We are currently working with City Hall on a plan to determine the number of placements and the timeline for helping to achieve the Mayor's goals on the homelessness crisis.

### *Capital Investments*

HUD mandates that all public housing authorities obligate 90 percent of capital funds within 24 months and expend them within 48 months. These timelines take into account all the various steps involved with capital projects. To date, NYCHA's Capital Projects Division has obligated \$95 million, or 85 percent of its \$112 million in 2013 capital funding. We expect to fully obligate all of these funds within nine months, well before HUD's deadline of September 2015. We also beat HUD's deadline for the expenditure of the 2010 capital grant by five months and are on track to fully expend our 2011 grant by the August 2015 deadline. I am especially pleased to report that NYCHA has never missed an obligation or expenditure deadline.

Using the proceeds of a bond issued under HUD's Capital Fund Financing Program, we successfully bid and are in the process of awarding 24 critical brick and roofing projects that will improve quality of life at 30 developments. To date, we have obligated \$173 million and expect to obligate all of the nearly \$500 million in bond proceeds within 11 months of bond approval, over one year earlier than required.

### *Sandy Recovery and Emergency Preparedness*

Although we have much work to do, we have made notable progress in our Hurricane Sandy recovery efforts. Many basic repairs have been completed or are underway, including repair work on damaged playgrounds, apartment restorations, and community center spaces. Emergency work, such as the replacement of emergency mobile boilers, is also underway. Significant work with

our insurance carriers has resulted in \$230 million in insurance payout to date. Strong progress has been made in working with FEMA on the development of required project worksheets to support significant levels of FEMA funding. Design work around emergency power backup is nearly complete. We continue to work with HUD and the State on potential additional funding via the Community Development Block Grant or the Hazard Mitigation Grants Program. As a result of all this progress on securing potential funding, design has been able to commence for permanent repairs, resiliency, and mitigation at 27 developments. A major component of our recovery is the formal plan that has been put in place to provide for resident engagement and input into the rebuilding effort at each affected development.

As part of the rebuilding efforts, we are conducting resident engagement meetings at all Sandy-damaged developments. Meetings were recently held in the Lower East Side and Coney Island and another 33 are scheduled through September. These meetings are the first stage of a resident input process that will engage residents from design to completion.

We are communicating with all residents to provide them with general information on emergency preparedness and have conducted presentations on the topic at 23 developments across the City. Another 57 are scheduled for the coming months. We are supporting residents in developing emergency action plans and will continue to conduct emergency drills. We will also train volunteers to serve as floor and building captains in the event of emergencies and continue to engage residents by promoting awareness on emergency evacuation at developments' "Family Days" throughout the summer. Last month, we met with dozens of advocacy groups, community-based organizations, City agencies, and emergency response organizations as a follow-up to continued discussions, events, and training sessions with our partners to proactively prepare for emergencies.

This year alone, we conducted more than 100 emergency drills with employees. We trained over 1,500 staff on the Incident Command System, a standardized and flexible approach to handling a range of emergency and non-emergency events. We also instituted a voluntary program to enable NYCHA employees to work at an alternate location, including at a hurricane shelter, if their regular workplace becomes inaccessible due to an emergency. Phone bank, door-knocking, and data entry teams were established as part of this program to create a more defined role for volunteers to address residents' needs in the event of an emergency.

### *A Plan to Preserve and Develop Public Housing*

NYCHA's participation in the Mayor's "Housing First" affordable housing plan demonstrates a paradigm shift in our relationship with stakeholders. We look forward to working with all partners – including residents, elected officials, community advocates, and other City agencies – to craft our own practical and thoughtful plan which will help advance the Mayor's affordable housing goals while benefitting NYCHA residents. To be clear, we are going back to the drawing board to develop a plan in concert with all stakeholders, starting with residents, to revitalize communities, improve quality of life, and preserve and develop public housing for the future in a way that is sustainable and financially sound. This will be about true collaboration; it will involve senior and supportive housing and the community and retail facilities that residents want, and will help knit public housing into the fabric of the wider community.

### **A Call for Partnership**

While we have been working to become a more efficient agency, NYCHA's true success depends on collaboration with our stakeholders. The City Council is a crucial partner for a number of our initiatives, and we thank you for your support. We are eager to continue working with the Council on resident



engagement efforts, a strategy for the best use of our community centers, and the creation of a preservation and development plan.

The Mayor's budget generously provides additional funding to address maintenance and repairs and enhance security. NYCHA is also grateful for the City Council's contributions of \$17.7 million to mitigate the impact of sequestration and continue operating community and senior centers. However, operating 57 existing community and senior centers cost \$17.1 million annually. We ask that the Council continue to help us identify a way to keep operating these centers, which provide important services and a better quality of life for approximately 5,000 New Yorkers every year. We are also requesting the Council's assistance in identifying dedicated, citywide funding that would enable us to pursue a more comprehensive and targeted approach to physical security at developments with the highest crime.

By working together to identify innovative solutions to our fiscal challenges, we will ensure that NYCHA is here to serve future generations. Public housing is too important a resource for there to be any other way.

Thank you. I am happy to answer any questions you may have.

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Chief Conway

Address: \_\_\_\_\_

I represent: K NYFD

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Cecil House

Address: \_\_\_\_\_

I represent: NACADA

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Shola Olatunji

Address: \_\_\_\_\_

I represent: NKHA

Address: \_\_\_\_\_

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 5/3/2014

Name: Lorraine Grillo (PLEASE PRINT)

Address: President + CEO

I represent: School Construction

Address: Authority

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 5/3/14

Name: Kathleen Grimmer (PLEASE PRINT)

Address: Deputy Chancellor

I represent: Division of Operations

Address: DUE

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

Name: Tom Finkelpearl (PLEASE PRINT)

Address: 31 Chambers Street

I represent: NYC Dept. of Cultural Affairs

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Tony Marx

Address: \_\_\_\_\_

I represent: New York Public Library

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Linda E. Johnson

Address: \_\_\_\_\_

I represent: Brooklyn Public Library

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Bridget Quinn-Carey

Address: \_\_\_\_\_

I represent: QUEENS Library

Address: 89-11 Merrick Blvd Jamaica NY

Please complete this card and return to the Sergeant-at-Arms