



Department of
Design and
Construction

Capital Projects Process Hearing

April 29, 2026

**Paul A. Ochoa,
Commissioner**

**New York City Council
Committee on
Transportation and
Infrastructure jointly
with the Committee
on Contracts, and the
Committee on Cultural
Affairs, Libraries and
International
Relations**

Introduction

Good afternoon, Chairs Abreu, Williams, Restler and members of the Committees.

I'm Paul Ochoa and I'm thrilled to be here today on day three of my new role as the Commissioner of the New York City Department of Design and Construction. I've had the pleasure of working with many of the members of this Council in my previous roles at DOT and City Hall, and I look forward to continuing working together in this new capacity. I also want to thank Mayor Mamdani for entrusting me with this huge responsibility to deliver capital projects for the City.

On to business. I am pleased to appear before you today to discuss the agency's ongoing efforts to reform the capital design and construction process. I am also joined by my colleagues at DDC, Jade Bailey, Acting Director of Alternative Delivery, and Jeff Margolies, Associate

Commissioner of Communications and Policy, as well as representatives from DOT, DCLA, and the Mayor’s Office of Contract Services.

The topics being discussed today are not just relevant, but they are among my top priorities to tackle as a new Commissioner. DDC began its current effort to reform the capital delivery process in 2018 under former Mayor de Blasio and then DDC Commissioner Lorraine Grillo. In January 2019, the agency published its initial *Strategic Blueprint* detailing roadblocks in the process and describing methods to resolve those issues. We have since published six updates to the *Blueprint*, and in each one, we describe progress made, the hurdles that remain, and how we can continue to collaborate with our partners. While we still have a long way to go, we have made great strides since 2018 including on-time delivery of the Bushwick Health Center for DOHMH, transforming del Valle Square in the Bronx, completing bluebelts in Staten Island to manage stormwater, opening the amazing downtown

Far Rockaway Library, and welcoming prospective pet owners to the Manhattan Pet Adoption Center.

First, let me turn your attention to Intro 263 by Council Member Krishnan. The bill requires DDC to produce a plan to reduce average project duration by at least 25 percent, including by standardizing processes and working towards better private utility coordination. As I mentioned before, faster delivery timelines are one of our most important priorities, and Mayor Mamdani and Deputy Mayor Kerson have made it clear they share this goal. I would like to work with the Council to come up with an ambitious plan to do just this. There are, however, a few items I'd like to discuss about how the bill is written. For example, I'd like to agree on what a good baseline should be for the wide variety of projects DDC manages. A one-size-fits-all approach would be an over-simplification of DDC's portfolio.

I am glad Intro. 263 calls out the need for better coordination with utilities, which I agree can be improved to avoid delays. One program that enhances this effort is Joint Bidding, which is governed by State law and allows the City to include private utility interference work in the same contract as the City's sewer/watermain/street upgrades. The program brings the private utilities to the table during the design phase of a capital project, encouraging collaboration and pre-engineering to help identify their underground lines so we can avoid delays when we open the street. The current Joint Bidding law expires at the end of this year, and we would appreciate support from the Council as we seek a long-term extension.

There is another factor I'd like to bring up, and I did this quite often at DOT, which are the often-necessary scope changes. Capital projects shape our streets, improve our sewers, and create long-lasting community epicenters in libraries and rec centers. It is normal for

agencies to want to add scope to projects, since they only get one bite at the apple. I do not consider the consequences of these decisions “cost overruns” or “delays,” in the traditional sense.

We do also recognize that internal challenges remain at DDC, and we are always looking to learn from experience, all while tackling an ever-growing portfolio to deliver real results for New Yorkers. This includes providing additional trainings for staff, regular updates to design specifications and contracts, new project risk management initiatives, and industry engagement. There is always more work to be done.

Alternative Delivery

DDC’s past *Blueprints* have always been a combination of suggested reforms to the current system and larger outside-of-the-box ideas. One of the most important of those efforts is alternative project delivery, which is the use of different contracting models outside of the State-

mandated lowest bidder system. Getting permission in Albany to use these alternative delivery methods has been a game changer, and we appreciate the Council's support in giving us all the tools available to deliver faster.

I am very pleased to report that we reached a tremendous milestone in our design-build portfolio; just earlier this year, we opened the Shirley Chisholm Recreation Center in East Flatbush. It was completed in just three years, which is about half the time needed for a similar public buildings project using design-bid-build. The \$141 million project was on time and also on budget. It is a stunning example of what we can collectively achieve for our City. We expect all five of our original design-build pilot projects to be completed by the end of 2026, including the Brownsville Multiservice Center, the Greenhouse and Community Center in Marlboro Houses in Brooklyn, and the Mary Cali-Dalton Rec Center in Staten Island.

We are also rolling out the first Construction Manager-Build (CM-Build) project, another alternative delivery method. We were cleared to use CM-Build by the State in 2024 for library and cultural projects. CM-Build allows us to bring on a construction manager to work with the designer, allowing for earlier collaboration to assess existing building conditions and constructability, and one entity to oversee all the trades during construction. We feel this is a good project portfolio for CM-Build because the libraries and buildings that house cultural groups in the City tend to be older and require extensive renovations, which CM-Build is suited for.

CM-Build was essential during the pandemic and the migrant crisis, when we used it to build vaccination centers, COVID Centers of Excellence, and shelters. We currently have one project that will be awarded shortly at 70 Mulberry Street, with another six additional projects in various stages of scoping and procurement.

Capital Process Reform

Under the last Administration, City Hall created a process to look at reforms and recommendations for capital delivery. It included members from the Comptroller's Office, Industry partners, agencies and contractors. As Executive Deputy Commissioner at DOT, I was their lead on the Capital Reform Task Force. The final report and recommendations are worth reading, and many have already been implemented by us and our sister agencies. Some of our biggest successes include:

- **Expanded Work Allowance (EWA) – this is allocated funding that DDC can utilize when needed to help overcome unexpected project delays during construction instead of waiting for an amended Certificate to Proceed and funding to be registered with the Comptroller. Our EWA pilot program was so successful that it's now been adopted at other agencies;**

- **Advanced Capital Planning – this will bring data-informed planning support to DDC’s sponsor agencies through three related components: a new data portal that compiles public buildings data into a single, easy-to-use platform; a new building assessment tool to gather needed data points, like physical condition of building components, deficiencies in relation to accessibility and sustainability, information about mechanical equipment and fuel source; and finally, new planning program led by DDC’s technical experts that will leverage this data to support our sponsor agencies’ long-term capital planning decisions;**
- **Albany legislative successes related to procurement including electronic bids for contractors and new public notice and comment process to replace public hearings.**

We look forward to a continuous dialogue on how to best improve other capital delivery process. Thank you again for this opportunity to testify, and we welcome any questions you may have.



Testimony of Manhattan Borough President Brad Hoylman-Sigal to the New York City Council Committee on Cultural Affairs, Libraries, and International Relations regarding Intro 0496-2026: A Local Law in Relation to a Study and Report on the Installation of Potential Structures to Acknowledge the Draft Riots of 1863

April 27, 2026

Good afternoon, Chair and Deputy Speaker Dr. Nantasha Williams and members of the committee. I'm Brad Hoylman-Sigal, and I have the honor of serving as Manhattan Borough President—eight score and three years since the New York City draft riots nearly tore this borough from its foundations and brought the deadly horrors of racial discrimination to our front doors.

I'm really grateful for the opportunity to testify here today – not only because I share the commitment to finding appropriate public ways to remember this historically important, and horrifically violent outbreak, but because doing so has been a priority of mine since my days as a State Senator representing Chelsea and part of the West Side – where some of the mayhem of July 1863 broke out with deadly consequences.

Several terrific New York historians have written about the Draft Riots, I might note, including independent scholar Barnet Schechter and our own Harold Holzer, whom I named a few months ago as the new Manhattan Borough Historian—with explicit instructions to find a way, or ways, to memorialize the 1863 draft riots.

Harold wrote about the outbreak in his 2014, Lincoln Prize-winning book, *Lincoln and the Power of the Press* – because the 1863 riots were not only directed against the military draft, and against random free people of color, and against opponents of slavery, supporters of the Union, uniformed fire-fighters, and police; but also against newspapers that supported Abraham Lincoln, emancipation, and the end of the Confederate rebellion.

South of City Hall Park, not far from where we are sitting today, rioters attacked the offices of the anti-slavery *New York Tribune*, even setting fire to the first floor before police drove the vandals outside. A few doors away, the owner of the *New York Times*, Henry J. Raymond, stood on the roof with his publishing partner, Leonard Jerome, manning gatling guns to ward off an attack on their new headquarters. (Jerome, by the way, was

the grandfather of someone who would make his name in another war: Winston Churchill!) Both newspapers survived the violence of 1863, but for a while it was touch and go.

The riots started in the brutally hot week after the Union's big victory at the Battle of Gettysburg, when the nation's first-ever conscription law went into effect. On Second Avenue and 46th Street, army officers were preparing to pull the initial draftees' names out of a large wooden wheel when an angry mob outside began throwing bricks through the window.

Soon, all hell broke loose. The drafting process stopped in its tracks, mob marched north along the East Side, gaining in strength and fury as they headed uptown, then crossed over at the southern border of Central Park, and began heading down the West Side. Along the way, the rioters pried loose cobblestones from the streets to use as weapons, picked up clubs and pokers, and began wreaking havoc at every dwelling and retail establishment suspected of supporting the Union and, worse—in their minds—sympathizing with people of color.

There is no way to rationalize mob violence, but it's worth noting that the rioters did have one actual justification for their opposition to the draft. The way that first law was written, anyone called up for conscription could pay \$300 to "buy a substitute" and thereby evade the draft altogether. Theodore Roosevelt's father availed himself of the opt-out. Even Lincoln did it!

But most of the poverty-stricken Irish in Manhattan didn't earn \$300 in an entire year! They convinced themselves, with the encouragement of racist newspapers and politicians, that the fight against secession and slavery was a "rich man's war but a poor man's fight"—and that disparity, that dramatic economic inequality, incited them to unspeakable violence.

Over the next couple of days, the outbreak grew into unspeakable proportions. Commercial establishment as small as corner drug stores and as large as Brooks Brothers were vandalized and looted. People's apartments were broken into, furnishings destroyed. Police were attacked on the street.

But worst of all, as I have noted, was the violence directed at Black people. Men were dragged from their homes in Lower Manhattan, beaten, sexually mutilated, lynched, set on fire, or driven off the docks into the river to their deaths. The grotesque killing spree claimed some 119 victims—we don't really know the total; it could have been larger.

And it uprooted families, especially mixed-race families, and drove Black women from the safety of their homes and onto the streets.

There is ample reason that Harold Holzer and other historians refer to the Draft Riots as the worst civil disturbance in American history save for the Civil War itself.

But the worst was yet to come. On July 14, a mob of white people attacked a new, modern orphanage for Black children that stood on the northwest corner of Fifth Avenue and 43rd Street—the site of a super-tall skyscraper now rising next to the city’s famous Century Club.

The 1863 building, known as the “Colored Orphans Asylum,” stood just a block from the source of Manhattan’s water supply—the reservoir standing where the New York Public Library now stands—and its occupants included the children of Black soldiers who had recently volunteered to fight for their own freedom in the Union Army.

The rioters did not care. They ransacked the building and set fire to the mattresses in the upstairs dormitory, sending the entire structure up in flames. Only when the headmaster of the orphanage held a bible over his head and begged the petrified children to follow the good book outside—as they had followed it all their lives—did the children escape with their lives. Once safely on the street, a young Irish boy led them down to the nearest police station, from which they were transported across the East River to what is now Roosevelt Island, for their own safety. We don’t even know this hero’s name.

But for that one miracle, the death toll of the Draft Riots might have risen by 250—all children burned alive.

There is no question but that there were heroes in New York that week: the exhausted troops sent north from Gettysburg to finally put the riots down; the white New York progressives who hid Black neighbors and fellow Republicans in their homes; the newspapers that continued to condemn the violence and defend both Black freedom and press freedom ... and, on the other side, the villains who so savagely injured, maimed, and killed the innocent and wreaked havoc on the streets—deluded into believing that free Black people would undermine their job security and take away their own freedom.

They had succumbed to the same divisive rhetoric that plagues us today—from those who believe immigrants will hurt, rather than enhance our economy; that widening the pool of opportunity for some will narrow it for others. As usual, Lincoln said it best a few months later at Gettysburg: government must be of, by, and for the people... all the people. And “a new birth of freedom” for those long denied freedom can only make us more faithful to the “all men are created equal” promise of the document whose 250th birthday is now just two months away: the Declaration of Independence.

Fortunately, we do have a few ways we can already remember the New York City Draft Riots. The New York Historical collection, for example, includes the very bible the 43rd

Street orphans followed through smoke and flames to escape their burning building in 1863.

But the site of the orphanage itself – shrouded in construction scaffolding these days (like too much of Manhattan) bears no marker to convey its history. It never has. In fact, when the excavation pit was first dug a decade ago, veteran *New York Times* reporter, now its official historian, David Dunlap, pleaded for the chance to do just a little archaeological exploration on the site. He hoped to unearth just a few artifacts that could testify to the lives of the forgotten children who once found peace on the site – and then ended their time there in terror. David was denied access.

Well, it's not too late to make amends for the invisibility of the draft riot victims. I would certainly support a study as envisioned by your legislation and I hope we can have our experts assist you.

I will share with you some thoughts for locations of the markers that you envision:

- Fifth Avenue and 43rd Street, of course – where the atrocity against the Orphan Asylum took place. And maybe at the headquarters the orphanage later built in Harlem, up at 143rd Street between Broadway and Amsterdam;
- The site of the first outbreak of anti-draft violence: Third Avenue, between 46th and 47th Streets;
- The site of the federal armory on Second Avenue and 23rd Street, burned down by the rioters – and the nearby Union Steam factory, where workers were clubbed to death or pushed to their deaths from the upper windows;
- The site of the old New York Tribune building south of City Hall, where freedom of the press almost came to an end here;
- And perhaps even the basilica of the Old St. Patrick's Cathedral around Prince and Mulberry Streets, where Archbishop John Hughes made a hugely important speech imploring Irish Americans to put down their weapons and end the violence that was staining the streets – and reputation – of New York City.

We should not be afraid to mark these spots. We proudly celebrate our great accomplishments here, but we seem to have far more difficulty admitting our failures.

History happened in Manhattan – history as glorious as the tearing down of the Statue of King George to start the American Revolution here in July 1776; and as inglorious as the rioting that almost tore down the fabric of the city in July 1863.

We should identify all such sites – either in celebration or in solemn acknowledgment.

History is complicated – but unless we fully confront and understand the past, we can't and won't find what Lincoln once called "a vast future." The idea is to learn from our mistakes, not ignore them.

By making sure we don't erase what happened in Manhattan – as well as other cities, by the way – in July 1863, we will make sure nothing as ugly and devastating ever happens again. It's a part of our history we have closed our eyes to for far too long. But it's not too late to open them and shine a light on the truth.

Thank you.

Laborers Local 78 Testimony at 4/29 Contracts Committee Hearing

Chairs Restler, Abreu, and Williams, and members of the Committee:

Thank you for the opportunity to speak today about capital construction, contracting delays, and rising costs.

My name is Fabian Derewiecki, and I am here on behalf of Local 78, the Asbestos, Lead, and Hazardous Waste Laborers Union. Our members are on the ground performing hazardous material remediation work, handling asbestos, lead, and mold removal across construction sites throughout New York City.

For us, one issue consistently stands out: asbestos abatement is often the first step in any construction project, and when that step is delayed, everything else is pushed back with it.

The City has a strong regulatory framework in place through the Department of Environmental Protection's Asbestos Control Program. But in practice, the process has slowed significantly. Due to staffing shortages at DEP, approvals that once took a matter of weeks are now stretching into months. These delays stall projects at schools, public housing developments, hospitals, and other essential facilities, because no construction activity can begin without the required permits. The result is higher costs and prolonged timelines across the board.

From our perspective, these delays also carry real safety implications. The longer asbestos remains in place, the longer workers and nearby residents face potential exposure. That is a serious public health concern, particularly in communities like NYCHA developments where residents are already vulnerable.

It is important to note that these hold-ups are rarely about unsafe or inadequate plans. In most cases, contractors are submitting work that already complies with DEP's established rules. The delays tend to come from administrative bottlenecks and technical review issues, not from substantive safety problems.

To help address this, Local 78 has been working with Council Member de La Rosa and the Council's Legislative Division on a proposal to allow for professional certification, or "pro-cert," in the asbestos permitting process. This approach would enable qualified professionals to certify their own plans and move forward without waiting months for formal approval.

We believe this is a practical solution that would help keep projects on track, reduce unnecessary costs, and better protect both workers and the public. We urge the Council to move the legislation forward once introduced, so we can get back to work making our buildings free from asbestos.

Thank you.

American Institute of Architects New York Chapter Testimony on Tools to Speed Up and Deliver Quality Capital Projects

Committee on Contracts, Committee on Transportation and Infrastructure, and Committee on Cultural Affairs, Libraries, and International Relations

April 29, 2026

Thank you, Chair Restler, Chair Abreu, Chair Williams, and Members of Committees, for holding this hearing today. I am Bria Donohue, Director of Government Affairs at the American Institute of Architects New York Chapter (AIANY). AIANY is the leading design non-profit representing 5,000 architects and design professionals committed to positively impacting the physical and social qualities of our city.

AIANY appreciates the Council’s demonstrated leadership and interest in advancing capital project delivery reforms to ensure the City’s significant investment in our built environment delivers lasting value with on time, on budget projects that prioritize quality, resilience, and the user experience.

Building a vibrant, resilient, and affordable city requires sustained investment in public buildings and infrastructure that making housing, mobility, and essential services possible. As needs grow and capital budgets tighten, every project must do more: strengthen the public realm, advance the clean-energy transition, and increase resilience to climate threats. AIANY recommends the following to improve how the city delivers capital projects.

1. Launch a coordinated, citywide capital planning process

Agencies often plan and budget projects independently, with limited shared data, leading to missed opportunities to coordinate and difficulty advancing citywide priorities like climate resilience and affordable housing. The city should empower DDC’s Advanced Capital Planning program to support agencies with technical planning support to develop realistic, comprehensive long-term capital plans that balance state of good repair, program needs, and climate and environmental justice target projects. By coordinating capital priorities, the city can identify opportunities to maximize co-benefits, such as utility/infrastructure coordination, permit approvals, and minimize construction disruptions. Smart comprehensive planning enables the city to deliver quality project with the mentality of “do it once, do it right.”

2. Modernize and streamline oversight processes

Outdated oversight processes add years to delivery timelines. Sequential reviews across budgeting, procurement, and permitting – combined with duplicative requirements and limited use of modern technology or risk-based approaches – mean City projects routinely take longer and cost more than comparable private-sector work. The city must

reform budgeting, procurement, and permitting to eliminate unnecessary steps, reduce duplication, and enable parallel review. Much of these barriers are under review by the SPEED Taskforce. The administrative processes that delay affordable housing development also burden city-funded capital projects and should be addresses simultaneously.

3. Convene a City-Industry task force

Bring together AEC leaders, city agencies, and oversight entities to identify and remove barriers across planning, budgeting, procurement, permitting, and delivery. This forum can help standardize best practices, accelerate adoption of proven delivery methods, and ensure reforms reflect the expertise of those who design and build New York.

4. Expand authorization of alternative project delivery tools

Legacy delivery models do not meet today's project needs, with traditional the design-bid-build model slowing implementation and limiting collaboration and innovation, particularly for high-performance building and infrastructure projects. The current piecemeal authorization of alternative project delivery tools like Progressive Design-Build and CM-Build limits the city's ability to effectively delivery projects. There is no one size fits all approach for project delivery, so broad authorization of alternative delivery tools is crucial to enable the public owner to make strategic decisions on which delivery method is best for which project based on the specific scope and project needs. Design-build, CM-build, progressive design-build, and other alternative delivery tools unlock meaningful efficiencies, foster collaboration, and delivery quality projects faster.

5. Invest in the Public Realm as infrastructure

Our public space makes up roughly 40 percent of our city's land mass and yet it is funded as if it was much smaller and less critical. Meaningful funding is key to ensure that our parks, natural areas, streets, sidewalks, and public plazas can be designed, constructed, activated, and maintained to best serve New Yorkers. We must invest in every aspect of our shared space, including an increased baseline allotment in the City budget, and unlocking innovative ways to access additional funds for maintenance, stewardship, and activation. The city must fund public spaces like the City funds public infrastructure to ensure that these spaces can be designed and activated to be both functional and resilient. Additionally, a percentage of capital project budget should be dedicated for maintenance rather than limiting agencies to expense dollars to ensure agencies have capacity to maintain projects that are delivered. Currently, the lack of maintenance capacity is a roadblock, and unlocking a specified portion of capital funding for maintenance would enable agencies to integrate more innovative designs into our built environment while also ensuring that these spaces last and are usable.

In addition to these specific recommendations, adding staff is essential for agencies to deliver capital projects effectively in a timely manner. A competent owner who can make decisive decisions in a timely manner can make a monumental impact and having robust-in house capacity to do so, both at DDC and sponsor agencies, allows the city to deliver projects faster. Lastly, a challenge we have heard from many agency partners is navigating what items are determined as capially eligible. We need increased transparency and flexibility in how these decisions are being made, so the city is able to effectively deliver priority capital upgrades in a clear, timely manner

With long-term strategic interagency capital planning, empowering agencies with the right tools, investing in capacity, and centering quality, the City can ensure that every dollar spent delivers maximum value and capital projects are delivered in an efficient manner.

Thank you for the opportunity to testify, and we look forward to working closely with the Council to execute meaningful reforms to deliver capital projects.



**Testimony to the Committees on Cultural Affairs, Contracts, and Transportation and Infrastructure
Christopher Durosinmi, Director, Government & Community Affairs**

Wildlife Conservation Society

Oversight - Capital Construction Contracting and Cost Escalation

Wednesday, April 29, 2026

Good afternoon, Chair Williams, Chair Abreu, Chair Restler, and members of the Committees on Cultural Affairs, Transportation and Infrastructure, and Contracts. My name is Christopher Durosinmi and I am here on behalf of the Wildlife Conservation Society, which operates the Bronx Zoo, Central Park Zoo, Queens Zoo, Prospect Park Zoo, and New York Aquarium—public institutions that serve millions of New Yorkers each year.

We want to begin by acknowledging and thanking the City for its continued investment in our facilities. As stewards of city-owned assets, these capital investments are critical not only to maintaining safe, functional spaces and habitats, but to ensuring that we can continue delivering educational, recreational, and conservation experiences to the public. These investments directly benefit communities across the five boroughs.

At the same time, as a long-standing partner in this work, we see clear opportunities to strengthen the capital process. One area for improvement is the reimbursement process for projects that institutions undertake. While we appreciate the ability to move projects forward, reimbursement timelines can be prolonged, often requiring organizations to carry significant upfront costs. Streamlining this process in addition to reducing overly onerous and complex City agency-imposed documentation requirements and review processes, would decrease financial strain and allow resources to be more effectively directed toward operations and public programming.

We also see an opportunity to better support city agencies responsible for advancing these projects. The Department of Design and Construction, the Department of Cultural Affairs, Landmarks Preservation Commission and in some cases the Parks Department, are essential partners in this work. Additional staffing and resources for these agencies would help improve coordination, accelerate timelines, and ensure projects move forward more efficiently.

We are proud of our partnership with the city and remain committed to working collaboratively to improve how capital projects are delivered. With targeted process improvements and stronger support for agency capacity, we can better ensure that these investments achieve their full impact for the public.

Thank you for your time and consideration.



**Testimony of
Michael Schnall
Director of Government & Community Affairs
Brooklyn Botanic Garden
New York City Council
Committee on Cultural Affairs, Libraries and International Intergroup Relations
jointly with the Committee on Transportation and Infrastructure
and the Committee on Contracts**

**Oversight – Capital Construction Contracting and Cost Escalation
April 29, 2026**

Good afternoon Deputy Speaker Dr. Williams, Chair Abreu, Chair Restler, and members of the committees. My name is Michael Schnall and I am Director of Government & Community Affairs for Brooklyn Botanic Garden. Thank you for the opportunity to testify about the City's capital construction contracting process.

ABOUT BBG

Founded in 1910, Brooklyn Botanic Garden (BBG) is an urban botanic garden that connects people to the world of plants to create a greener, more beautiful, and more sustainable city. Situated on 52 acres in the heart of Brooklyn and open year-round, the Garden is home to more than 12,000 kinds of plants and over 30 specialty gardens. Each year, we welcome nearly 900,000 visitors.

Our institution is a proud member of the Cultural Institutions Group (CIG) - a coalition of 39 cultural institutions located in all five boroughs, including zoos, gardens, museums, and performing arts organizations. BBG welcomes nearly a million visitors annually and provides free and low-cost educational, cultural, and community programming for New Yorkers of all ages.

A TRANSPARENT, PREDICTABLE, AND EFFICIENT CAPITAL PROCESS

To continue serving the public effectively, cultural institutions need a capital process that is transparent, predictable, and efficient. Unfortunately, the current process often delays urgently needed infrastructure improvements for years. Cultural capital projects can

routinely take six to ten years—or longer—to complete, increasing costs and delaying critical investments in public assets.

BBG's experience with the City's capital process is all too familiar to many cultural institutions: BBG accounts for escalation in addition to the City recommending a compounded rate of at least 8% per year; along with other expenses that come with the construction process, that can add considerable cost to the construction budget.

A few examples of systemic issues BBG has experienced with the City's capital process:

- Capital reimbursement processes can create cash-flow challenges for nonprofit institutions that must front costs while awaiting City reimbursement. Difficulty with auditors who don't understand construction contract terms can hold up reimbursements;
- Coordination between City agencies can be inconsistent, creating duplicative review processes and unclear accountability. For example, the DDC project managers sometimes ask for modifications to standardized forms; and
- Small and mid-sized organizations often lack the administrative capacity to navigate a highly technical and lengthy capital process, limiting equitable access to City capital funding. BBG works with an outside Cost Consultant to help with the heavy lift of grant administration with the organization would otherwise be unable to handle internally.

In summary, Cultural Institutions Group organizations like BBG are stewards of some of New York City's most treasured public assets, but the current capital process often makes it extraordinarily difficult to maintain these facilities in a timely and cost-effective manner.

IMPROVEMENTS TO THE CAPITAL PROJECT PROCESS

We respectfully urge the Council to take several important steps to improve and reform the capital project process:

1. **Create transparency:** the City's open data portal for cultural capital projects has not been updated since 2021. Updating this resource and holding oversight hearings on cultural capital delivery would provide Council Members, institutions, and the public with a clearer understanding of project timelines, bottlenecks, and costs;
2. **Plan responsibly:** The City should develop a comprehensive cultural capital infrastructure plan that allows organizations to maintain, preserve, and modernize facilities in a strategic and coordinated way. As the FY27 Culture Request notes, a citywide culture capital plan would help streamline project delivery, reduce delays, and enable institutions to maintain infrastructure more efficiently; and
3. **Identify and implement key process improvements:** Cultural organizations are stewards of vital public spaces and City-owned assets, yet many projects face unnecessary administrative hurdles that drive up costs and slow delivery. We encourage the City to explore reforms that allow Cultural Institutions Group organizations and other nonprofits to leverage public capital funding in more timely and effective ways so that we can better serve our communities.

We're not looking for less oversight. In fact, we're asking for clearer timelines, better coordination between cultural institutions and the myriad City agencies involved, allowing public projects to move at a pace our communities and constituencies deserve.

CONTINUE TO INVEST IN CULTURE

New York City's cultural sector generates more than \$110 billion in economic impact, supports over 300,000 jobs, and provides millions of free visits and student experiences each year. Investing in culture means investing in affordable access, education, public space, and community well-being for all New Yorkers.

We appreciate the Council's partnership and leadership on these issues and look forward to continuing to work together to strengthen New York City's cultural infrastructure.

Thank you for the opportunity to testify. I would be happy to answer any of your questions.

Testimony of Brooklyn Public Library

Committee on Contracts, jointly with the Committee on Transportation and Infrastructure and the Committee on Cultural Affairs, Libraries and International Relations

Oversight – Capital Construction Contracting and Cost Escalation
April 29, 2026

Good afternoon, Speaker Menin and Chairs; Deputy Speaker Dr. Williams, Majority Leader Abreu, Chair Restler and members of the Committees. My name is Karen Sheehan; I am Executive Vice President of Finance and Administration and CFO for Brooklyn Public Library (BPL). The library's capital planning, facilities management and finance teams are among the departments I oversee.

Thank you for the opportunity to testify today. Libraries are modern town squares – among the most democratic spaces in the city. We provide a safe, welcoming environment for all who enter through our doors. In Brooklyn last year, our buildings hosted more than six million visits. But the strength of our institution, in a very literal sense, is tied to the strength of our roofs, the reliability of our boilers, and the safety and accessibility of our spaces.

I want to begin by thanking this Council and the Mayor for your partnership. Because of your long-standing investment in our branches, Brooklyn Public Library is undergoing its most significant era of rebuilding in decades. Over a third of the branches in our system are currently under renovation or have recently been reconstructed. From the brand-new Greenpoint, Sunset Park and Brooklyn Heights Libraries, to the upcoming construction of New Lots Library in East New York and Canarsie Library, we are building world class inspirational facilities for our patrons.

Aging Infrastructure

However, the story of our capital success is shadowed by a growing deferred maintenance crisis. In Brooklyn, the average age of our branches is 74 years, and twenty of our 62 locations are over a century old.

It's no wonder that last year, BPL lost over 1,000 hours of public service due to infrastructure failures. That translates to nearly 45 days where a library was dark. When these infrastructure failings cannot wait for a planned capital project, we are forced to raid

our operating funding to respond to emergencies. It is the most expensive and least efficient way to run our facilities.

- At Sunset Park Library, a recent flood triggered by a sprinkler failure during the extreme cold snap a few months ago caused over \$100,000 in damage and kept the community out of the lower level of the branch for weeks.
- At Leonard Library, water infiltration in the building required an immediate infusion of \$800,000 to waterproof the lower level and make the building safe for staff and patrons.

Building maintenance emergencies like these divert about a million dollars out of our operating budget each year. Every expense dollar we spend on an emergency repair is one we cannot spend on a children's librarian, adult learning program or boosting our collection.

Brooklyn Public Library is the steward of over 1 million square feet of city-owned buildings, while carrying a burden of more than \$400 million in unfunded capital needs for them. Roughly one-third, or about \$130 million, are emergency infrastructure essentials: heating and cooling systems, roofs, and safety enhancements.

Underfunding of our Physical Plant

Our capital crisis is in large part due to inadequate funding. Without a source of recurring unallocated capital funds to depend on, we're forced to respond to emergencies rather than plan for preventative maintenance.

Over the years, the Council's lump sum capital allocation for libraries has been a lifeline, allowing us to address urgent repairs and fill shortfalls in stalled projects across the borough. We are facing \$12.8M in DDC Project shortfalls, and the Council's capital funding has been instrumental in helping us keep projects moving forward. We are very grateful for your support, and this year, once again, we have requested \$10 million from our Brooklyn Delegation.

Similarly, BPL submitted a ten-year capital plan request to the administration for \$276 million. Like our fellow library systems, our request includes a transformational \$150 million investment that would enable five comprehensive branch overhauls in Brooklyn. An investment of this scale has only happened once, more than a decade ago, and the results are paying dividends. Comprehensive branch renovations address multiple improvements

in a single project, saving time, money and reducing library service interruptions to the community.

Our experience has shown that upgrading branches in this way, rather than through a piecemeal approach, is the most efficient strategy to create inspiring state-of-the-art libraries for today's patrons and future generations. This is the model we are following working with DDC on two historic Carnegie branches, Brownsville, and Eastern Parkway Libraries. These are some of our oldest and most beloved buildings, and they require a holistic investment. Years in the making, we will celebrate at groundbreaking ceremonies with our partners at DDC on these projects this summer.

Creative Solutions

Given the enormity of our unfunded needs, BPL has worked hard to find creative solutions to our capital crisis.

- Through an innovative partnership with the Brooklyn Children's Museum, we created an inspiring new branch when we relocated the Brower Park Library to the Museum four years ago. Moving a previously leased and dilapidated branch into a brand new space in a city-owned building relieved us of more than \$8 million in purchase and renovation costs.
- Four years ago, the new Brooklyn Heights Library opened, anchoring a mixed-use building with market-rate condominiums on top. This redevelopment project also generated \$40 million for repairs and construction at eight other branches in Brooklyn and created over 100 affordable housing units in Brooklyn's Community Board 2.
- BPL pioneered New York City's first affordable housing and library co-location at Sunset Park Library, just three years ago. The model paired the creation of 49 units of deeply affordable housing with new and expanded public library facilities. This project relieved us of millions of dollars in capital needs while doubling the size of the previous branch.
- We are now working with the Department of Housing Preservation and Development on what may become the largest such project to date, at New Utrecht Library in Bensonhurst. This model is good for libraries and good for Brooklyn — it

allows us to modernize beloved community spaces while helping address one of the borough's most urgent needs.

Partnership with DDC

Currently, Brooklyn Public Library has 39 capital projects with the Department of Design and Construction, 28 active projects and 11 in the process of being initiated. We deeply appreciate the efforts the DDC team has made to improve project management and delivery. Together we have learned to become deliberate in scoping projects for success. They are active partners in working to consolidate smaller repair projects into comprehensive renovations. And where we can, we engage with OMB's Capital Project Scoping Development Study, to get a detailed evaluation of conditions as we embark on new renovations. However, we'd like to note some structural issues the city could continue to improve upon.

The Front-End Planning Unit, which began as a solution to define project scope and develop more accurate cost estimates before project initiation, has instead become a lengthy and cumbersome process. Additionally, it ties up millions of capital dollars years before a capital project is even designed. We believe it could produce high-level cost estimates sooner, and rather than serve as gatekeepers, they could act as brainstorming partners on developing project scope.

The procurement process for design services, legal review, and pre-construction services is extensive, and is further drawn-out by the bid-packaging process. If some of these reviews could happen concurrently and timelines condensed, we would save time and money on our projects.

Additionally, Brooklyn Public Library has been supportive of the City's effort to use more efficient delivery methods like Design-Build and CM-Build. We are currently participating in DDC's CM-Build pilot for two projects: Spring Creek and Macon Libraries. We endorse the CM-Build practice because it brings a construction manager in early to manage costs and schedules—a method BPL has used successfully on our own self-managed projects, for example, our Central Library renovation.

However, we have specific concerns about the current implementation. We believe the move to consolidate these projects into a specialized Alternative Delivery Unit at DDC creates a bottleneck. We have deep, productive relationships with the Libraries Unit at DDC. We are concerned that by removing these projects from the experts who understand

library-specific needs, we may lose the time-savings the pilot was intended to create. We want to see these tools utilized within the DDC units that know our buildings best.

When BPL manages its own projects, we can deliver them at a fraction of the cost and in less time. However, executing on a capital grant, or “pass through”, also presents challenges for Libraries. BPL is currently self-managing 7 pass-through projects. The process is cumbersome and the city requires us to have 10% of the cost on hand in cash. We often must borrow money (incurring interest that is not reimbursed by the city) to advance the project, with long wait times for reimbursement. We are grateful for the ongoing dialogue we have had with OMB on a pilot program that would allow us to self-manage smaller, critical infrastructure projects, without the financial risk of the current capital grant program. However, that pilot has been years in the making and has yet to launch.

Right now, we are in the process of piloting a project using \$13.2 million in state funds allocated by our Brooklyn Assembly Delegation. Over the next two to three years, we will self-manage the most urgent of our roof and HVAC upgrades at 16 branches throughout the borough. Given our track record of managing the work quickly and at one third the cost, we believe this will help us revitalize our libraries. But it is not a sustainable solution.

We have an excellent team of professionals who manage our capital program. We follow all the same rules and regulations, so we know it is possible to deliver publicly funded projects more efficiently. That said, we are a library, and not a construction agency. We are not equipped to take on the entire burden, nor do we want to. We are supportive of reforming the capital procurement process and are open to working with city on any solutions that improve outcomes for all of us.

Conclusion

This is a transformational time for Brooklyn Public Library. We are building modern and inspirational facilities able to support the countless ways people use libraries today. We are helping the city meet its affordable housing goals, and we are finding creative ways to address our capital crisis.

Your investments have helped bring us to this point. City funding has been crucial in addressing our deferred maintenance, project shortfalls and to embark on new and exciting projects. While there is no easy solution to our capital predicament, we know that providing a reliable, recurring source of funding for libraries in the ten-year capital plan is

absolutely critical. Our staff, and the millions of Brooklynites who rely on us deserve buildings that are as inspiring as the resources inside them.

Thank you for working with us to ensure that Libraries are supported and for the opportunity to testify today.

CARNEGIE HALL

New York City Council Fiscal Year 2026

April 29, 2026

**Oversight Hearing: Capital Construction Contracting and Cost Escalation – Committee on Contracts
jointly with the Committee on Transportation and Infrastructure and the Committee on Cultural Affairs,
Libraries and International Relations**

Good afternoon, Chairs and Members of the Committees Cultural Affairs and Libraries, the Committee on Contracts, and the Committee on Transportation and Infrastructure.

My name is Steven Lazickas, and I am the Manager of Government Relations at Carnegie Hall. Thank you for giving me and my colleagues the opportunity to testify today on the challenges nonprofit cultural institutions face in navigating the Cultural Capital Grant (CCG) contracting process by the Department of Design and Construction (DDC) on behalf of the Department of Cultural Affairs (DCLA).

Carnegie Hall shares our colleagues' gratitude for the City's continued investment in capital improvements for cultural organizations. These invaluable funds support projects that protect historic assets, improve accessibility and affordability, and ensure our institutions can continue serving New Yorkers and visitors from around the world. These projects help safeguard our buildings, our audiences, and the tens of thousands of cultural workers in New York City.

We also share our colleagues' vision for a more unified, efficient, and timely capital contracting process. To ensure organizations receive funding faster and projects make consistent progress, join our fellow CIGs in their ask the City to improve and reform the capital project process in the following ways:

1. **Create transparency.** Update the open data portal for capital projects at cultural institutions, which has not been updated since 2021.
2. **Plan responsibly.** Develop a capital infrastructure plan for culture to allow all organizations to build and maintain infrastructure more efficiently.
3. **Identify key process improvements.** Cultural capital grants can take 6-10 years — or more — to complete. Consider key process improvements that allow CIGs and other cultural institutions and organizations to leverage city capital funding in timely and efficient ways to preserve and invest in our buildings and effectively serve our communities.

Carnegie Hall's own experiences, outlined below, are examples of the challenges faced by cultural institutions as they navigate the CCG process. Due to the glacial pace of contract registration and subsequent reimbursement for capital projects, Carnegie Hall currently spends nearly \$2M per year in interest on loans as we wade through the Cultural Capital Grant process. While I can only speak to Carnegie Hall's experience with the City capital contracting process, I know that my fellow cultural institutions have faced similar obstacles.

Extreme Delays in Department of Design and Construction Contract Registration

Our recent elevator modernization project, contracted through DDC, took nearly six years from appropriation to contract (grant) registration. This delay spanned mayoral administrations and project managers and by the time the contract was finally registered, much of the work had already been completed and paid by Carnegie Hall out of necessity. We are unable to collect any reimbursement until a contract is registered – which involves several agencies including DCLA, DDC, OMB, and the Comptroller.

Escalating and Unclear Documentation Requirements

Prime subcontractor approval – DDC initially requested hard copy documentation for our elevators project, a practice Carnegie Hall had discontinued years ago with no problem with a recent Economic Development Corporation Funding Agreement. A single subcontractor approval request for the elevators project ballooned from 25 to over 300 pages over the course of six consecutive drafts, as the required documentation package grew with each iteration. These shifting goal posts by DDC caused substantial delays, and collecting the information took time and effort.

Other time-consuming requirements include DDC's insistence on second-tier subcontractor approval including suppliers. For smaller projects, this may be somewhat manageable. However, for larger projects with many second-tier subcontractors, such as Carnegie Hall's Historic Façade Renovation, collecting similar approvals for every purchase made on a project would be a logistical nightmare.

These are but a few examples of the hoops cultural organizations must jump through as a result of inefficient processes and a lack of transparency regarding capital contracting requirements.

Reporting Requirements That Don't Match Reality

Cultural Capital Grants include a quarterly reporting requirement, which may make sense in theory. In practice, however, because contracts often take years to register, projects may be nearly complete before a contract exists. Carnegie Hall were informed that we were expected to submit quarterly reports even without a registered contract, but with no clear instruction as to whom those reports should be submitted or how said reports would be reviewed. Even for our small elevator project, assembling and negotiating approval of a single report required extensive back-and-forth. Consistency and clear communication from the City at the outset of this process would have saved Carnegie Hall and City staff much time and effort in achieving registration. In addition to these obstacles, we were informed of a new requirement to collect apprentice agreements for anyone listed as an apprentice on certified payrolls for subcontractors. This was not a requirement we had previously encountered and threatened further compliance hurdles as projects move forward, especially those with many subcontractors. Other agencies have allowed for affidavits of prevailing wage in lieu of submitting hundreds of thousands of certified payrolls, we are unclear why DDC continues this practice.

Compounding bureaucratic hurdles, inconsistent and unclear communication, and long wait-times for approvals stretched the contracting and reimbursement process for elevator modernizations to last over seven years: The funds for that project were appropriated on July 1, 2018 (FY19) we received full reimbursement on August 28, 2025.

Other City Procedures as Examples

Carnegie Hall and the cultural community look forward to working with both DCLA and the City Council to address these issues. The challenges our community faces with Cultural Capital Grants are not insurmountable. We can and must collaborate to bring much needed relief to cultural institutions trapped in CCG quagmire as it presently exists. There are examples of City-funded capital projects that are more efficient, less painful, and faster from appropriation to payment. For example, a Carnegie Hall Funding Agreement for a sidewalk project through the Economic Development Corporation had been appropriated two years later than the elevator project and went from funding agreement execution to full payment in a matter of months. The efficiency of this process relied largely on certification by the organization managing the project rather than exhaustive document-by-document review and iterative submissions over the span of years. We've seen similarly efficient approaches through the DCAS ExCEL reimbursement program as well. Perhaps these models and their successes can serve as a starting point for robust reform of a process whose shortcomings cost all parties in the long run.

To be clear, Carnegie Hall supports accountability, transparency, and responsible stewardship of public funds. But the current capital contracting process—particularly the Cultural Capital Grant program as administered through the Department of Design and Construction—has become so burdensome and disconnected from project realities that it undermines the City's own investments and puts undue stress on nonprofit cultural organizations.

I repeat my colleagues' call for the Council to examine and improve these processes by:

- Developing a public plan with input from affected organizations
- Aligning contract registration timelines with project schedules
- Standardizing documentation requirements and communicating them clearly
- Making information requests less burdensome by utilizing institutional certification more frequently
- Working across agencies to implement capital contracting efficiency measures and promote cross-department coordination

Doing so would ensure that the City's capital dollars are spent efficiently, projects are completed on time, and New Yorkers receive the full benefit of the City's investment in its cultural institutions.

Thank you to the Committees, the Chairs, and the City Council staff who worked hard to put this important hearing together and thank you to my fellow non-profit cultural institutions who testify today in support of our shared vision for a more efficient and painless capital contracting process. We are grateful that you have begun work on resolving a serious problem that costs cultural institutions our limited time and resources.

Committee on Transportation and Infrastructure

Written Testimony

April 29, 2026

My name is Katie Swabb and I am writing on behalf of City Parks Foundation. I am testifying because the challenges being explored by this committee pervade our city's essential infrastructure - including our parks and open spaces, transportation networks, libraries, schools, and more.

A child who is promised a new playground today may be in college by the time it's built. That is not a hypothetical. That is the reality of NYC's capital process, and it's why we absolutely support Intro 0263-2026, introduced by Council Member Krishnan, to require a strategic blueprint to reduce capital project durations by at least 25 percent. Establishing a clear, measurable target is critical: particularly for projects where delays have direct consequences for safety, accessibility, and mobility.

Parks and transportation infrastructure are deeply interconnected. Safe streets require accessible sidewalks that connect to park entrances. Bike lanes lead to greenways. Pedestrian plazas become park space. ADA-compliant pathways must work seamlessly between transit stops and park facilities. When the capital process fails to deliver transportation improvements efficiently, it undermines access to parks, and when park projects stall, it undermines the pedestrian and cyclist infrastructure that connects our city.

Through Partnerships for Parks, our public-private partnership with NYC Parks, we work directly with community groups who advocate for improvements in their neighborhood parks. They are often the first to identify where infrastructure gaps exist: missing ADA-compliant pathways that prevent wheelchair users from reaching park entrances, deteriorating sidewalks that make parks inaccessible to seniors and families with strollers, the extraordinary lack of bathrooms, and a need for expanded recreational facilities. But the capital process is so slow that by the time projects are completed, needs have shifted or the people who fought for them have moved on.

From our experience supporting projects citywide, staffing shortages are crippling project delivery across agencies. The Parks Department's capital division has lost approximately 60

positions since 2023, making it nearly impossible to manage hundreds of millions of dollars in capital projects. The remaining staff are excellent, but they are drowning. Increasing capital project budgets without increasing operational funding for the staff who manage those projects is self-defeating. This dynamic affects Parks, DOT, and every other agency managing capital work that serves New Yorkers.

Transparency is another critical barrier. The capital projects tracker lacks the detail needed for many community partners to understand why projects stall. Expanding this tool to include key milestones (funding dates, cost changes, scope revisions, time spent in interagency review, and specific causes of delay) would benefit the city and its partners in coordination, and help to diagnose or address the root causes of delay that affect infrastructure projects.

Lastly, we urge the Council to consider expanding design-build and alternative project delivery methods across agencies as these have proven effective in accelerating timelines. Reconvening the Capital Process Reform Task Force established by Mayor Adams in 2022 would help maintain momentum on systemic reforms affecting all infrastructure delivery. And baseline funding for capital staff positions would ensure agencies can actually manage the projects the city funds.

Improving the capital process is about delivering on promises made to communities. We urge the Council to advance Intro 0263-2026 and pursue the systemic changes necessary to make capital delivery work across all agencies.

Thank you.

For the Record

**Cultural Institutions Group Testimony for
Committees on Cultural Affairs, Contracts, and Transportation and Infrastructure
Oversight - Capital Construction Contracting and Cost Escalation.
Wednesday, April 29, 2026
Stephanie Hill Wilchfort, Chair, Cultural Institutions Group (CIG)**

Good afternoon, Chair Williams, Chair Abreu, Chair Restler, and members of the Committees on Cultural Affairs, Transportation and Infrastructure, and Contracts. Thank you for this opportunity to testify. My name is Stephanie Hill Wilchfort. I am the Ronay Menschel Director of the Museum of the City of New York and Chair of the Cultural Institutions Group. I am here today to provide testimony on behalf of the Cultural Institutions Group (CIG), a coalition of 39 cultural institutions located in all five boroughs, including zoos, gardens, museums, and performing arts organizations.

First, I would like to thank you for the addition of Cultural Affairs to this hearing. As the CIG, we are stewards of over five million square feet of city-owned building space and 700 acres of city-owned land, including some of the City's most spectacular capital assets, such as the Metropolitan Museum of Art, BAM, Lincoln Center, Brooklyn and Queens Museums, and all of the City's children's museums, botanical gardens, and zoos.

CIG members are nonprofit organizations operating in public facilities established and maintained for the benefit of all New Yorkers. This long-standing public-private partnership between the City and the CIGs positions New York City as a world-class cultural hub – one that inspires New Yorkers every day, and contributes substantially to our city's economy. 77% of tourists say they come to visit one of the city's cultural institutions.

The buildings we steward are assets on the city's books, not on those of our institutions. However, we share goals to maximize access to exhibition, garden, and performance spaces; restore historic buildings, and protect botanical, zoological, and fine art collections. Because of these shared goals, our institutions raise private funding – generating four dollars for every one in city investment – to help the city to expand and sustain cultural spaces.

Although we partner in wonderful ways with the City, and are deeply grateful for the teams at DDC and DCLA who help to manage upgrades to our buildings, the capital process has been plagued with inefficiencies. Many projects have slowed to a crawl, taking years to even start the front-end planning process, and an average of seven years to complete. Not only does this disrupt service to our communities, but it creates unnecessary and expensive cost overruns.

CIG surveys indicate that projects completed in collaboration with DDC take an average of 8-10 years. This is an unacceptable amount of time for an organization to be without air conditioning, heating, roof repairs, or other necessary improvements. Institutions that are able to self-manage their projects outside of DDC are reimbursed for their costs by the city; however, the reimbursement process can take upwards of five years, requiring institutions to borrow

money to bridge the project. Some organizations are paying millions of dollars a year in interest – millions that cannot be invested in programming or staff.

This year, a major pillar of the Cultural Institutions Group platform is around capital reform. We are asking the City to support cultural organizations in New York City in three ways to improve and reform the Capital Project Process:

The first is to **create transparency** through continuing to share regular updates publicly on capital projects and providing clear timelines to organizations.

Second, **plan responsibly**. A Capital Plan for Culture could help ensure that our capital assets are maintained in a state of good repair, support modernization, and fund strategic expansion projects. This plan would aggregate both necessary and visionary projects across our institutions so that all institutions can equitable access the capital funding they need on an appropriate timeline.

Lastly, **identify key process improvements**. Consider key process improvements that allow CIGs and other cultural institutions to leverage city capital funding in timely and efficient ways to preserve and invest in our buildings and effectively serve our communities. We would be delighted to talk more with our partners in the Administration and the Council regarding process improvements that would expedite, reduce costs for, and improve projects.

We thank the staff at DDC and DCLA for their tireless work in advancing these projects and hope to continue to collaborate and propose ideas for how to make this process work for everyone. We remain deeply grateful to the Council for your attention to this issue and your help to ensure that culture is affordable and accessible for all New Yorkers.

THE NEW YORK CITY COUNCIL

Committee On Cultural Affairs, Libraries And International Relations

Nantasha M. Williams, Chair | Members: Crystal Hudson; Farah N. Louis; Virginia Maloney; Chi A. Ossé; Althea V. Stevens; Sandra Ung

Hearing: Hearing: Wednesday, April 29, 2026 1:15 PM | 250 Broadway – 8th Floor – Hearing Room 1

Agenda Item: T2026-1669 – Oversight - Capital Construction Contracting and Cost Escalation.

Thank you, Madame Deputy Speaker, for the opportunity to testify. My name is Gonzalo Casals. I co-direct the Culture and Arts Policy Institute with Mauricio Delfin.

Today's hearing examines symptoms. I am here to name the cause.

Cost overruns, delays, and operational instability are not discrete problems. They are system outputs. The underlying problem is a governance and delivery system defined by layered approvals, fragmented authority, weak accountability and data systems, and rigid procurement law – which together institutionalize delay. And delay drives cost and instability.

The biggest cost escalator in a construction project is delay, and the City system is built to delay. Layers of oversight have the unintended consequence of contributing to delays and driving up costs. Delays are caused by an arduous multi-agency review process, by agencies that work at cross-purposes, by systems that do not systematically track timelines and costs, and by procurement rules that require the lowest bidder, leaving no room to compare overall value. As long as authority remains fragmented across agencies and multiple oversight bodies, delay is rationally produced at every step.

The effects on nonprofit organizations are direct and operational. Projects spend months in limbo as agencies debate scope and eligibility, forcing institutions to delay programming, defer openings, and absorb uncertainty into already constrained budgets. Delays translate directly into facilities going dark for years. The presence of public capital introduces known delays, uncertainty, and loss of control, which dampens philanthropic investment. Philanthropy is reluctant to commit to projects with indeterminate timelines, likely cost escalations, and diffuse decision-making authority.

In the summer of 2022, when I was Commissioner of the New York City Department of Cultural Affairs, former First Deputy Mayor Lorraine Grillo – who was then leading both the School Construction Authority and the Department of Design and Construction – joined one of Deputy Mayor Vicki Been's monthly meetings of agency heads. She had been invited to help us think through how to fix the City's capital process.

Her presentation lasted less than a minute. She said: ***"If you want to know the secret, it's in the name."*** She was referring to one word: **authority.**

Today, we want to propose the creation of a Non-Profit Construction Authority. The Mayor and the Speaker should jointly pursue State legislation to establish the New York City Nonprofit Construction Authority – a public benefit corporation modeled on the School Construction Authority – to consolidate the delivery of city-funded nonprofit capital projects, reduce timelines, lower costs, and increase transparency.

The proposed Authority would be roughly 8 percent of the dollar size of SCA and 41 percent of the dollar size of EDC. However, by project count, it would operate in the same order of magnitude as EDC's annual portfolio – but composed entirely of nonprofit clients. City Council discretionary capital alone – the most consistent recurring funding stream for nonprofit projects – has averaged \$164 million and 189 nonprofit projects per year over the last decade, rising to \$224 million and 28 percent of all Council capital adds in FY2026.

In closing, this is not new spending. The capital is already appropriated. We are asking the City to deliver it through a vehicle built for the work.

We have prepared a policy recommendation document with additional details and would be happy to share it with the committees.

Thank you.

Comparative Capital Volume: SCA, EDC, Proposed NCA

Authority	5-year capital plan (FY25/26–29/30)	Avg. annual commitment	Project count	Project shape
School Construction Authority (SCA)	\$20.5 billion	\$3.3B–\$4.7B (FY21–FY25 actuals)	6 new schools/additions plus hundreds of capital improvement projects in FY25; 6,632 new seats created in FY25	Megaprojects: new schools, large additions, system-wide compliance, decarbonization
Economic Development Corporation (EDC)	\$3.876 billion	~\$775 million	443 active Financial Assistance projects in FY25; 29 land sales; 99 land leases; 67M sq ft of City assets managed	Land transactions, large institutional partners, anchor tenants, developers
Proposed Nonprofit Construction Authority (NCA)	\$1.6 billion	~\$320 million	768 nonprofit-tied capital project IDs (current DDC + EDC-managed nonprofit portfolios combined)	High volume, smaller average ticket size, and many nonprofit clients of varying capacities

Sources. SCA: NYC Council Finance Division (2025); NYC Office of the Mayor, FY2026 Preliminary MMR; SCA FY2025 audited financial statements. EDC: NYCEDC FY2025 Annual Investment Projects Report; NYC Council Finance Division (2025); NYC Office of the Mayor, FY2026 Preliminary MMR. NCA: NYC IBO preliminary estimate (Herman, April 23, 2026); NYC IBO Council discretionary capital allocations FY2017–FY2026 (Herman, April 15, 2026).

The NCA project-count figure (768) includes EDC-managed nonprofit projects that would migrate to the new Authority. If the Authority's scope is narrowed to exclude EDC-managed transitions, the figure drops to 670 projects and \$1.2 billion. The 768/\$1.6B figure is the right one for testimony – it represents the full delivery scope the NCA would inherit.



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New York City Council's Committees on Contracts and Transportation and Infrastructure

Hearing on April 29, 2026, at 1PM Oversight: Capital Construction Contracting and Cost Escalation.

Design Build Institute of America (DBIA) Written Testimony -Legislation - Res. No. 264

Via e mail to: testimony@council.nyc.gov

Please accept the following testimony on behalf of the Design-Build Institute of America (DBIA) New York City Metro Region regarding Resolution No. 264 that has been proposed jointly by the New York City Council's Committees on Contracts and Transportation and Infrastructure.

DBIA is a national professional trade association with over 1,700 members in the New York City metropolitan region, along with many additional members upstate and throughout the tri-state area. DBIA's membership includes over 80 industry partners (corporate and public agencies), including but not limited to PANYNJ, NYCDDC, NYCEDC, BPCA, PHPT, NYCHA, design-builders, general contractors, specialty subcontractors, material suppliers, professional engineering firms, architects, construction management firms, law firms, surveyors, and academic institutions.

DBIA, along with the DBIA Metro Region (collectively, DBIA), supports Resolution No. 264, which calls on the New York State Legislature to introduce and pass, and the Governor to sign legislation granting permanent and expanded design-build authority to all New York City (City) agencies.

1. DBIA supports the Council in its call on Albany to grant permanent (no more sunset clauses), expanded design-build authority to all City agencies under Res. No. 264.
2. DBIA calls on the Council to urge Albany to expand City agencies' design-build authority to include qualifications-based progressive design-build as an additional project delivery method, thereby selecting one design-build team based on qualifications and collaboratively developing a final design and guaranteed maximum price.
3. DBIA calls on the Council to press for improvements to New York City's PPB Rules for design-build (Rule 3-17), which were recently enacted and currently prevent City agencies from fully utilizing the procurement authority already granted by Albany.

Below is an expanded summary of DBIA's position in support of Resolution No. 264:

1. Provide Permanent and Expanded Design-Build Authority.

Based on DBIA's members' experience working with New York City agencies on design-build construction projects, the City needs more flexibility in its procurement authority and ability to select the project delivery method that best aligns with a project's goals. This will help the City



to attract high-quality bidders, reduce project durations, and improve overall efficiency. Currently, City agencies, in all instances, must work with multiple shortlisted teams during preliminary design-build efforts to develop a design upon which teams can bid to identify the lowest bidder. The level of involvement required during this preliminary design phase—before a bid is even accepted—is not always the best approach, as it can lead to unnecessary redundancies for both the City and design-build teams.

2. Permit Progressive Design-Build.

Permitting City agencies the flexibility to work with only one design-build team during this preliminary design phase, progressing toward a final design and contract price, would simplify the procurement process and reduce its overall cost. This would encourage greater competition among design-build teams and provide schedule benefits to projects—benefiting both City agencies and design-builders.

The process remains transparent, as the municipality retains control of an “off-ramp” to reject the design-builder’s price or other commercial terms as the design and pricing develop. A guaranteed maximum price also offers transparency into proposal costs (including pricing for risk and contingencies) and the ultimate cost for final design and construction. In fact, this approach may provide municipalities with greater price certainty than accepting the lowest bid, as change orders are less likely and contingencies are reduced when pricing is based on a more developed project with input from the owner, designer, contractor, stakeholders, and community.

The use of progressive design-build by federal, state, and local governments throughout the country is widespread. Many of our members across the state are already working on progressive design-build projects in New York and elsewhere and recognize the substantial benefits to project cost and schedule. New York City agencies should have the option to utilize this proven construction delivery method.

3. Procurement Policy Board (PPB) Rule 3-17 Design-Build Services Should Be Revised So That the City’s Rules Are Consistent with Permanent and Expanded Design-Build Authority

The Council should press for improvements to New York City’s PPB Rules for design-build (Rule 3-17), which were recently enacted and currently prevent agencies from fully utilizing the procurement authority already granted by Albany:

a. Confidentiality and Alternative Technical Concepts (ATCs):

Rule 3-17(a)(3)(iv)–(v) does not include a requirement for confidentiality in one-on-one meetings with agencies and appears to prohibit—or at least discourage—the use of Alternative Technical Concepts (ATCs). The failure to require confidentiality or clearly permit ATCs prevents the City from maximizing the benefits of design-build and stifles innovation and competition.

b. Guaranteed Maximum Price (GMP):

The New York City Public Works Investment Act permits quasi-progressive forms of design-build by expressly authorizing certain City agencies to award contracts with a guaranteed maximum price determined after award (Section 4(b) of Chapter 749 of 2019), yet the Rules do not allow for such pricing methodology.



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c. **Dispute Resolution:**

The dispute resolution methods under Rules 3-17(b) and 4-03 discourage prompt resolution by separating scope-related and time-related changes and deferring final agreements on time extensions until the end of the project. This limits agencies' ability to mitigate the impacts of City-caused delays and tends to discourage design-builders from proposing potentially advantageous project changes if associated delay implications cannot be timely addressed.

d. **Best and Final Offers (BAFOs):**

Rule 3-17(a)(3)(x) makes it mandatory for best-and-final offers (BAFOs) to be requested from all proposers, without allowing agencies discretion to limit BAFOs to the highest-ranked proposer(s). This discourages the use of BAFOs, as it requires significant time for agencies to re-evaluate all proposals and imposes unnecessary costs on lower-ranked proposers without meaningfully improving their chances of selection.

Thank you for your consideration of this testimony. If you have any questions regarding the above testimony, please feel free to contact me at craigcovil@aol.com or at [REDACTED].

Respectfully submitted,

Craig Covil PE, DBIA, FASCE, NAC
President
DBIA New York City Metro Region



**Testimony before the New York City Council
- Committee on Contracts -**

April 29, 2026

Jeremy Kaplan
Executive Director
Encore Community Services

Good morning, Chair and Members of the Contracts Committee,

My name is Jeremy Kaplan, CEO of Encore Community Services. I am here to advocate for Intro 280, put forward by Councilmember Linda Lee. This is a **\$30 million investment** to stabilize the Home-Delivered Meal (HDM) program—a system that is currently being kept afloat by a combination of nonprofit debt and private charity.

We must address a fundamental inequity in how NY City values the labor of feeding its elders. For weekday meals, the City reimburses providers at roughly **\$14.78**. However, for weekends and holidays, we rely on **Citymeals on Wheels**, whose current capacity only allows for a **\$10.00 reimbursement**. For Encore alone this creates a **funding gap of over \$550,000 annually**.

This creates a "fundraising trap" for our neighborhood nonprofits. While we deeply value the role Citymeals plays in our city, their high-profile brand often dominates the philanthropic space for senior nutrition. This makes it nearly impossible for a local, neighborhood-based nonprofit to raise the extra funds needed to cover the **32% funding gap** on the weekends. These local organizations are left to absorb the loss, essentially using their limited reserves to subsidize the City's weekend mandate.

Encore is calling on the City Council to pass and fully fund Intro 280, doing so will:

1. **Equalize the 7-Day Rate:** By baselining the full weekend cost, and reimbursing the full \$14.78 for each meal we serve, the City can ensure that neighborhood nonprofits contracted by NYC Aging are not penalized for feeding older adults on the weekends. **This would allow Citymeals to use its generous donations for supplemental care rather than basic contract survival.**
2. **Help repair the infrastructure:** Currently, there is **no budget** for kitchen repairs or truck maintenance. We are asking nonprofits to deliver millions of meals a year without providing a single dollar to fix the ovens that cook them or the trucks that deliver them.

And finally, please keep in mind that the same organizations who are being asked to subsidize millions of dollars for weekend meals are also still owed millions in retroactive Indirect Cost Rate (ICR) money. We implore the city pay this debt. This isn't an "ask"—it's an outstanding bill for rent and utilities that these nonprofits have already paid.

We have a culture of elite philanthropy in New York that is a point of pride, but it should be a **partner** to the City, not a **replacement** for it. Let's stop expecting our neighborhood nonprofits to bridge the gap between "brand-name" charity and the actual cost of care.

I urge the Council to pass and fund Intro 280 needed to professionalize this system and pay our providers what they are owed. **Thank you**

Chairs Restler, Abreu, and Williams, and members of the Committee:

Thank you for the opportunity to testify today on the importance of capital construction contracting and cost escalation.

My name is Jason Pastore, and I am testifying on behalf of the Environmental Contractors Association, also known as ECA. We are the association for unionized contractors who perform environmental hazard remediation, including asbestos, mold, and lead.

A core priority of the ECA is the safe, efficient, and timely removal of asbestos at construction sites. Asbestos abatement is a prerequisite for most construction activity, making this work critical to the timely start of projects. As you can imagine, it is unsafe for construction to move forward while asbestos remains in place. Therefore, it must be removed before other work occurs.

New York City maintains strict regulations for the removal of asbestos-containing materials through the Asbestos Control Program, overseen by the Department of Environmental Protection. However, due to severe staffing shortages at the DEP, approval timelines have increased dramatically. What was once a few-week process can now take many months. These delays significantly impact capital projects at schools, NYCHA housing, hospitals, and other critical infrastructure because no construction can occur until DEP issues the asbestos removal permit. These delays are incredibly financially costly for the agencies we work with.

Prolonged approval times also increase potential exposure risks for workers and the public, raising serious public health concerns. Not only do these delays make construction more expensive for the City, but they also put city workers and residents of NYCHA at risk of exposure to asbestos.

Furthermore, the lengthy review process is not even due to safety concerns with plans. In fact, most delays are due to technicalities, and not deviations from regulations. We are rarely asking to perform work that has not already been specifically regulated by DEP.

To address this issue, the ECA has been working with Council Member de La Rosa and the City Council Legislative Division to develop legislation that would allow for the use of professional certification, also known as “pro-cert” or “self-certification”, for asbestos approvals. Professional certification is already used in other areas across the City. It would allow contractors to remove asbestos without having to wait many months for DEP approval.

Importantly, this approach maintains strong safety safeguards. All asbestos abatement work would include audits of forms, maintain third-party air monitoring, and ensure DEP retains full authority to inspect job sites.

We urge the Council to support this legislation when it is introduced and to work toward its quick passage. This proposal offers a practical and effective way to accelerate capital construction, control costs, and protect public health.

We look forward to continuing to work with your offices on this issue.

Thank you.

**IndieSpace Testimonial Letter to the New York City Council Committee on Cultural Affairs
& Libraries**

**Hon. Deputy Speaker Dr. Nantasha Williams, Chair
Wednesday, April 29, 2026**

Good afternoon, Deputy Speaker Dr. Nantasha Williams and Members of the Committee. My name is Randi Berry, and I am the Executive Director of IndieSpace. IndieSpace is a community organizer and service organization dedicated to supporting New York City's lower-income artists, cultural workers, and small-budget arts organizations—particularly through funding and access to affordable, stable rehearsal and performance space.

Across New York City, arts and cultural organizations are not only tenants—they are also stewards of physical space. Whether building out new venues, renovating existing facilities, or maintaining aging infrastructure, these organizations increasingly face a capital construction environment defined by rising costs, prolonged project timelines, and complex procurement processes. For small and mid-sized organizations operating on razor-thin margins, these barriers are often insurmountable.

At the same time, extended project timelines—often due to fragmented procurement methods and administrative bottlenecks—create additional financial strain. Delays increase carrying costs, disrupt programming, and in many cases, jeopardize an organization's ability to remain in its space at all.

From our work supporting arts organizations throughout the city, navigating space development and build-outs, we see firsthand how the current system falls short. Many groups lack the technical expertise to manage complex capital projects, yet they are expected to navigate a fragmented system of contractors, consultants, and regulations. Without reform, these barriers will continue to exclude smaller, community-based organizations from accessing capital funding and participating in the City's broader infrastructure investments.

Therefore, we urge the City Council to prioritize access and impact for small and mid-sized nonprofit organizations as this package of legislation moves forward. Any meaningful reforms to capital contracting and project delivery must explicitly reflect the realities of these organizations, not just those of large institutions.

In addition, the Council should establish a clear, coordinated framework to streamline capital funding for cultural organizations across agencies—particularly in projects that receive City support, such as affordable housing developments that include a cultural component. In these cases, a more streamlined process is possible when funds are transferred from DCLA to HPD and incorporated into HPD's loan to the developer. This allows the developer to build out the cultural space to the organization's specifications, with DCLA oversight, significantly reducing delays and delivering the space to the community more efficiently. Coordinating a single funding conduit in this way can help speed up timelines and reduce costs. By centering investments in

community-based cultural infrastructure, the City can ensure this legislation delivers lasting economic and social benefits to neighborhoods across New York.

Cultural spaces are essential infrastructure. They create jobs, drive local economic activity, and provide critical spaces for community connection and expression. But they cannot survive—or be built—within a capital construction system that is slow, costly, and inaccessible.

I thank the City Council for holding today’s hearing and for recognizing the urgency of reforming capital construction processes. IndieSpace stands ready to work with the Council to ensure that these reforms translate into real, tangible improvements for the organizations and communities we serve.

Thank you.

Randi Berry
Executive Director
IndieSpace



**Testimony of Alia Soomro, Deputy Director for New York City Policy
New York League of Conservation Voters
City Council Committee on Transportation and Infrastructure
Jointly with the Committee on Contracts and the
Committee on Cultural Affairs, Libraries and International Relations
Oversight Hearing on Capital Construction Contracting and Cost Escalation
April 29, 2026**

My name is Alia Soomro and I am the Deputy Director for New York City Policy at the New York League of Conservation Voters (NYLCV). NYLCV is a statewide environmental advocacy organization representing over 30,000 members in New York City. Thank you, Chairs Abreu, Restler, and Williams, and members of the Transportation, Contracts, and Cultural Affairs Committees for the opportunity to comment.

Aging infrastructure and the urgency of the climate crisis means the City needs to act quickly when it comes to building sustainable and resilient infrastructure, streets, parks, and other public buildings without sacrificing quality and taxpayer money. This is why NYLCV supports capital process reform and the utilization of alternative delivery methods, such as design-build, for all city agencies involved in the capital process for projects ranging from street reconstructions and parks bathroom renovations to sewer infrastructure and resiliency projects.

NYLCV supported the passage of the New York City Public Works Investment Act (PWIA) in 2019, authorizing seven city agencies (DDC, DOT, DPR, DEP, SCA, Housing Authority, and Health and Hospitals Corporation) to use design-build project delivery on certain projects. Unlike the City's traditional method of awarding separate design and construction contracts, a single entity, which may include one or more firms, will be responsible to the City for both design and construction. Since the 2018 and 2019 legislation, the City successfully advocated for and received a five-year extension of the PWIA from the State. Additionally, state legislation expanding DDC's alternative delivery authorization passed both houses in June 2024 and was signed into law by the Governor in November 2024. This legislation allows for focused project types managed by DDC: Progressive Design Build (PDB) for resiliency infrastructure projects over \$10M, and Construction Manager Build (CM-Build) for libraries and cultural facility renovation projects, located on City-owned land, over \$5M. The legislation has since been extended through 2029.

[The recent completion of the Shirley Chisholm Recreation Center](#) in central Brooklyn proves that design-build works effectively. DDC was able to complete this project three years faster than would have been possible using the traditional bidding process.

We appreciate the strides the Capital Process Reform Task Force made over the past few years and hope the Mamdani Administration reconvenes and prioritizes the Task Force's [recommendations](#). We also appreciate the City Council's interest in improving the capital construction process. As the Administration hits the ground running with many capital project announcements, we encourage the City to work with the State to expand the use of alternative delivery methods for all city agencies and all types of capital projects. This includes transforming DDC into a public authority, which will help streamline capital projects and provide DDC with flexibility in project delivery methods based on the type of project at hand.

Moreover, NYLCV strongly urges providing city agencies involved in the capital process with more staff and alternative delivery staff training opportunities to effectively carry out capital projects using these methods, improving long-term capital planning and transparency across all city agencies and utilities so that future needs are adequately accounted for, and improving transparency and communication between agencies and the industry.

When it comes to parks, as a co-founder of the Play Fair for Parks Coalition, NYLCV supports providing DPR expanded use of all types of alternative delivery methods to provide the agency with flexibility, save money and time, and ensure city residents are experiencing world-class parks. The Play Fair Coalition's [Parks 2030 Platform](#) outlines several proposals to improve how parks are built, renovated, or stewarded. We also recommend that DPR's Capital Projects Tracker is regularly updated and expanded to improve transparency.

In addition to reforming DPR's capital process, there must be investment in DPR capital staff to carry out capital projects, along with more DPR maintenance and operations staff. Since FY23, DPR has lost 60 baselined capital staff, making it difficult for DPR's capital division to move projects into procurement or keep projects advancing. For FY27, we strongly urge the Administration and Council to baseline more DPR capital staff in order to effectively and efficiently carry out DPR capital projects going forward.

Ultimately, NYLCV supports giving more city agencies a range of alternative delivery tools for all types of capital projects while maintaining transparency and accountability.

Thank you for the opportunity to comment.

NEW YORK CITY COUNCIL
The Committee on Transportation and Infrastructure jointly with the Committee on
Contracts and the Committee on Cultural Affairs, Libraries and International Relations
Oversight - Capital Construction Contracting and Cost Escalation
Wednesday, April 29, 2026

Testimony of The New York Public Library

Good afternoon: My name is David Lem and I am Vice President for Capital Planning and Construction at the New York Public Library (NYPL). I would like to thank Speaker Julie Menin, Chairs Dr. Nantasha Williams, Lincoln Restler, and Shaun Abreu, the committee members, and the entire City Council for holding this hearing.

NYPL's 92 locations across the Bronx, Manhattan, and Staten Island are integral community hubs, offering free access to books, computers, Internet access, and programming for all ages. Capital improvements ensure that our essential services are delivered in safe, welcoming and accessible spaces for our patrons and staff. NYPL's active capital portfolio as of April 2026 consists of 30 projects with a total value of over \$331 million. By Fiscal Year 2028, we estimate that NYPL will have invested a total of \$1.2 billion towards capital improvements since Fiscal Year 2015, including \$747.1 million in City capital funding. This includes many discrete projects across our locations such as roofs, windows, and building systems, as well as 31 comprehensive renovations and new locations—more than one-third of our branches.

Highlights include:

- New larger locations for the Roosevelt Island, Van Cortlandt, Macomb's Bridge, and Huguenot Park libraries;
- A complete renovation of the Stavros Niarchos Foundation Library, our central circulating location;
- Major upgrades at our flagship research center on 42nd Street and Fifth Avenue;
- A brand-new Charleston library on Staten Island;

- A new Inwood library in Manhattan, located on the ground floor of a newly constructed mixed-use building including 174 units of affordable housing;
- And most recently, five full renovations of historic Carnegie libraries in high-need neighborhoods—Hunts Point and Melrose in the Bronx, Fort Washington and 125th Street in Manhattan, and Port Richmond on Staten Island—made possible through a \$100 million investment in the City's Ten-Year Capital Strategy.

We have made great progress on capital improvements across the system, but it is important to note that most of the Library's recent success results from creative approaches that seek to avoid the cost escalations and lengthy timelines associated with the traditional City capital process. Finding efficiencies ensures that we are reliable stewards of public funding, and that our patrons and staff do not have to wait to see critical needs addressed in their libraries. One of these creative approaches is working with the Economic Development Corporation (EDC), as we did for our five Carnegie renovation projects. These projects were completed in less than six years, even with a 11-month hold in 2020 due to Covid restrictions. All five branches were over 100 years old and involved a mix of landmarked buildings, access agreements, complex regulatory processes, and Percent for Art projects.

On the other hand, our renovation of Hamilton Fish Park in lower Manhattan is a simpler one-story project managed by the Department of Design and Construction (DDC), started around the same time as the Carnegies and experienced a Covid pause—yet still isn't complete. At the time funding was secured in 2015, the Library anticipated it would take four years and \$8.5 million to complete, but after numerous contract amendments and extended DDC internal reviews, design was not complete until 2022. During this time, the branch's HVAC system failed, and NYPL was forced to temporarily close the branch, spend operating dollars to outfit it with

temporary heating and cooling, and re-open with limited service prior to closing again for construction in 2024. A project originally estimated to be completed in four years and cost \$8.5 million, will ultimately take 10 years, and cost \$18.5 million.

We know that when we work with DDC, cost escalations are inevitable: we have incurred over \$54M in shortfalls on DDC-managed projects between FY18 and FY25. This directly impacts our approach to requesting new funding. Since we know shortfalls are inevitable, we must pre-emptively ask for contingency funding until a project reaches construction. The Council has provided unallocated capital funding, which allows us to plug shortfalls and initiate emergency projects as they arise. We are extremely grateful for this. But ultimately, improvements to the capital process would allow us to use city capital funding more efficiently and maximize its impact.

One way the Library has more control over cost escalations and schedule delays is through the Library Capital Grant (LCG) or “pass-through” option, where NYPL is reimbursed for capital-eligible work and manages design, procurement, and construction in-house. But this is only viable for a minority of our projects, as pass-throughs require large outlays of cash to advance work. Although we believe there are opportunities to work with DDC and the Office of Management and Budget (OMB) to improve this process, the Library simply does not have the capacity to manage the full scope of our capital needs in-house.

Attempts have been made to reform the traditional capital process, but from NYPL’s perspective, they have not resulted in meaningful improvement. One reform is DDC’s Front-End Planning (FEP) process, which was intended to better define scope and cost, but the resulting reports often estimate excessive durations and high cost estimates. For example: an FEP report for a HVAC and fire alarm replacement at the Richmondtown Library on Staten Island estimated

a total project cost of \$3.6 million and a 45 month schedule. We opted to manage the project in-house using library capital aid from New York State instead, and completed it in 24 months for \$1.5 million—half the cost in half the time. Another example is a boiler replacement project at the Andrew Heiskell Library, which had a total project cost of \$2.2 million from DDC's Front End Planning unit. We decided to do the project with operating funding. The total cost was \$344,000, and it was completed in less than a year.

Turning to alternative delivery methods, NYPL currently has its first project with the DDC design-build unit for a new Westchester Square branch in the Bronx. In theory, alternative project delivery methods have the potential to improve costs and schedule, but it is too early to tell if this will be the case. The Westchester Square project originally began in 2012 through DDC. Ten years of delays caused the project cost to escalate from \$17.3 million to \$44.8 million—a nearly 159% increase—which led us to put the project on hold. By re-initiating the project with design-build in 2025, NYPL believed the project timeline would advance much faster. Yet DDC is still projecting a five-year schedule for this project, with completion in 2030.

We are eager to work with our partners in government to find ways to improve the capital process. In the meantime, NYPL will continue to utilize creative approaches including using EDC, pass-throughs, and State capital funds—as well as working with the State Dormitory Authority (DASNY) as a project manager, and pursuing opportunities for new libraries colocated with housing, building on our success with the Inwood project. We recently designated a developer for redevelopment at Grand Concourse in the Bronx in partnership with the Department of Housing Preservation and Development (HPD), and recently received RFP responses for Bloomingdale in partnership with EDC and the Department of Health and Mental Hygiene (DOHMH).

Ultimately, we cannot let the broken capital process get in the way of our obligation to make our libraries modern, safe and welcoming. We have made significant progress, and are grateful for the support we have received from Council Members, Borough Presidents, Council Speakers, and previous administrations to get to where we are. That said, NYPL still faces over \$480 million in new capital needs, including full branch renovations, upgrades to building systems and accessibility, systemwide technology upgrades, and projected shortfalls for existing projects. We also continue to advocate for meaningful inclusion of libraries in the 10-Year Capital Strategy, which would allow us to effectively move forward on our most pressing capital needs as we did with the five Carnegie projects.

The issues with the city capital process are longstanding but we are hopeful about and look forward to working with the newly appointed DDC Commissioner, who has an excellent track record, and this new administration to finally address them for the good of New Yorkers.

Together with our partners across government, we look forward to finding solutions that ensure safe, accessible, and inspiring spaces are delivered on-time and on-budget.

Thank you again for the opportunity to testify on this important issue.

Testimony of Chinita Pointer
President & CEO, Noel Pointer Foundation
In Support of Int. Nos. 263 and Reso 264

Good Afternoon Chair Restler, Chair Abreu, Chair Williams, and members of the Committees.

My name is Chinita Pointer and I am the CEO and President of the Noel Pointer Foundation. For over 30 years, we've provided affordable, high-quality string music education to more than 35,000 young people across New York City, primarily serving students from historically underserved communities.

Since 2019, our organization has received approximately \$13 million in City capital funding to transform the long-vacant Degraw Firehouse in Cobble Hill into a state-of-the-art Music Education Center. This project is in partnership with the Department of Cultural Affairs (DCLA) and the Department of Design and Construction (DDC).

Seven years into our project, we have yet to break ground. During that time, construction costs have risen significantly, from roughly \$11 million to more than \$18 million. Unfortunately we have entered a seemingly never ending cycle of delays where each delay causes costs to increase which then requires us to request more funding from the city.

Every year of delay means fewer students served and fewer opportunities for the families and young people who rely on us. We thank the Council for bringing attention to the issue of cost escalation and capital project delays. We strongly support Intro 263 and Reso 264.

Intro 263 takes an important step toward fixing delays by requiring a clear strategy to reduce capital project timelines by 25%. Reso 264 calls for the state to allow all city agencies to utilize design build which can help speed up capital projects.

Together, these reforms address both sides of the problem: how projects move and how they are planned.

For the Noel Pointer Foundation, this would mean finally bringing our Music Education Center to life and creating a permanent home for the young people we serve.

The City has already made the investment. Now we just need a system that delivers on it.

Thank you for your time and consideration.



**Testimony on 4/29/26 Transportation &
Infrastructure Committee Hearing**

Open Plans writes today in regard to the Transportation & Infrastructure Committee hearing on 4/29/26. We strongly support Int. 263, and any efforts to speed up capital construction while cutting costs.

Capital projects are key to making our streets more livable. Street redesigns and improvements increase pedestrian, cyclist, and driver safety. Plaza constructions and Open Street infrastructure make our streets more vibrant. Often, these projects stretch on for weeks, months, and years beyond schedule due to delays in the capital construction process. This leads to additional costs, which ultimately result in fewer of these types of projects due to cost constraints. The impacts of this are felt in the traffic fatalities on our streets, and in the gaps in public space access across our city.

We urge the Council to pass Int. 263, and to continue to push for timeline and cost reductions for the important projects, including further capital project reform and utilizing alternative delivery methods.

Respectfully,
Open Plans

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Written Testimony of Becky Yurek
Chief Park Operations Officer for Prospect Park Alliance
New York City Council Committee on Transportation and Infrastructure
Oversight – Capital Construction Contracting and Cost Escalation
Wednesday, April 29, 2026

Good afternoon, Chairs Abreu, Restler, and Williams, and members of the Committees. My name is Becky Yurek, and I am the Chief Park Operations Officer for the Prospect Park Alliance, the nonprofit that partners with the NYC Department of Parks and Recreation to sustain, restore, and advance Prospect Park. I am here today to voice our strong support for Int 0263-2026 and Res 0264-2026. I have seen both the dedication of our public servants and the systemic "red tape" that stands in the way of efficiently delivering high-quality infrastructure and community facilities for New Yorkers. These bills directly address the challenges I highlighted during my decade at the Department of Design and Construction (DDC), where we advocated for streamlining the capital design and construction process to better serve communities.

Parks are far more than recreational spaces: they are critical social and climate infrastructure that contribute to a thriving, livable, and affordable city. Covering 30,000 acres—14% of New York City's land—our parks serve as the city's primary defense to mitigate against worsening storms and extreme heat, at the same time as they provide critical space to play, gather, and recharge. Much work is needed to maintain and adapt our parks to perform better in a changing climate, yet outdated rules and inefficient systems mean public projects take years longer and cost significantly more than private-sector equivalents. We support Council Member Krishnan's bill to cut project costs and timelines by making common-sense reforms to the process, including budget, procurement, and permitting.

One of the biggest challenges in capital project delivery is the traditional design-bid-build model that requires the City to complete design, undertake a nearly year-long procurement process, and then award a construction contract to the lowest qualified bidder. This legacy system struggles to efficiently deliver the high-performing infrastructure our city requires. While the 2019 NYS Public Works Investment Act granted several city agencies the ability to use design-build delivery, the 2024 expansion to Progressive Design-Build and CM-Build was limited to certain project types at DDC only.

All capital agencies, including NYC Parks, should have access to a full toolkit of modern, effective project delivery methods—just like public owners nationwide and the Economic Development Corporation, School Construction Authority, and others here in New York City. We support Council Member Lee's bill and encourage the City to work with the State to support legislation that permanently extends alternative delivery authorization to all agencies, without limitations for project type. Alternative delivery methods will save months on small projects and years on large ones, allowing limited infrastructure dollars to stretch further—especially crucial for our parks.

In late 2024, the Capital Process Reform Task Force documented major improvements to the capital delivery process but highlighted that significant work remains. We call on Mayor Mamdani to reconvene a City-Industry task force with the mandate to align capital investments, cut bureaucratic red tape, and integrate new technology across all capital and oversight agencies. Structured engagement with the architecture, engineering, and construction (AEC) industry serves to leverage the expertise of those who design and build New York.

Finally, we must remember that a blueprint is only effective if there are people to execute it. Since 2023, the Parks Capital division has lost 60 staffing lines, making it nearly impossible to advance hundreds of millions of dollars in projects without adequate personnel. We urge the Council to provide more staff for both capital project management and Maintenance & Operations (M&O). Without adequate M&O staff, newly completed capital projects quickly fall into disrepair, forcing the City into a cycle of starting new capital projects simply to restore previous ones. New Yorkers wait too long and pay too much for projects that deliver less value than they deserve. By passing these measures and properly staffing our agencies, we can ensure that our public works serve as the resilient foundation our city requires.

**Testimony by John Katimaris, Vice President of Capital Projects Management
Queens Public Library**

**New York City Council's Committee on Contracts, Committee on Transportation & Infrastructure, and
Committee on Cultural Affairs, Libraries & International Intergroup Relations**

Oversight - Capital Construction Contracting and Cost Escalation

April 29, 2026

Good afternoon, Speaker Menin, Deputy Speaker Chair Dr. Williams, Majority Leader Chair Abreu, and Chair Restler. Thank you for the opportunity to testify today. My name is John Katimaris and I have been the Vice President of Capital Projects Management at Queens Public Library (QPL) since July 2017.

NYC's libraries are vital civic hubs providing free and equitable access to information, education, and community resources. To fulfill this mission, functional and inviting buildings are required. Most of our 66 buildings are over 50 years old and require reimagining and modernization. We are currently addressing these needs through 37 capital projects, all managed by the NYC Department of Design & Construction (DDC) with a total estimated construction value of \$450 million. Additionally, QPL is self-managing four (4) capital projects with a total estimated construction value of \$21 million.

Our capital projects, including renovations, replacement buildings, and building systems modernization, are made possible by the vital financial support from our elected officials, particularly the City Council's Queens Delegation. Over recent years, our capital commitment rate, the efficiency with which the planned capital budget is converted into registered contracts in a given fiscal year, has been \$17.9 million at 40% in FY23, \$36 million at 82% in FY24, and \$70.7 million at 84% in FY25.

We are deeply grateful for your continued investment in QPL and our capital portfolio.

Design is an organic process, and dividing it into phases allows a complex undertaking to be disaggregated into manageable sequential segments, each with cost and schedule forecasts, stakeholder input, and regulatory review and approval. When measured from design start to substantial completion of construction, the median duration of a design-bid-build DDC-managed capital project is approximately nine (9) years (46% design, 12% procurement, 42% construction). We are actively collaborating with DDC to improve project delivery by focusing on milestones in connection with scope, shortfalls, and standardization.

Scope

The Scope Development phase establishes the foundational "roadmap" for everything that follows. We have implemented enhanced review of Phase A Scope Verification Reports, pursuing Policy 55 action (Sponsor Initiated Change of Scope) when needed to ensure the Basis of Design is accurate and complete before design commences.

Shortfalls

The anticipated cost of a capital project changes as the project advances because forecasts are often based on broad concepts that undergo refinement as discovery occurs and technical details emerge. QPL practices the “*fund as we go*” capital portfolio management strategy, allowing the timely bridging of shortfalls to prevent cost-related delays from occurring. Fiscal year to date, QPL bridged capital project shortfalls totaling \$35.2 million on DDC-managed projects, maintaining the integrity of the project schedule. The City Council’s generous unrestricted capital allocation is crucial in helping us bridge shortfalls as soon as we are notified. We are hopeful that we can continue to count on support in FY27 in the amount of \$10 million.

Standardization

Along with our external consultants, paid with expense dollars, QPL is developing comprehensive planning and equipment standards to be applied to every capital project which, when injected early in the design process, will provide an efficient framework, promote predictability, and ensure simplified maintenance and operations.

Expense Funding

Unfortunately, critical infrastructure failures, such as HVAC breakdowns, require immediate action that the city’s standard capital process cannot provide. To ensure our branches remain safe and open, we must rely on expense funding for these urgent repairs. Currently, we face an uncovered expense need of \$18.5 million. Without this support, our aging buildings will continue to deteriorate, forcing us into difficult situations with respect to service and facility operations.

Pass-Through

QPL occasionally manages projects directly through the City’s Pass-Through process, as seen with the successful \$6.1 million comprehensive renovation of the Bay Terrace Library (2022–2024). This project delivered a modern, ADA-compliant facility with upgraded infrastructure and specialized spaces. However, our capacity for Pass-Throughs is severely limited. The process requires QPL to front expense funding—waiting years for City reimbursement—and our Capital Project Management department lacks the staffing levels to support additional oversight.

QPL’s Ten-Year Capital Plan is \$415.8 million, with a \$271 million need for FY27 alone. We are respectfully requesting a transformational \$150 million investment (as part of the larger \$450 million citywide library ask). This funding would allow us to fully rehabilitate select locations and cover urgent project shortfalls, strengthening the entire borough’s system.

To meet the evolving needs of Queens’ residents, we require streamlined capital processes and sustained investment. With significant capital and expense support, Queens Public Library will remain a modern, reliable resource for our community now and in the future.

Thank you for the opportunity to testify today.



Norah Yahya
Chief Government Affairs Officer

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The Metropolitan Museum of Art
The New York City Council
Oversight - Capital Construction Contracting and Cost Escalation
April 29, 2026

Thank you to Speaker Menin, Chair Restler, Chair Abreu, Chair Williams and the Committees on Contracts, Transportation & Infrastructure, and Cultural Affairs, Libraries and International Relations for the opportunity to submit testimony.

The Met is known for its iconic permanent collection spanning over 5,000 years of artifacts, objects and art from around the world, and its current, must-see exhibits, but the Museum also serves as a unique destination for training programs, educational opportunities for all ages and abilities as well as supporting world class research divisions in preservation, conservation, and archeology. Further, the Met's multi-disciplinary offerings are available both virtually and in-person, and in recent years, brought millions of attendees to over 30,000 events. The Met hosts nearly 180,000 school children annually, with over 2.5 million annual student visits across the Cultural Institutions Group organizations citywide.

We take pride in our role in this landscape and in the impact, we have on local and widespread communities. Last year, The Met welcomed 5.7 million visitors and for the second consecutive year, local visitor-ship exceeded pre-pandemic figures. The Museum strives to serve local and global audiences alike, as well as diversity of communities as reflected in the variety of exhibitions, events, and programming. Nearly half of the visitors last year were local and from New York state, most of whom made use of the museum's Pay As You Wish program for entry.

The Met employs approximately 2,000 staff, more than 1,600 of whom are New York City residents, and roughly 80 percent of whom are union members. More broadly, the cultural sector supports over 100,000 jobs citywide, including 15,700 at Cultural Institutions Group (CIG) organizations. The Metropolitan Museum of Art has supported over \$1.2 billion in capital and infrastructure development in the last decade, with several projects receiving public support and

city investment. These projects include the North Side Chiller Plant renovation and relocation to support climate operations in the institution, as well as the accessible upgrades to the soon to reopen Ancient West Asian and Cypriot Galleries, and the Met's public plaza security bollards.

As it relates to reform of the capital process, alongside our CIG partners recommend the following to improve and modernize the capital project process for cultural institutions. One way for the city and cultural organizations to improve their partnership on capital projects would be to implement regular check ins throughout the beginning and duration of the project, in similar fashion to the state grant process for the drawing down of funds. This can ensure that when the time for reimbursement comes, the necessary documentation has been secured and can be processed in a timely fashion. In addition, the slow timeline for reimbursements has meant that institutions must cover the interest that accrues on these projects in the interim. For example, The Met has covered at least \$3.18M and is still accruing monthly interest on bridging the gap between construction invoices and receipt of funds towards the museum's Michael C. Rockefeller Wing renovation, which reopened in May 2025.

Other approaches that could improve the capital process are below:

- Increase transparency by updating the capital projects open data portal and holding oversight hearings.
- Develop a comprehensive cultural infrastructure plan to guide long-term investment.
- Advance process improvements to address prolonged timelines, as projects can take 6–10 years or more to complete, limiting institutions' ability to effectively maintain and invest in their facilities.

The Met remains committed, alongside our partners in the Cultural Institutions Group, to serve all New Yorkers and strengthen the City's cultural and economic vitality. Continued and sustained investment from the city is essential to ensuring that culture remains accessible, affordable, and impactful for all.

Lastly, we thank the Council for their commitment to the thriving cultural sector in New York.

**Committee on Contracts, Transportation & Infrastructure, and Cultural Affairs.
T2026-1669 Oversight – Capital Construction Contracting and Cost Escalation
April 29, 2026**

Good afternoon Chair and members of the Council,

Thank you for the opportunity to testify today. I am Patrick Willingham, Executive Director of the New York Shakespeare Festival dba The Public Theater.

At the outset, I want to acknowledge something fundamental and worth celebrating: the fact that New York City has created a program through which nonprofit organizations, particularly members of the Cultural Institutions Group, are entrusted to steward City-owned property and receive capital funding to maintain public buildings, preserve civic assets, and connect New Yorkers to their history and the extraordinary breadth of cultural offerings across the five boroughs is an incredible gift. It is also a powerful reflection of this government's understanding that arts and culture are essential to a fulfilling, healthy civic life.

As the Executive Director of the New York Shakespeare Festival d/b/a The Public Theater, I was honored to lead the effort to renovate the Delacorte Theater home to Free Shakespeare in the Park which involved countless agencies and was made possible by over \$42M in City funding and over \$42M in private funding raised from our board and donors. The Delacorte renovation is an example of a "pass through" project meaning we "self-managed" the project and were reimbursed by DDC for the costs of the capital construction.

This public-private partnership is one of New York City's great strengths. Cultural organizations care for treasured public spaces, deliver educational and artistic programming, preserve history, create community, and help define New York as a global cultural capital.

I also want to recognize that there are many dedicated public servants across City agencies and in the offices of elected officials who work hard every day to help organizations like ours navigate the capital process. However, despite those individual efforts and the strength of the program's intent, the bureaucracy and inefficiency of the current capital system are hampering the ability of both government and its nonprofit partners to deliver projects efficiently, responsibly, and on a timeline that serves the public interest.

Our experience navigating the Cultural Capital Grant program reflects not only project-specific challenges, but broader structural issues that deserve attention and reform.

As a result of both the built-in requirements and compounding inefficiencies of the current capital system, The Public spent over \$2.5M on interest payments on a loan to cover the City funded portion of the Delacorte project which completed construction last year. And our experience is considered a success story in comparison to other projects that have taken much longer to move through the registration and requisition process. Through a concerted effort by my staff and board and the various agencies involved, we have been able to requisition over \$35 million in City funds but we are still in the process of requisitioning over \$5M in funds related to this project. The \$2.5M in interest money represents private donations that could have been spent on other capital improvements or free programming initiatives.

It is based on this experience that I am asking the City Council to partner with capital funding recipients to convene the relevant parties, including DCLA, DDC, MOCS, and OMB, with the stated goal of

**Committee on Contracts, Transportation & Infrastructure, and Cultural Affairs.
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April 29, 2026**

identifying unnecessary layers of bureaucracy and advancing common-sense reforms to improve the process. Examples of this unnecessary bureaucracy include, but are not limited to, months-long RFAS reviews with little transparency; one-at-a-time submission rules that leave completed documents sitting idle; duplicative interagency handoffs; outdated or inconsistent templates and guidance; and repeated rounds of non-substantive formatting edits that delay payment rather than improve compliance.

While additional studies and tools for transparency may be useful, the reality is that these same issues have been raised for more than a decade and are already well documented in news reporting and policy papers, including the Center for an Urban Future's April 2017 publication *Slow Build*.

What we need now is action. What we need now is for concrete steps to be taken to reform the process. What we need now is an interagency task force charged with bringing together subject matter experts from the CIGs and other capital funding recipients to identify methods to increase efficiency, reduce non-statutory requirements, and eliminate duplicative work between agencies, with recommendations delivered by the start of the FY27 legislative session.

I want to close where I began: New York City's decision to entrust nonprofit cultural organizations with the stewardship of public assets and to invest capital dollars so those spaces can serve generations of New Yorkers is extraordinary. It reflects a deep understanding that arts, culture, history, education, and shared civic spaces are not luxuries, they are essential to a healthy and vibrant city.

There are many talented and deeply committed people inside City government and in elected offices working every day to make this system function. Their dedication is real and worthy of recognition.

But dedication alone cannot overcome a process that has become too bureaucratic, too slow, and too difficult to navigate. The current system is impeding the ability of both government and its nonprofit partners to efficiently deliver projects, steward public assets, and realize the full value of these investments.

With thoughtful reform, New York City can preserve accountability while creating a capital process that matches the ambition of the program itself.

Thank you for your time and consideration.

DARLY CORNIEL

██████████ | New York, NY | ██████████ | www.linkedin.com/in/darly-corniel-05718738

Honorable Members of the NY City Council,

My name is Darly Corniel, I am a resident of River Arts on Riverside Drive West. I am writing to request your immediate attention regarding a serious and ongoing public-safety hazard affecting every resident of our building.

For nearly a year, since construction on the surrounding viaduct abruptly stopped, River Arts has had no functional emergency-vehicle access. Although the NYC Department of Transportation (NYC DOT) has stated that an “emergency lane” exists, the current configuration of the site directly contradicts that claim.

This is not merely an inconvenience. It is a life-safety issue. When my mother suffered a minor stroke, the ambulance was unable to access our building due to DOT-installed barriers. EMTs had to park off-site, remove equipment from the ambulance, partially disassemble it to fit through a narrow temporary sidewalk, and walk an extended distance to reach our entrance. The delay in care could easily have resulted in a far more severe outcome. What happened to my mother could happen to any resident here.

For the past year, the following obstructions have completely restricted emergency access:

- A ten-foot metal fence on the north side, chained and locked 24/7.
- Construction barriers, fencing, weighted cones, and an unusable temporary ramp on the south side.
- Fire hydrants on both sides blocked behind fencing and reinforced structures.
- Conditions unchanged despite repeated 311 reports and DOT awareness.

Whether or not illegal parking occurs is irrelevant; even in the absence of any parked cars, all access points remain physically blocked by DOT-installed or DOT-authorized structures. I am attaching photographs that document the site exactly as it appears every day.

Despite these conditions, residents continue to be told that an “emergency lane” exists. To date, no functional route has been identified or demonstrated.

Given the immediate risk to life safety, lack of access for first responders, and prolonged duration of this situation, I respectfully request your office’s assistance with the following:

1. Oversight and verification

That an independent, on-site assessment be conducted to confirm whether any DOT-designated “emergency lane” meets the minimum emergency-access standards required for FDNY, EMS, and NYPD vehicles.

2. Disclosure

That DOT provide any assessments, plans, or internal communications identifying the supposed emergency route or describing how emergency access was expected to function during the stalled construction period.

3. Immediate corrective action

That DOT be directed to restore compliant emergency access without delay, whether by removing physical obstructions, reopening safe paths, or implementing interim measures.

4. Project status and accountability

Residents have been informed that DOT declared the contractor, Judlau, in default.

We urgently need clarity on:

- What corrective timeline Judlau has been given
- Whether they will return to complete the project
- If a new contractor will be procured, how long that process typically takes
- What interim safety protections will be put in place during this transition

River Arts is home to hundreds of residents—including seniors, disabled individuals, families with children, and people with serious medical conditions. Going nearly a year without emergency access is unacceptable and places all of us at significant risk.

I am asking for your intervention because residents have exhausted every other channel without resolution. The conditions documented here are ongoing, verifiable, and dangerous. We urgently need oversight, transparency, and action.

Thank you for your attention to this matter. I am available at any time to provide documentation, speak further, or participate in an on-site walk-through.



SOUTH SIDE

NO EMERGENCY LANE

Cones, parked cars, and construction block access

HYDRANT

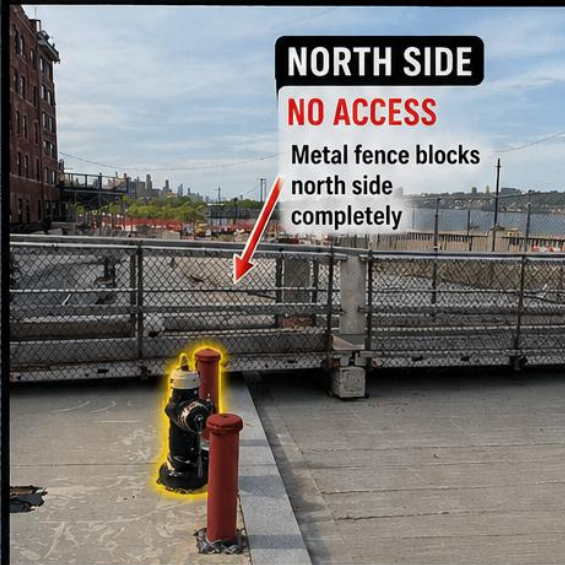


BRIDGE AREA

BLOCKED

Reinforced with metal fences and a large wooden beam at the base

HYDRANT



NORTH SIDE

NO ACCESS

Metal fence blocks north side completely



NORTH SIDE

FENCE BARRIER

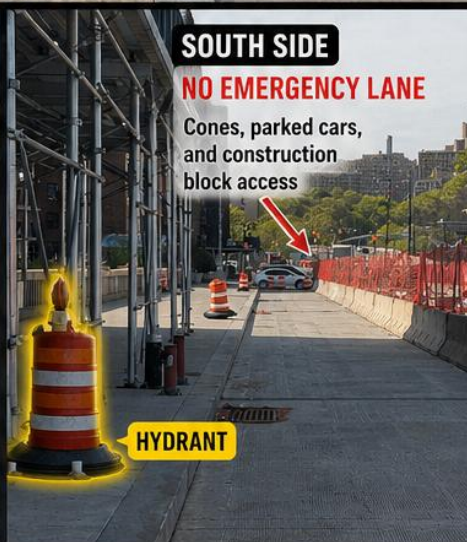
Metal fence prevents access



NORTH SIDE

FENCE BARRIER

Metal fence prevents access



SOUTH SIDE

NO EMERGENCY LANE

Cones, parked cars, and construction block access

HYDRANT



NO EMERGENCY LANE EXISTS

BLOCKED BY CONES, PARKED CARS, CONSTRUCTION, FENCES, AND REINFORCED BRIDGE STRUCTURES



= HYDRANT

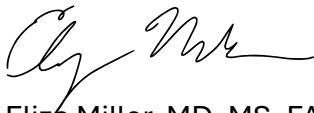
April 28, 2026

To the City Council:

I write to express my extreme concern regarding the state of the Riverside Drive Viaduct construction project and the impact on the building I live in, the River Arts Coop, which is effectively cut off from emergency services. I am a vascular neurologist (stroke specialist) and treat acute stroke patients on a daily basis in the hospital. The “Stroke Chain of Survival” begins with a 911 call and emergency medical services getting to the patient as fast as possible (see ref 1). **Every minute of delay in care results in the loss of 2 million neurons, 14 billion synapses, and 7.5 miles of myelinated fibers in the brain** (ref 2). Our ambulances cannot even find the entrance to our building, and there is nowhere for them to park in the construction zone. This has already resulted in delays in acute stroke care for our elderly neighbors.

It is only a matter of time before the current situation turns into a tragedy. Delays in ambulance access are inexcusable. But even worse, in the case of a serious fire, there would be practically no chance of survival for our building’s residents, many of whom are elderly and have disabilities. It takes approximately 5 minutes of smoke inhalation before irreversible brain damage occurs due to carbon monoxide poisoning; children and the elderly are even more vulnerable. This is a disaster waiting to happen.

Sincerely,



Eliza Miller, MD, MS, FAHA

Vascular Neurologist

Associate Professor of Neurology, University of Pittsburgh

Adjunct Associate Professor of Neurology, Columbia University Medical Center

References:

1. Prabhakaran S, Gonzalez NR, Zachrison KS, Adeoye O, Alexandrov AW, Ansari SA, Chapman S, Czap AL, Dumitrascu OM, Ishida K, Jadhav AP, Johnson B, Johnston KC, Khatri P, Kimberly WT, Lee VH, Leslie-Mazwi TM, Mac Grory B, Madsen TE, Menon B, Mistry EA, Park S, Parker S, Pérez de la Ossa N, Reeves M, Saiz T, Scott PA, Schwartzberg D, Sheth SA, Sporns PB, Times S, Tjoumakaris S, Wolfe SQ, Yaghi S; Peer Review Committee. 2026 Guideline for the Early Management of Patients With Acute Ischemic Stroke: A Guideline From the American Heart Association/American Stroke Association. *Stroke*. 2026 Jan 26. doi: 10.1161/STR.0000000000000513. Epub ahead of print. PMID: 41582814.
2. Saver JL. Time is brain--quantified. *Stroke*. 2006 Jan;37(1):263-6. doi: 10.1161/01.STR.0000196957.55928.ab. Epub 2005 Dec 8. PMID: 16339467

NYC, April 29 2026

Committee of Contracts

Dear Sir:

The River Arts buildings, as you probably already know, Have been deprived of their only front entrance at Riverside Drive West for many years due to the rebuilding of the Viaduct.

These buildings also have a rear entrance, at Riverside Dr. The rear entrance.

This second entrance is about 110yards from the door VS the 20-yard distance from the front. They also have a very steep staircase of 65 steps.

The time for EMS to enter the building from the front is less than a minute VS 3 or 4 from the back.

We are talking then of a 3 min difference, what is the big deal!

Please work with me on this. There are 2 medical emergencies that we are considering here, to wit: Acute Myocardial Infarction(Heart attack, widow maker, etc) and Cerebrovascular Stroke (Paralysis, dementia, aphasia)

Now, please, in the theater of your brain, look at yourself falling to the floor of your home with an elephant on your chest and the sudden realization you are about to die. Any motion makes your pain worse and your family is taking a long time to call EMS.

If you have done this film in your mind, and you have done it realistically, what do you think those 3 min will actually feel like?

Also, every second hundred of heart cells, or brain cells in the case of a stroke, are dying, and they are not renewable as skin cells.

So, I hope you see that these 3 min are very important.

Now, a cardiologist who is not ready to open your artery within 15 min of your arrival at the Emergency room should be sued.

Folk that work at government agencies are slower; you are not in a hurry because you want to do the right thing at the cheapest expense to the public.

But, since you have read this letter and it is on file, taking a year or two to solve the problem is not advisable because you know that soon somebody at River Arts is going to die or become severely disabled because you failed to act after reading this.

There are about 500 residents in these 3 buildings; it is just a matter of time before the first one goes!

What can you do fast, like a cardiologist?

1-You can get a second company to finish the job

2-You can have one of your crew come and remove one of the barriers that impede the ambulance access to the front door, and put a chain Barrier with a lock, the key with the porter, and only vehicles from EMS are allowed in

Please, ACT NOW, do not wait for the first resident to drop to the floor and live those 4 min in agony.

Thank you kindly for your time

G. Magrinat MD

To: NYC Council Committee on Transportation and Infrastructure
From: Jody Hirson; Resident of Washington Heights
Date: May 2, 2026
Re: Requesting immediate Resolution on W 155th-161st Street Viaduct Construction Project

Good Afternoon Chair Abreu

I am writing to you as a resident and member of the community that lives near the viaduct construction project, specifically between W 153rd St and 161st Streets. This project was originally expected to be completed in 2022 has been abandoned by the contractor and has left the community in a dangerous state of chaos. The impact on our community and the residents that live adjacent to the site is untenable:

- Emergency access have been delayed due to unclear access routes.
- Winter storms left large amounts of snow uncleared providing no emergency access for months
- Cement barricades, sidewalk sheds, abandoned equipment, portable bathrooms and other debris impact quality of life and add to the chaos for emergency vehicles trying to gain access
- Signage identifying emergency access routes is limited
- Entrance to the only emergency route is always blocked by car parking with little to no enforcement
- Delay in reaching a heart attack and stroke victim was reported

The NYCDOT has largely remained silent with a failure to provide a clear plan. The residents have been very understanding of the sensitive nature of the situation as NYCDOT litigates its case against the contractor. Nonetheless, we expect immediate responsiveness to emergency requests for access routes for ambulances and fire trucks.

Unfortunately, the foregoing is merely an example of the problems the residents face as they attempt to manage the chaos of this viaduct construction project. NYCDOT's lack of follow-up, transparency and accountability to meet any of the above emergency concerns, demonstrates a lack of concern for the residents of this area and more specifically the residents living on top the this disaster.

I believe immediate action is necessary and request that the contractor remove barricades and other obstructions from the portions of the viaduct that are completed. The contractor must be replaced and a new contractor hired to complete the work.

Thank you for your immediate attention to this very important issue in our community.

Sincerely,



April 29, 2026

To the honored members of the New York City Council:

The way that the NYC Department of Transportation has handled the stalled viaduct restoration project has sent a very clear message to the residents of our Washington Heights community: the city does not care about us.

There are residential buildings completely cut-off from the street; EMS cannot find them in emergencies, resulting in consequential delays in treatment. The message? The city does not care if we live or die.

There are piles of trash and construction debris rusting and rotting all over the neighborhood. Rat colonies flourish. The message? The city does not care if we live in these disgusting conditions.

Sidewalks are closed and traffic rerouted in confusing ways. Seniors, parents with young children, and people with mobility issues contend with long detours and dangerous pedestrian crossings. The message? The city does not care about the most vulnerable residents of our community.

The project is four years behind schedule. The contractor walked off the job two years ago and DOT, unresponsive, ineffective, or evasive depending on the day of the week, has abandoned us. This would not happen on the Upper East Side or Park Slope. Why is it allowed to happen in Washinton Heights?

We demand action. Our lives depend on it.

Thank you for your attention to this matter.

Sincerely,



Justin Samaha



New York, NY 10032

River Arts has is a blocks-long horizontal property with three addresses 158-18 at 158th, 159-00 at 159th, and 159-34 at 160th, the Viaduct and our buildings are built along an elevated hill, so 158-18 is three levels lower than 159-34. The “designated” EMS lane entrance is south of 158th below 158-18. For residents at 159-00 and 159-34 street access remains blocked, any EMS or FDNY that uses the access lane at 158-18 still have to travel through two buildings and two flights of stairs to get to 159-00 and 159-34. There is one fire hydrant on the sidewalk at 158-18 that is accessible to FDNY, the other two fire hydrants at 159-00 and 159-34 and sidewalk are blocked from the street by two rows of concrete barriers and chain-link fence. When I spoke to the commander of our local fire station, I told him DOT claimed in an emergency FDNY can get over the concrete street barriers, he said quote “whoever told you that is an idiot.” I can also testify on my own experience with four 911 calls made for a stroke, heart attack, and medical emergency (elderly falls and concussion) the ambulances could not find the “designated EMS lane” at 158-18. They left or circled until I ran after them and gave them physical directions. There are no cross streets on the Viaduct between 155th and 160th, so if an ambulance can not see the “hidden by construction” entrance or are looking for 159-00 or 159-34 they have to detour 5 blocks from 160th to 155th to circle back to 158th... the “designated access lane is DOT fiction.” As is the case with the “ADA access” bridge to the lobby at 159-00, since it does not connect to the street, it is essentially a dead end “bridge to nowhere.” Any disabled or elderly, or delivery service either climbs over the concrete barriers or detours a block south or two blocks north via the protected construction sidewalk. The rear entrance, at 871 Riverside Drive is only accessible up or down three flights of concrete stairs, since it is also three stories higher than all three entrances fronting the viaduct at 159-34, 159-00 and 158-18. So the fact is EMS and FDNY delays – and all our daily essential services -- are “built-in” with blocked access from the Viaduct – the 159-00 and 159-34 entrances are finished portions of stage 3 and should be opened now. Then DOT can settle the contract dispute and finish the job.

**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: Patrick Wicunghan (PLEASE PRINT)

Address: _____ NYC 10001

I represent: THE PUBLIC THEATER

Address: 425 LAFAYETTE ST 10002

**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: 4/29/26

Name: Lynette Laurentig (PLEASE PRINT)

Address: _____ Riverside Dr W

I represent: River Arts Residents

Address: ↑ same

**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: 4/29/26

Name: LUCY SEXTON (PLEASE PRINT)

Address: 64 Bleeker St 10012

I represent: NEW YORKERS FOR CULTURE & ARTS

Address: NYC

**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: 4/29/26

(PLEASE PRINT)

Name: Anna Luft

Address: 100 Pearl St

I represent: NLAG

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: 4/29/26

(PLEASE PRINT)

Name: Kevin Cooney

Address: _____ Astoria NY

I represent: Kevin Cooney Assembly Candidate 11102

Address: AD-36

**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: Dina Vij

Address: 31 Chambers St

I represent: DCLA

Address: 31 Chambers St

**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: STEPHANIE HILL WILCHERT

Address: [REDACTED] 1220 FIFTH AVE

I represent: CULTURAL INSTITUTIONS GROUP

Address: OF CITY OF NEW YORK

**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: 4/29/2026

(PLEASE PRINT)

Name: David Loewy

Address: [REDACTED] Brooklyn NY 11217

I represent: Brooklyn Academy of Music

Address: 30 Lafayette Ave, Brooklyn, NY 11217

**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: 4/29/26

(PLEASE PRINT)

Name: Jack Fogle

Address: [REDACTED] River Side Dr W 10032

I represent: River Arts Viaduct Rescue Committee

Address: same

**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: Steven Lazickas

Address: _____

I represent: Carnegie Hall

Address: 881 7th Ave



**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: 4/29/26

(PLEASE PRINT)

Name: Ann Mequias

Address: [Redacted] Riverside Dr W.

I represent: CB 12, Resident of River Arts

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: JOHN SURICO

Address: _____

I represent: CENTER FOR AN URBAN FUTURE

Address: 60 W 14th St / 8th Ave, New York, NY



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



**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

Name: Andrew Bulmeister (PLEASE PRINT)

Address: 31 Chambers

I represent: DCIA

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: _____

Name: Karen Sheehan (PLEASE PRINT)

Address: _____

I represent: Brooklyn Public Library

Address: 10 Grand Army Plaza

**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: Jeff Margolis (PLEASE PRINT)

Address: 30-30 Thomson

I represent: ITDC

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: Jade Bailey

Address: 30-30 Thomson

I represent: DDC

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: Paul Ochoa

Address: DDC 30-30 Thomson

I represent: _____

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: Igor Yaroslusky

Address: _____

I represent: DOT

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: 4/29/2026

(PLEASE PRINT)

Name: John Katimaris

Address: _____

I represent: Queens Public Library

Address: 89-11 Merrick Blvd

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. 280 Res. No. _____

in favor in opposition

Date: 4/29/20

(PLEASE PRINT)

Name: Jeremy L. Kaplan

Address: _____

I represent: Enclave Community Services

Address: 239 W 49 St

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: 4/29/20

(PLEASE PRINT)

Name: David Lem

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. 263 Res. No. 264
 in favor in opposition

Date: _____

(PLEASE PRINT)
Name: Taylor Palmer

Address: _____

I represent: American Council of Engineering Companies

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: GONZALO CASALS

Address: CULTURE AND ARTS POLICY INSTITUTE

I represent: _____

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: 4/29

(PLEASE PRINT)
Name: Igor Yaroslavsky

Address: _____

I represent: DOT

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

[]

I intend to appear and speak on Int. No. _____ Res. No. 0264

in favor in opposition

Date: 4/29

(PLEASE PRINT)

Name: Bria Donohue
Address: 536 LaGuardia Place New York, NY 10012
I represent: American Institute of Architects New York
Address: (AIANY)

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: MICHAEL SCHNALL
Address: _____
I represent: BROOKLYN BOTANIC GARDEN
Address: 1000 WASHINGTON AVE, BK NY 11225

**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: Dylan Baker-Rice
Address: _____
I represent: NYCHA, Deputy Chief Asset and Capital
Address: Management Office



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: _____

(PLEASE PRINT)

Name: Heather Beck

Address: _____

I represent: NYCHA, Deputy Chief Real Estate
Officer

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: Brian Honan

Address: _____

I represent: NYCHA, EVP for Intergovernmental
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: Emily Knowles

Address: 92-33 170th Street

I represent: Conlon Lithe

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: 4/29/26

(PLEASE PRINT)

Name: Denise Robertson

Address: 92-33 170th Jamaica, NY

I represent: Colon left.

Address: Jamaica NY 11433

**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: 4/29/2025

(PLEASE PRINT)

Name: Cheryl Johnson

Address: 92-33 170th St.

I represent: Conlan Life Towers

Address: Jamaica, NY 11433

**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: Christina Chase

Address: [Redacted] Astoria 11605

I represent: Ravenswood RA

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: 04/29/2026

(PLEASE PRINT)

Name: Bill Goss

Address: _____

I represent: Sage

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: TERRY M. CAMPUZANO

Address: 94 EAST 1ST

I represent: Meltzer Tower

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: LA "Cherokee" Dickens

Address: [REDACTED] Bklyn, NY 11212

I represent: LH Langston Hughes NYCHA Development

Address: 315 Sutter Ave, Bklyn, NY 11212

**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: Mary Luz + Loree

Address: 89-09 162nd St (Shelton)

I represent: Sheldon Huses

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: Nilda

Address: _____

I represent: Canton Liffie Support Ms. Knowles

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: Christ / Brown

Address: _____ By NY 10469

I represent: Eastchester Gardens

Address: 1130 Burke Ave

**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: BILL GROSS

Address: _____

I represent: SAGE

Address: 305 7th Ave, 15th floor, NY 10001

**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: 4-29-26

(PLEASE PRINT)

Name: Andre GREEN APT 1107C

Address: [REDACTED] BROOKLYN, NY 11224

I represent: _____

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: MS Yves

Address: Pen Wontman

I represent: _____

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: 4/29

(PLEASE PRINT)

Name: Metin Sari

Address: [Redacted] Riverside Dr

I represent: N/A

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: 4/28/26

(PLEASE PRINT)

Name: Christopher Johnson

Address: [Redacted]

I represent: Self

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: 4/29/26

(PLEASE PRINT)

Name: _____

Address: Paul Rivera

I represent: _____

Address: _____