

East Harlem RFP

East Harlem, Manhattan

Request for Proposals

Issue Date: August 8, 2019

Pre-Submission Conference: September 5, 2019

Site Tour: September 11, 2019

Submission Deadline: November 26, 2019

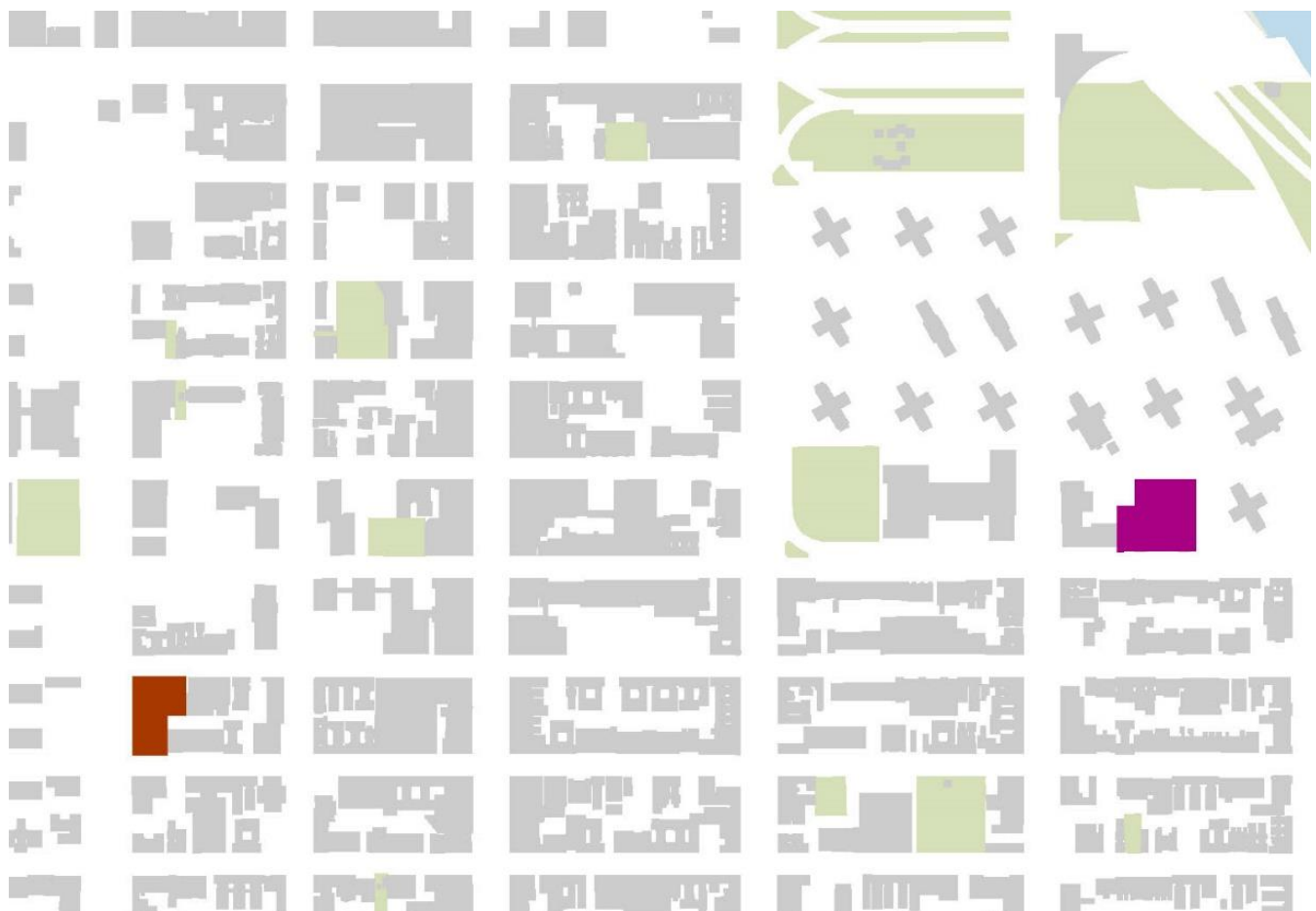


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I. INTRODUCTION



Request for Proposals (RFP). The de Blasio administration’s *Housing New York* plan and its update, *Housing New York 2.0*, represent a comprehensive set of policies and programs to address the city’s affordable housing crisis and retain the diversity and vitality of its neighborhoods, through the creation and preservation of 300,000 affordable homes by 2026. In furtherance of the vision set forth in *Housing New York*, the City of New York (“City”), through its Department of Housing Preservation and Development (“HPD”), is pleased to release this Request for Proposals (RFP) to develop two high-quality, sustainable, and mixed-use affordable housing developments (“Project”) in the East Harlem neighborhood of Manhattan.

Multi-Service Center Site. This Development Site, known as the Multi-Service Center Site (“Site A”), is owned by the City and located on the north side of East 120th Street between 1st Avenue and Pleasant Avenue (Community District 11).

NYPD Parking Site. This Development Site, known as the NYPD Parking Site (“Site B”), is owned by the City and is bounded by East 119th Street, Park Avenue and East 118th Street (Community District 11).

Site A and Site B may be referred to hereafter collectively as the “Sites”.

HPD is inviting all qualified developers (“Respondents”) to submit complete responses (“Submissions”) for one or both of the Sites for the development of the Project. The City will convey each Site subject to a remainder interest, so that title to the Project will revert to the City upon expiration of the regulatory period unless the parties mutually agree to an additional term of affordability.

Development Teams

Qualified Respondents may be for-profit, non-profit, or joint venture entities that demonstrate the experience and capacity to implement the Project in accordance with community development objectives and long term equitable investments in neighborhoods. In furtherance of HPD’s commitment to community development, HPD encourages responses from Minority and/or Women Owned Business Enterprises (“M/WBEs”), as well as Community Housing Development Organizations (“CHDOs”) and Community Development Corporations (“CDCs”) that bring enhanced and tangible

community development benefits to the proposed Project. Respondents may submit proposals for Community Land Trusts (CLTs).

HPD is committed to increasing opportunities for, and strengthening the capacity of, for- and non- profit developers, in order to expand the pool of affordable housing development firms available to participate in *Housing New York*. HPD encourages potential Respondents to assemble an experienced, complete, and competitive development team (“Development Team”).

Community Feedback

In the spring of 2019, HPD facilitated community outreach, an online survey, and two workshops with residents and local stakeholders to develop various priorities for the design and programming of this new affordable housing, which has been compiled and presented in a [Community Visioning Report](#). Respondents should consider these goals and priorities in their Submission.

East Harlem Neighborhood Study Points of Agreement

The Sites were identified as having potential for affordable housing through the East Harlem Neighborhood Planning process—a community-based vision and strategy for the future of East Harlem. The year-and-a-half-long process led to a comprehensive set of recommendations for the City. These recommendations included redeveloping City-owned sites in East Harlem, including the Multi-Service Center Site and the NYPD Parking Site. In response, the City and elected officials developed a set of Points of Agreements (see Appendix F), comprised of neighborhood investments, alongside more than a dozen strategies to advance the preservation and development of affordable housing in East Harlem. The Points of Agreement includes a commitment to issue Requests for Proposals for the redevelopment of the NYPD Parking Site and the Multi-Service Center Site for affordable housing.

II. DEFINITIONS

Area Median Income (AMI)

The median income levels, as modified by household size, for the New York Metropolitan Statistical Area as determined from time to time by the federal Department of Housing and Urban Development (HUD). For 2019, 100% of the AMI is \$106,700 for a family of four and \$74,700 for an individual.

CEQR

City Environmental Quality Review

CDC

Community Development Corporation

CHDO

Community Housing Development Organization

City

The City of New York

DCP

The New York City Department of City Planning

Developer

The entity or entities selected by the City to commence negotiations regarding the development of the Site(s). The entity or entities will provide equity, secure financing, assemble a Development Team, design, develop, build, market, and manage the Project.

Development Team

The Developer and other entities that bring the necessary expertise and experience to develop and manage the Project, such as experts in affordable housing development and finance, marketing and property management (residential and commercial, if applicable), design and construction, and community development.

DOHMH

The New York City Department of Health and Mental Hygiene

FAR

Floor Area Ratio

ESA

Environmental Site Assessments

FMR

Fair Market Rent

HCR

The New York State Division of Housing and Community Renewal

HDC

The New York City Housing Development Corporation

HPD

The New York City Department of Housing Preservation and Development

HRA

The New York City Human Resources Administration

HUD
The United States Department of Housing and Urban Development

LDA
Land Disposition Agreement

MIH
Mandatory Inclusionary Housing

MSC
The East Harlem Multi-Service Center

MTA
The Metropolitan Transportation Authority

M/WBE
Minority and/or Women Business Enterprise

Negotiation Letter
The written notification sent by HPD to the Developer selected under this Submission regarding the commencement of negotiations.

NYPD
The New York City Police Department

OER
The Mayor's Office of Environmental Remediation

Principal
An individual, partnership, limited liability company, corporation, or other not-for-profit or for-profit entity that will act as the general partner, officer, or managing member of the Respondent, or any entity, known limited partner, or other member that has at least a 10% ownership interest in the Respondent.

Project(s)
The development proposed for the Site, as further described in this Request.

Proposal(s)
Used to describe the Project, or elements of the Project, proposed for the Site.

Request
Request for Proposals (RFP)

Respondent
An individual, partnership, limited liability company, corporation, joint venture, or other entity that offers a Submission in response to this Request.

Site(s)
The property to be developed by a Developer selected under this Request.

Submission
The proposed Project from the Development Team in response to this Request.

Tenants
Existing entities that currently have license agreements with HRA or the current Sponsor of the East Harlem Multi-Service Center, East Harlem Neighborhood Alliance, at the release date of the RFP.

UDAAP
A state statute authorizing the City to convey City-owned property, make loans, and grant tax exemptions. Before the City can take such actions, the City Council must approve or waive designation of an Urban Development Action Area and

approve an Urban Development Action Area Project. For a disposition of City-owned property or the grant of a tax exemption, additional approvals are required.

Uniform Land Use Review Procedure (ULURP)

The process, set forth in the City Charter, prescribing the City's land use review process, including public hearings and several levels of government approvals. Actions requiring ULURP include, among others, changes to the City Map, designation or change of zoning districts, Special Permits within the New York City Zoning Resolution requiring approval of the City Planning Commission (CPC), and disposition of City-owned property.

III. SUBMISSION INSTRUCTIONS

RFP Title

East Harlem RFP

Package

One (1) bound original, signed by an authorized representative of the Respondent

One (1) bound copy

One (1) flash drive containing all components of the Submission, with separate files or folders for each tab as well as the complete submission in one PDF file. All PDFs must be text-searchable.

Original and copy must be bound in a standard 3-ring view binder with the following information clearly printed on the front view cover:

- Project Title
- Respondent Name
- Project Site
- Submission Date

Delivery Address

Submissions must be delivered *by hand* to:

Department of Housing Preservation and Development

Office of Neighborhood Strategies, Predevelopment Planning Unit

100 Gold Street, 9-X Area

New York, NY 10038

Attention: Josh Saal

Due Date

November 26, 2019

4:00 p.m. (Late submissions will not be accepted)

Pre-Submission Conference

Date: Thursday, **September 5, 2019**

Time: 4:00 p.m.

Location: 125 Worth Street, 2nd Floor Auditorium, New York, NY 10013.

Multi-Service Center Site Tour

Date: Wednesday, **September 11, 2019**

Time: 10:00 a.m.

Location: 413 East 120th Street, Manhattan, NY 10035.

RSVP Required by 6:00 p.m. on Monday, September 9, 2019.

HPD strongly recommends that interested Respondents attend the pre-submission conference, as this will be the only opportunity to ask questions and receive answers in person. Additionally, HPD recommends interested Respondents attend the tour of the existing Multi-Service Center building as it will be the only opportunity to examine the physical condition of the building interior. Interested Respondents must RSVP by completing the corresponding form posted [here](#) by 6:00 p.m. on September 9, 2019. Responses to all inquiries will be collectively provided at the pre-submission conference and in an addendum, posted on HPD's website and sent to all prospective Respondents. Any updates and/or additional communications regarding this RFP will also be posted [here](#).

Access for People with Disabilities. Please email eastharlemrfp@hpd.nyc.gov for any reasonable accommodations you, or someone you know, may need in order to attend the presubmission conference or the site tour.

Communications

All communications and inquiries regarding this RFP, including questions for the HRA, and NYPD, are to be directed in writing to HPD, and specifically to Josh Saal at: eastharlemrfp@hpd.nyc.gov. All written questions must be submitted by October 31, 2019 to be included in the RFP addendum.

Lobbying and Advocacy

In order to preserve and maintain the integrity of the selection process, HPD will not consider or accept any advocacy or letters of support from any person or organization, including elected officials, attempting to influence the selection process.

IV. PROJECT OVERVIEW

The Sites present a unique opportunity to achieve the City’s broader development goals and provide much-needed affordable housing, community amenities and services, and other improvements for the community through high-quality, mixed-use development.

A. SITE A: Multi-Service Center

1. Project Snapshot

Site Location	The Site is located at 413 E 120 th Street, Manhattan, on the north side of East 120 th Street between 1 st Avenue and Pleasant Avenue. The Site consists of Block 1808, Lot 8.
Site Description	<p>The Site is part of a City-owned parcel in the East Harlem neighborhood of Manhattan with an existing building that houses an HRA Multi-Service Center (“MSC”).</p> <p>The site extends approximately 210 feet on the north side of East 120th Street.</p> <p>It is currently used as an HRA Multi-Service Center that hosts twelve not-for-profit community organizations in a building that was formerly used as a school.</p>
Lot Size	Approximately 34,848 square feet.
Land Use / Zoning	<p>The Site is currently located in a split R7-2/R7-X zoning district.</p> <p>The Site is not part of the East Harlem rezoning area, and is anticipated to be rezoned to allow for greater density and bulk. Respondents may assume the site will be rezoned to R7-X. If respondents choose to preserve a substantial portion of the MSC building, respondents may assume that the existing R7-2 portion of the site will be rezoned to R8-X, resulting in a split R8-X/R7-X zoning district.</p> <p>The Site is partially located within the 100-Year Floodplain, Federal Emergency Management Agency Special Flood Hazard Area (“SFHA”) Zone AE, and entirely within the 500 Year Floodplain, SFHA Zone A.</p>
Type of Development	<p>Mixed-use development with affordable housing (100% of the units) for a range of AMI levels. 30% of these units must be reserved for formerly homeless households. Affordable housing may include multi-family, senior, and/or supportive housing.</p> <p>The development must also include community facility space for organizations to provide social services.</p>
Disposition	The City will convey the Site subject to a remainder interest, so that title to the Project will revert to the City upon the expiration of

	the regulatory period unless the parties mutually agree to an additional term of affordability. These terms will be set forth in a Land Disposition Agreement (LDA) and deed.
Multi-Service Center Tenants	The Site currently hosts twelve community-based organizations within an HRA Multi-Service Center (“Tenants”). Respondents must submit a relocation plan for the Tenants.
Acquisition Price	Nominal
Project Funding	Financial Proposals can assume subsidy dollars available through HPD-HDC Term Sheets.
Governmental Approvals – ULURP and UDAAP	<p>The selected Project will require ULURP and City Council and Mayoral approvals.</p> <p>Anticipated land use actions requiring approval under ULURP for development of the Site include a zoning map amendment, a zoning text amendment to map a Mandatory Inclusionary Housing area, and the disposition of City-owned property.</p> <p>In addition, the City Council must designate the proposed development site as a UDAAP area and approve the project as a UDAAP project pursuant to Article XVI of the General Municipal Law.</p>

2. PROJECT GOALS

Development Team Experience and Capacity

- Procure a Development Team that brings the resources, understanding, and experience to implement the proposed Project.
- Procure a Development Team that incorporates a community development approach, including the ability to work with Multi-Service Center Tenants that will need to be relocated prior to closing.

Financing and Affordability

- Ensure that 100% of the residential units are affordable and comply with HPD-HDC Term Sheets while also providing 30% of the total units for formerly homeless households.
- Establish a sound financial capital and operating budget that addresses the various elements of the development program. This includes successfully incorporating the core/shell of the required community facility space into the project budget.
- Maximize long-term affordability.

Development Program and Community Development

- Implement a development program that clearly addresses the Site and neighborhood context, and thoughtfully considers the goals and priorities outlined in the Community Vision Report.
- Develop a community facility space that endeavours to incorporate all or some of the Tenants if they do not permanently relocate prior to closing. Ensure that Tenants have space that allows them to continue serving their constituents during the construction period.

Design and Performance

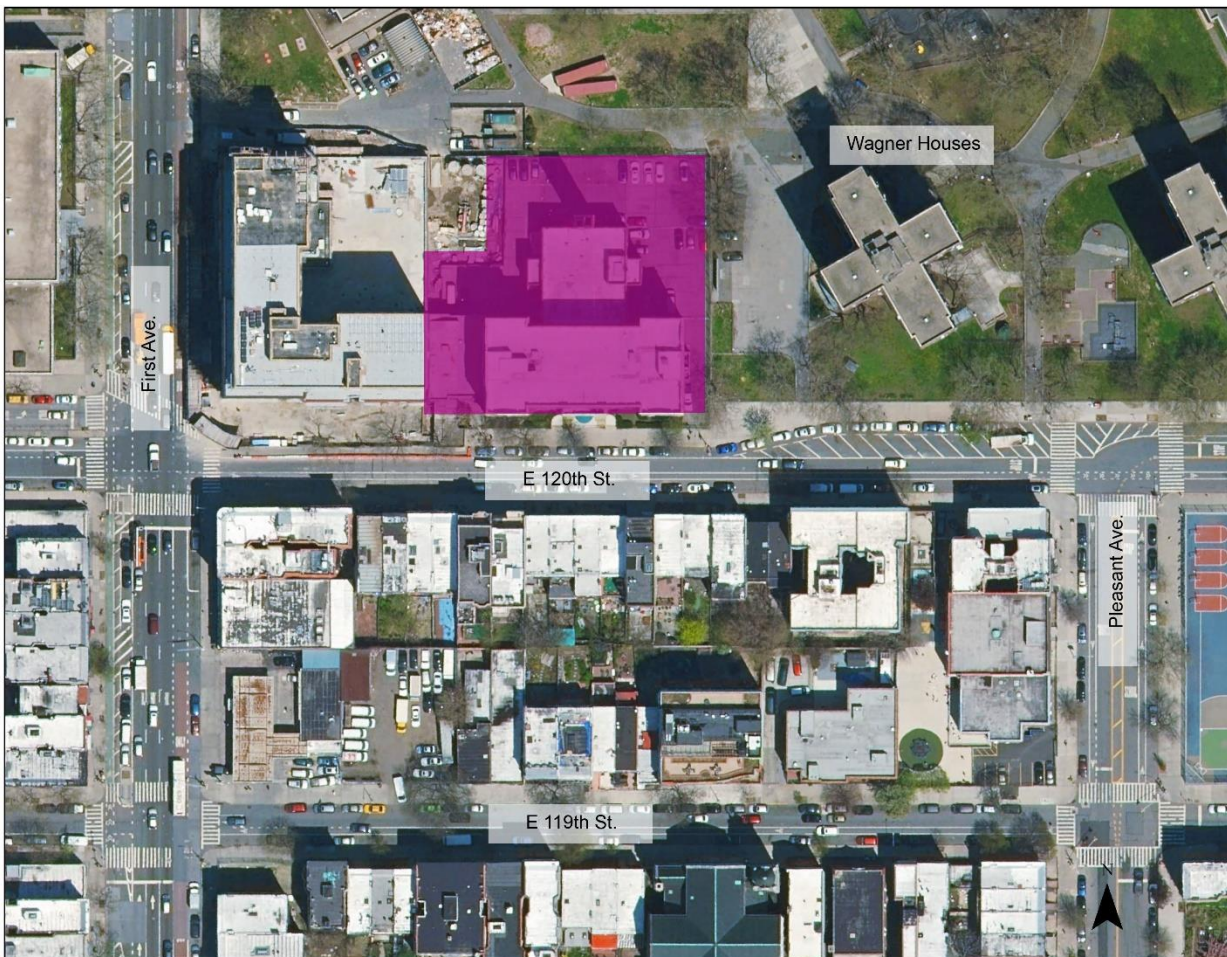
- Design and develop a high-quality affordable building that is financially feasible.

- Design and develop a building that addresses community goals and priorities outlined in the Community Vision Report.

3. SITE AND NEIGHBORHOOD CONTEXT

Site Location and Description

The Site is located at 413 East 120th Street, Manhattan, on the north side of East 120th Street between 1st Avenue and Pleasant Avenue, in Community District 11. It consists of Block 1808, Lot 8, and is partially located within the 100-Year Floodplain, Federal Emergency Management Agency Special Flood Hazard Area (“SFHA”) Zone AE, and entirely within the 500-Year Floodplain, SFHA Zone A. The Site contains an existing building that is currently used as an HRA Multi-Service Center (“MSC”) (see Appendix C for illustrative plans of the existing building). The MSC hosts twelve not-for-profit community organizations in a building that was formerly used as a school (see Appendix D for more information on the Tenants). The Site consists of approximately 210 feet of frontage on East 120th Street, and is an irregular lot with a depth varying from approximately 111 feet on the western portion of the lot to approximately 181 feet on the eastern portion of the lot. The Site is adjacent to the NYCHA Wagner Houses, which are located to the east and north of the Site. The Site is also adjacent to the recently completed Acacia Gardens, an HPD financed mixed-use building on the corner of East 120th Street and 1st Avenue.



Site A Location Map

Current and Proposed Zoning

The Site is currently located in a split R7-2/R7-X zoning district. The site is not part of the East Harlem rezoning area, and is anticipated to be rezoned to allow for greater density and bulk. Proposals may assume the site will be rezoned to R7-X. If respondents choose to preserve a substantial portion of the MSC building, Proposals may assume that the R7-2 portion of the site will be rezoned to R8-X, resulting in a split R8-X/R7-X zoning district. The anticipated rezoning of the Site

would be done concurrently with a UDAAP area designation and project approval, and disposition of City-owned property actions pursuant to ULURP, and would be subject to MIH.

B. SITE B: NYPD Parking

1. Project Snapshot

<p>Site Location</p>	<p>The Site is located on the east side of Park Avenue between East 118th Street and East 119th Street in the Borough of Manhattan. The Site is comprised of lots 1, 2, 3, 4, 67, 68, 69, 71, 72, 168 and 169 on Block 1767.</p>
<p>Site Description</p>	<p>The Site is a collection of lots actively used by the NYPD as a surface parking lot. The assemblage is bounded by Park Avenue, East 118th Street and East 119th Street.</p>
<p>Site Area</p>	<p>Approximately 23,172 square feet.</p>
<p>Land Use / Zoning</p>	<p>The Site is located in a split R10/C2-5/Special East Harlem Corridors (“EHC”)/R7B zoning district. The zoning district within 100 feet of Park Avenue is R10/C2-5/EHC, and R7B beyond 100 feet of Park Avenue).</p> <p>The entire Site is located within a Mandatory Inclusionary Housing Area.</p>
<p>Type of Development</p>	<p>Mixed-use development with affordable housing (100% of the units) for a range of AMI levels, parking for NYPD, community facility space and/or commercial space.</p> <p>Affordable housing may include multi-family, senior, and/or supportive housing.</p> <p>Replacement parking with 75 spaces exclusively for NYPD’s use must also be provided as a separate condominium unit and conveyed back to the City at completion.</p>
<p>Disposition</p>	<p>The City will convey the Site subject to a remainder interest, so that title to the Project will revert to the City upon the expiration of the regulatory period unless the parties mutually agree to an additional term of affordability. These terms will be set forth in a Land Disposition Agreement (LDA) and deed.</p>
<p>Acquisition Price</p>	<p>Nominal</p>
<p>Project Funding</p>	<p>Financial Proposals can assume subsidy dollars available through HPD-HDC Term Sheets.</p>
<p>Governmental Approvals – ULURP and UDAAP</p>	<p>The selected Project will require ULURP and City Council and Mayoral approvals.</p>

	<p>Anticipated land use actions requiring approval under ULURP for development of the Site include the disposition of City-owned property and the (re)acquisition of a portion of the Project.</p> <p>In addition, the City Council must designate the proposed development site as a UDAAP area and approve the project as a UDAAP project pursuant to Article XVI of the General Municipal Law.</p>
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2. PROJECT GOALS

Development Team Experience and Capacity

- Procure a Development Team that brings the resources, understanding, and experience to implement the proposed Project.
- Procure a Development Team that incorporates a community development approach.

Financing and Affordability

- Ensure that 100% of the residential units are affordable to a mix of household incomes and comply with HPD-HDC Term Sheets.
- Establish a sound financial capital and operating budget that addresses the various elements of the development program.
- Maximize long-term affordability.

Development Program and Community Development

- Create a development program with affordable housing, replacement parking for the NYPD (see Appendix E for NYPD parking specifications), community facility and/or commercial space.
- Implement a development program that considers the Site and neighborhood context, as well as the goals and priorities outlined in the Community Vision Report.
- Enhance the vitality of the emerging commercial corridor on Park Avenue by ensuring that ground floor frontages are occupied by active uses that enliven the pedestrian experience along the street.

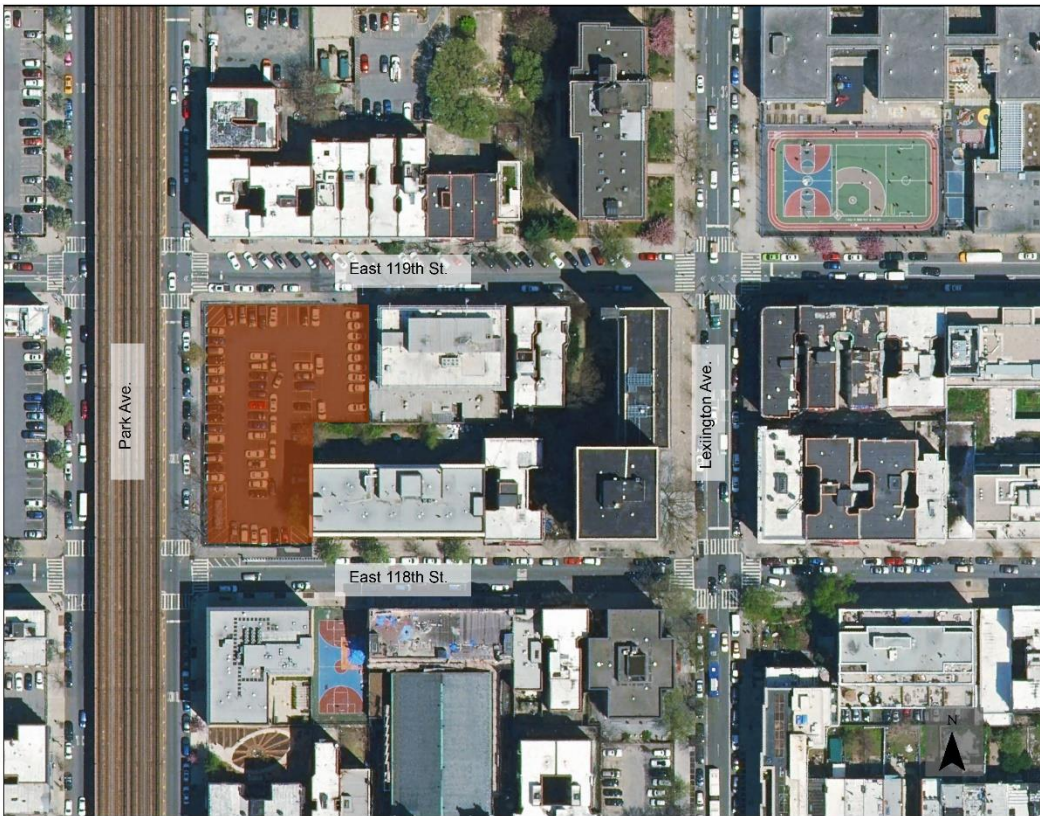
Design and Performance

- Design and develop a high-quality affordable building that is financially feasible.
- Design and develop a building that considers community goals and priorities outlined in the Community Vision Report.
- Ensure that the design and form relates to and enhances neighborhood character while responding to unique neighborhood conditions such as the Park Avenue Railroad Viaduct.

3. SITE AND NEIGHBORHOOD CONTEXT

Site Location and Description

The Site is located on the east side of Park Avenue between East 118th Street and East 119th Street in the Borough of Manhattan, Community District 11. It is comprised of Block 1767, Lots 1, 2, 3, 4, 67, 68, 69, 71, 72, 168 and 169. This assemblage of lots is currently used by NYPD and is adjacent to the NYPD 25th Precinct. The Site has approximately 201 feet of frontage on the eastern portion of Park Avenue, 90 feet of frontage on East 118th Street and 140 feet of frontage on East 119th Street. The portion of the Site on Park Avenue faces the Park Avenue Railroad Viaduct, which divides the northerly and southerly vehicular traffic on Park Avenue. The viaduct is actively used by the MTA for commuter rail transit.



Site B Location Map

Current Zoning

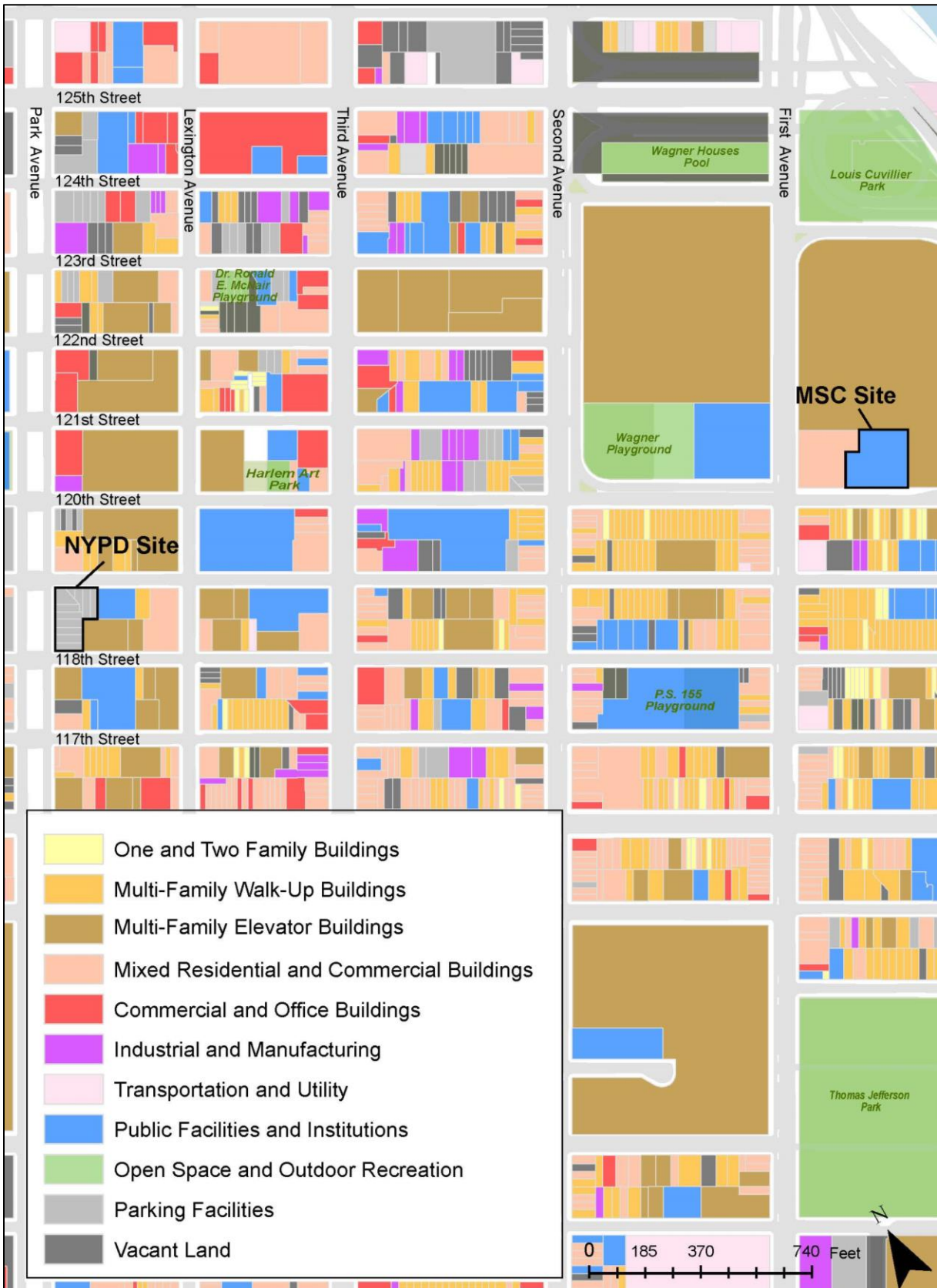
The Site is located in a split R10/C2-5/Special East Harlem Corridors (“EHC”)/R7B zoning district. The zoning district within 100 feet of Park Avenue is R10/C2-5/EHC, and R7B beyond 100 feet of Park Avenue. The entire Site is located within a Mandatory Inclusionary Housing Area. No rezoning is anticipated as it was rezoned on November 30, 2017 as part of the East Harlem Neighborhood Planning Process. The disposition of City-owned property and (re)acquisition actions pursuant to ULURP would be done concurrently with a UDAAP area designation and project approval.

C. NEIGHBORHOOD CONTEXT

Neighborhood Land Uses

Site A is in an area of East Harlem characterized by residential uses on the street blocks and mixed-use residential buildings with ground floor retail on 1st Avenue and Pleasant Avenue. The Site is located on 120th Street, adjacent to a new HPD-financed development on the corner of 1st Avenue and East 120th Street. The Site is also adjacent to the NYCHA Robert F. Wagner Houses, a campus which contains a total of 22 buildings on two city blocks, which range from 7- to 16-stories. Residential buildings within the immediate area of the Site are primarily 3- to 6-story, with the exception of the two adjacent developments. The Site is one block from the Harlem River waterfront, which is accessible through a pedestrian bridge at the end of the block, and one block away from the Wagner Playground, a New York City Parks facility with a recently reconstructed synthetic turf field. The Site is also located approximately three blocks to the north of East River Plaza, a shopping mall opened in 2009.

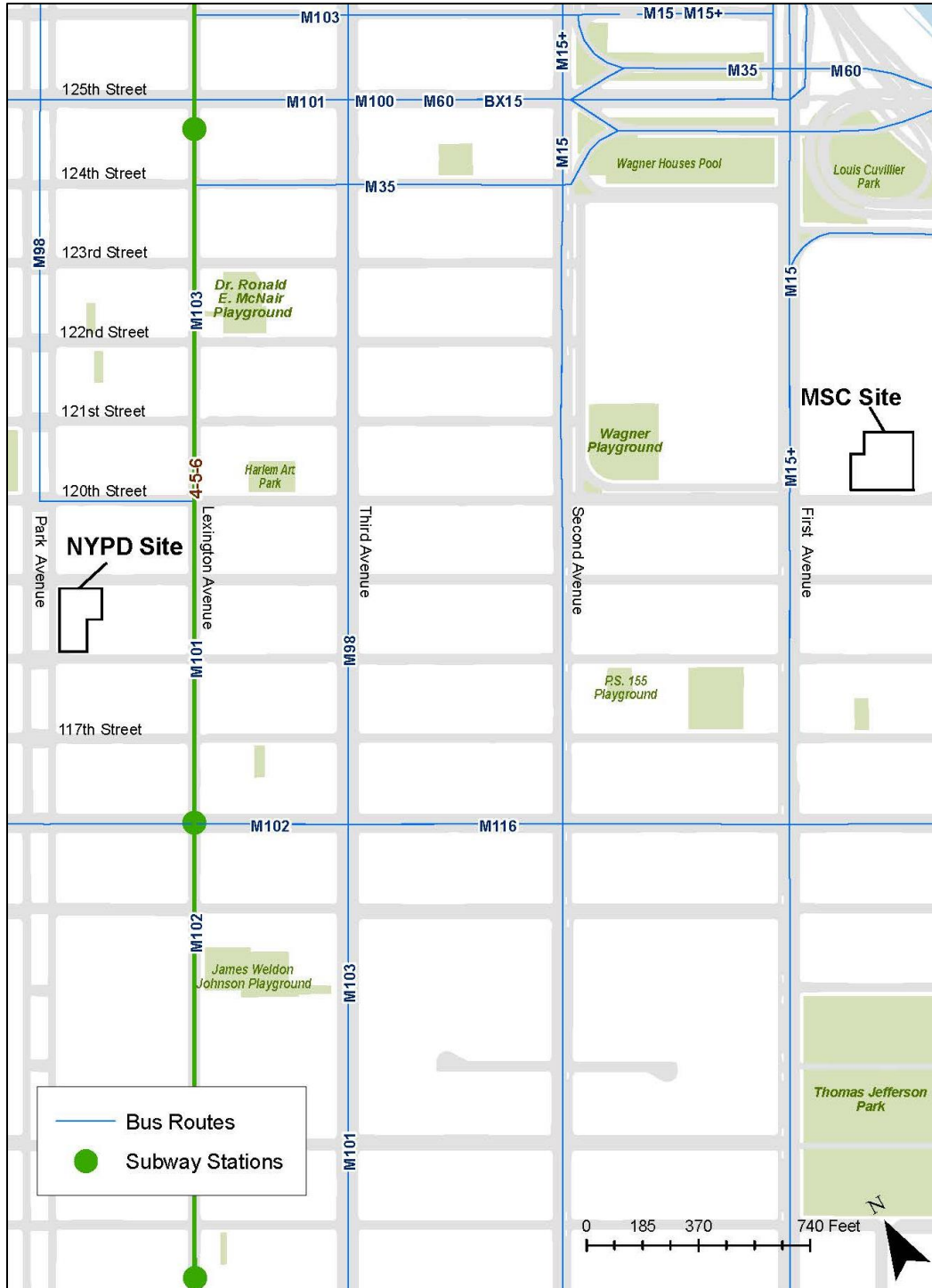
Site B is approximately a half-mile west of Site A, in an area of East Harlem that is similarly characterized by mostly residential uses with a mix of ground floor retail along the avenues as well as surface parking uses near or fronting Park Avenue. The buildings are a mix of walk-up 3 to 6-story buildings and taller elevator buildings concentrated along the nearby avenues. The area was rezoned in 2017 as part of the East Harlem Rezoning, establishing the Special East Harlem Corridors District (“EHC”). The EHC aims, amongst other goals, to promote dynamic mixed-use neighborhoods by permitting the expansion and development of residential, commercial, community facility and light manufacturing in appropriate areas.



Surrounding Land Uses

Neighborhood Access

The area is well served by public transportation. The 116th Street stop of the 6 Subway line is within a 5-minute walk of Site B and within a 15-minute walk of Site A. Site B is also within a ten minute walk of the 125th Street-Harlem Metro-North Railroad Station as well as the 4, 5, and 6 subway lines at the 125th Street subway stop. North-South bus service is accessible via various lines on the avenues, including select-bus service on 1st Avenue provided by the M15 bus. Crosstown bus service is provided by the M116 bus, which terminates across the street from Site A and provides service to the West Side. The second phase of the Second Avenue subway line is anticipated to extend the Q train from 96th street to East Harlem, with a new station along Second Avenue at 116th Street.

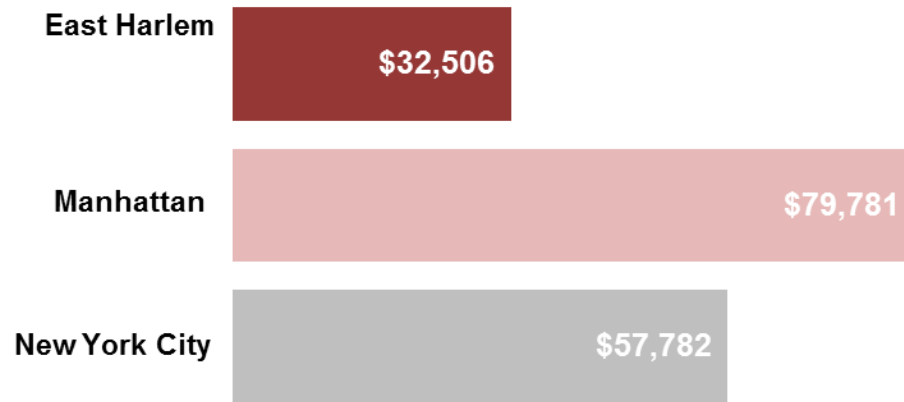


Neighborhood Access

Neighborhood Demographics

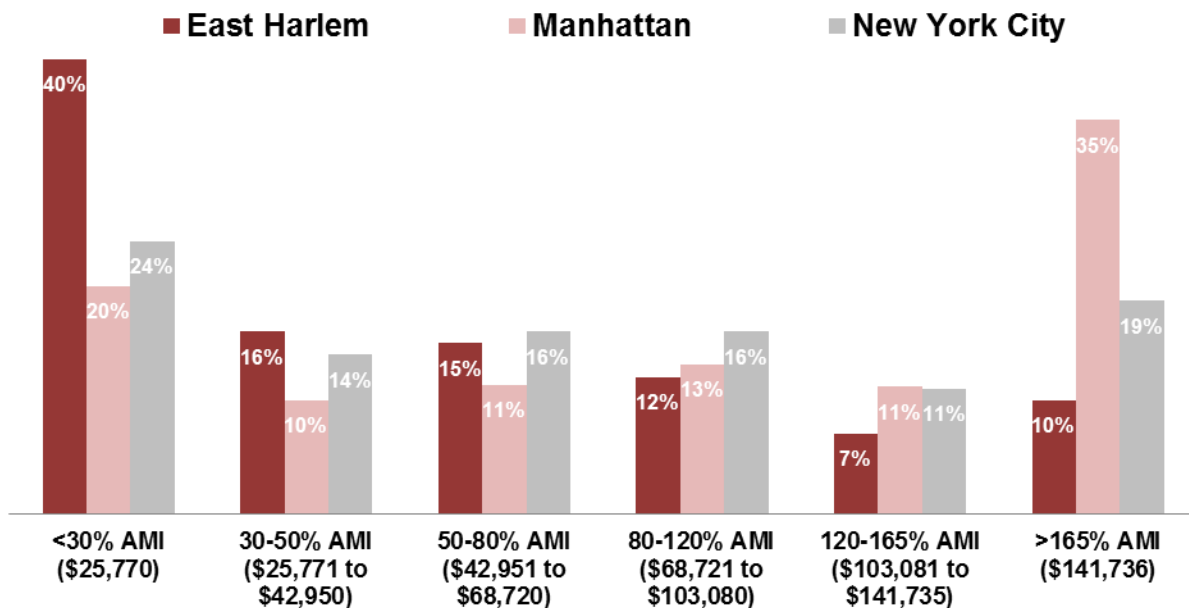
HPD is committed to furthering fair housing throughout New York City neighborhoods, which requires a consideration of the socioeconomic dynamics at the neighborhood level. The neighborhood profile information below highlights the demographic, economic, social, and housing characteristics of the neighborhood in which the Site is located. More detailed data can be found through the [DOHMH](#) and [DCP websites](#).

a. Median Household Income



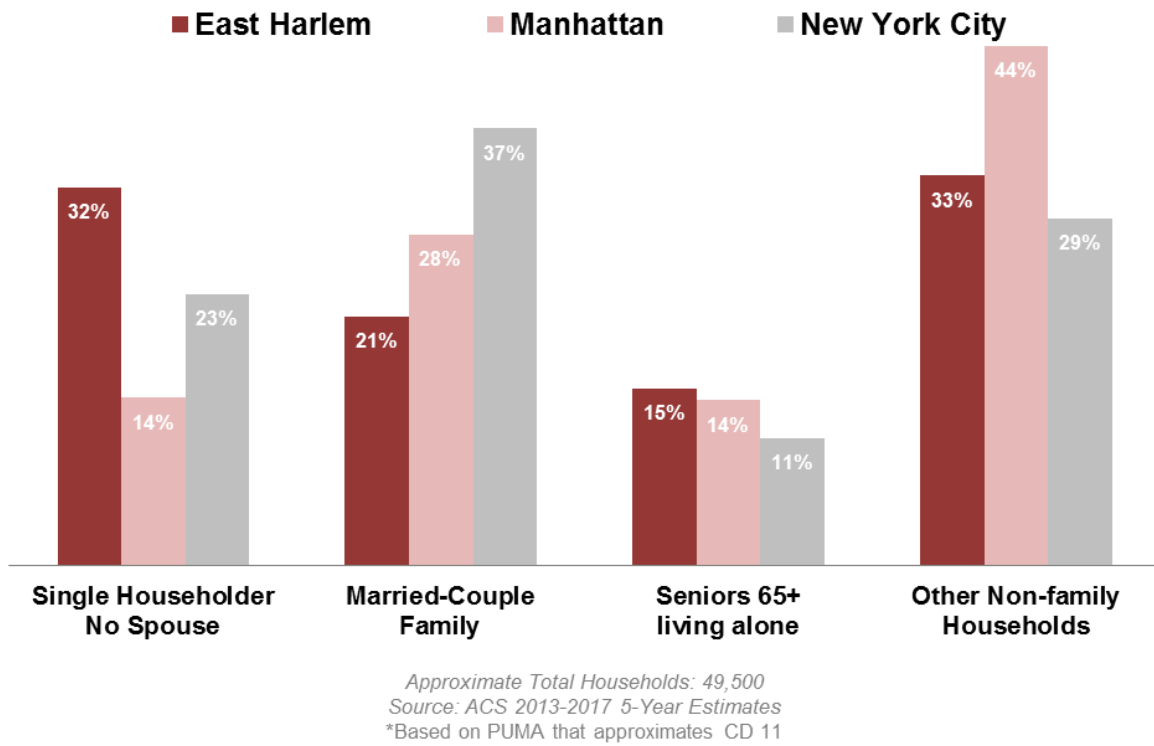
Source: ACS 2013-2017 5-Year Estimates
*Based on PUMA that approximates CD11

b. Distribution of Households by Income Group

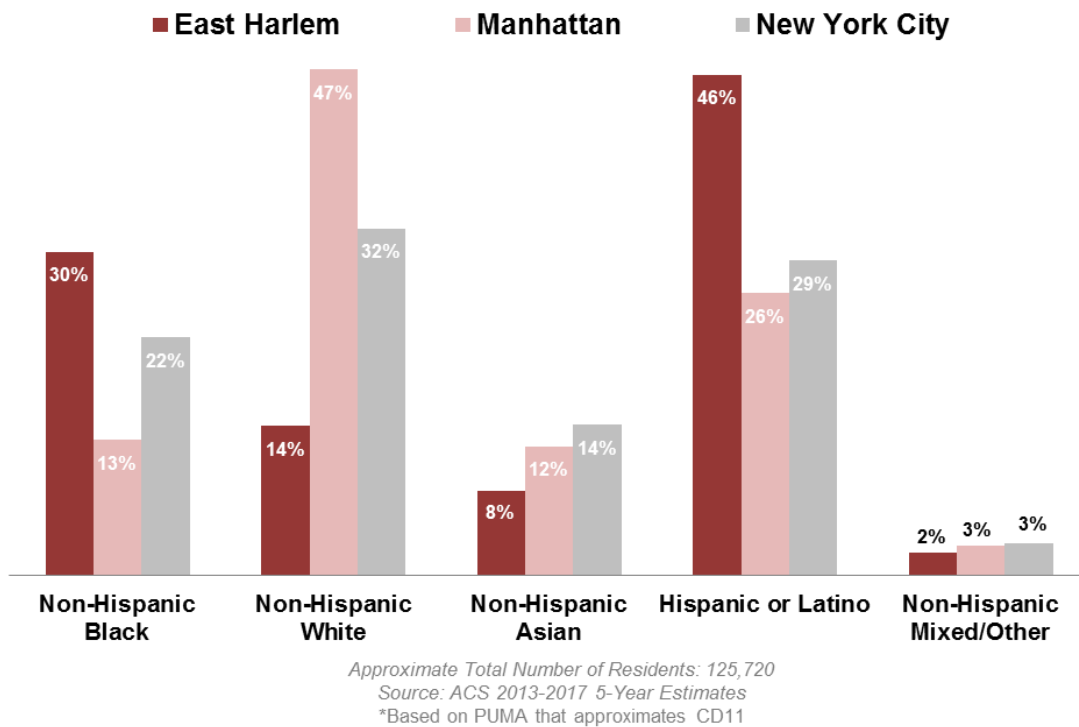


Source: ACS 2013-2017 5-Year Estimates
Income limits are for a three-person household (HUD 2017)
*Based on PUMA that approximates CD 11

c. Household Types



d. Racial/Ethnic Composition



V. SELECTION PROCESS

A. SUBMISSION

All Submissions must include the following contents to fully describe the Respondents proposed Project (See: Section VI. SUBMISSION CONTENT AND INSTRUCTIONS for more information).

TAB	CONTENTS	FORMS
Development Introduction		
A	Completeness Checklist and Respondent's Letter	A-1, A-2
B	Project Narrative / Development Summary	B
C	Trade Secrets (optional)	
Development Team Experience and Capacity		
D	Developer Respondent Description	D-1, D-2
E	Development Team Experience and Capacity	E-1, E-2, E-3
F	Development Schedule/ Phasing Plan	
Financing and Affordability		
G	Financing Submission	G
H	Financing Letters of Interest and Historical Financing Letters of Interest/Award Letters	
I	Assets Statements	

Development Program and Community Development		
J	Development Program	
K	Community and Economic Development	
Design and Performance		
L	Design Narrative	
M	Architectural and Urban Design Plans	

- Tabs must be in the order specified above, and run down the right-hand side of the bound original and copy.
- Forms are available for download from the [HPD website](#).
- Forms E1-3 and G must also be submitted on a flash drive; additionally Forms E1-2 and G must be in Excel format.
- All forms must comply with the format associated with said form.
- All architectural plans must be on paper no larger than 11" x 17," and must be legible.
- Plans and documents must be in formats and paper size that are simple to copy/reproduce.

Submission Modifications

Modifications received after the submission deadline due date will not be considered. If HPD determines, upon review of a Submission, that any items are missing and/or incomplete, HPD, by written notification given to the Respondent, may permit the Respondent to provide or clarify such items. Failure to provide complete information in a timely fashion could result in rejection of the Submission.

Addenda and Extensions

HPD may amend or withdraw this Request at any time. In order to be considered, Submissions must conform to any amendments that may be issued to this Request. Amendments may include, without limitation, any requirements and terms or conditions contained in this Request. HPD will advise each respondent of any clarifications or revisions.

If, in HPD's judgment, additional time is required for Respondents to prepare their Submissions, HPD may grant an extension of the deadline for submission, and such extension will then be granted to all Respondents.

References and Requests for Further Information

A Submission constitutes permission from the Respondent for HPD to make such inquiries concerning the Respondent as HPD deems necessary. HPD may communicate with any of the Respondents, but is not obligated to do so. HPD may

discuss the Submissions of any Respondent concurrently or sequentially, as HPD may determine. No Respondent has any rights against HPD arising from any such invitation to a discussion, or from any negotiations that may arise pursuant to the discussions.

Respondents must comply with all requests for further information and, if requested by HPD, appear for presentations or discussions. If any Respondent fails to do so within the time period given (or within any time extension that HPD may grant), HPD may deem this as a failure and act of non-compliance with the Request, which will permit HPD to select another Respondent or to solicit new Submissions. In furtherance and not in limitation of the foregoing, before a final selection is made, a Respondent may be required to produce more detailed information concerning the professional background of those persons who own and manage such Respondent, a report on the financial background of such Respondent, and information concerning the nature and status of any past or pending threatened charges or actions (including lawsuits, criminal or disciplinary actions, administrative proceedings by any governmental or regulatory agency or bankruptcy action) against such Respondent or any of its partners, directors, officers, employees, shareholders, subsidiaries, or affiliates, as the case may be.

B. REVIEW CRITERIA

The Development Team will be selected through an open, competitive, and transparent juried selection process consisting of two stages: 1) Threshold Review and 2) Competitive Review.

Threshold Review

HPD will review each Submission according to the threshold requirements (“Threshold Requirements”), which are listed below. **The Submission must contain each Tab with all requested Forms and supporting documents.** Submissions that are not complete or do not conform to the requirements of this Request will be eliminated from further consideration, unless HPD permits the Respondent to correct the omission or provide further information.

Threshold Requirements
Completeness of Submission and Conformance with Requirements
Development Team Experience and Capacity
<ul style="list-style-type: none"> • No Adverse Findings • Comparable Development Experience • Comparable Management Experience • Development Team • Development Schedule / Phasing Plan
Financing and Affordability
<ul style="list-style-type: none"> • Feasibility of Submission • Ability to Finance
Development Program and Community Economic Development
<ul style="list-style-type: none"> • Development Program • Community and Economic Development
Design and Performance
<ul style="list-style-type: none"> • Zoning Compliance

Competitive Review

Submissions that meet all Threshold Requirements will be comprehensively evaluated, and rated according to the competitive selection criteria (“Competitive Criteria”) below. These criteria include both requirements and preferences. For example, a proposal will be scored on how strongly it meets the Submission requirements, but may also receive extra points for meeting preferences. Respondents may refer to *Section IV. Submission Requirements and Competitive Preferences*, and *Section V. Submission Content*, for specific guidance.

Competitive Criteria	Weight	
Development Team Experience and Capacity	20%	50%
Financing and Affordability	30%	
Development Program and Community Development	25%	50%
Design and Performance	25%	

HPD may request additional information, interviews, presentations, or site visits. The selected Respondent(s) will be chosen from among the highest rated Submissions. HPD may disapprove the inclusion of any member of a Respondent's Development Team and/or require the selected Respondent to substitute other individuals or firms.

C. SELECTION

Selection of one or more Developers under this Request means only that HPD will commence negotiations with such Respondent(s) regarding the Submission for the Sites.

Negotiation Letter

Upon such selection, HPD will send written notification ("Negotiation Letter" or "Letter") to the Developer regarding the commencement of negotiations. This Negotiation Letter will set forth certain information regarding the Project and procedures that will form the basis for such negotiation. Form A-2 is a Respondent's Letter that describes this process. Each Submission must include this letter signed on behalf of the Respondent by a Principal. HPD may terminate negotiations with or without cause after the issuance of such Negotiation Letter.

Terms of the Development Agreement shall include, but will not be limited to the scope of work, developer's responsibilities, schedule and timing of project deliverables, consents and approvals, payment procedures, maintenance of accounts, and any additional insurance requirements.

Disclosure

Each Developer who receives a Negotiation Letter from HPD must thereafter disclose all previous participation with City-assisted projects. Such Developer(s) and each of its Principals, and officers and related entities will be required to submit completed Disclosure Statements. HPD will provide copies of these forms upon request to any Respondent.

No Obligation

This Request does not represent any obligation or agreement whatsoever on the part of HPD. Any obligation or agreement on the part of HPD may only be incurred after HPD and the Developer enter into a written agreement approved as to form by the Corporation Counsel. HPD may use the Submissions pursuant to this Request as a basis for negotiation with Respondents as it deems appropriate. HPD may reject at any time any or all Submissions, amend or withdraw this Request in whole or in part, negotiate with one or more Respondents, and/or negotiate and dispose of the Site on terms other than those set forth herein (including to parties other than those responding to this Request). HPD may also, at any time, waive compliance with, or change any of the terms and conditions of this Request, entertain modifications or additions to selected Submissions, or withdraw or add property from or to this Request.

VI. SUBMISSION REQUIREMENTS AND COMPETITIVE PREFERENCES

Submissions will be evaluated and scored based on a) responsiveness to all threshold requirements, b) the competitive quality, soundness, and strength of project characteristics that address all the requirements, including threshold, and c) whether the submission exceeds requirements by demonstrating a capacity to deliver on stated preferences that achieve broader public policy and community development objectives.

A. DEVELOPMENT TEAM EXPERIENCE AND CAPACITY

Threshold Requirements		TAB
No Adverse Findings	Submission may be rejected at any time during or after the evaluation process if there are any adverse findings in HPD's sole discretion, regarding the Respondent, any entity or individual associated with the Respondent, or any property owned and/or managed by them. (HPD may request additional information.)	D
Comparable Development Experience	At least one Principal must have, as Principal, successfully completed new construction or substantial rehabilitation of at least one mixed-use project of at least one hundred (100) residential units within the past seven (7) years.	E
Comparable Management Experience	<i>Residential:</i> At least one Principal (of Respondent, or the Respondent's Property Manager) must have experience managing at least one hundred (100) residential units in New York City within the past seven (7) years. The Principal must have been the owner and manager, or the owner acting through a management entity, to fulfill this qualification.	E
Development Team	The Development Team must submit an Affirmative Capacity Statement attesting to their ability to undertake this Project within the timeframes delineated. At a minimum, the Development Team responding to this Request must include: architect and engineer; construction manager; real estate and land-use attorney; environmental planner and engineer.	D, E
Development Schedule/ Phasing Plan	A detailed schedule with construction commencing within 18-36 months from the issuance of the Negotiation Letter, and other Project specific key benchmarks. A phasing plan, if applicable.	F
Competitive Criteria		TAB
Developer	<p><i>Successful Experience</i></p> <ul style="list-style-type: none"> Developing mixed-use urban projects. Developing multi-family urban projects using public and private financing sources. <p><i>Strong Capacity</i></p> <ul style="list-style-type: none"> Current capacity to undertake, effectively project manage, and complete all necessary activities and obligations associated with the proposed Project within the proposed schedule. Capacity will be determined by analysis of Respondent's current public and private development workload, other pending development obligations and financial guarantees. Strength of organizational, project management and governance structure for the Project. 	D, E

Property Manager/ Special Needs Housing Operator	<ul style="list-style-type: none"> • Experience managing mixed-use residential buildings with commercial and/or community facility uses in comparable markets, if applicable. • Experience operating formerly homeless, supportive, and/or low income senior housing, if applicable. 	E
Consultant Team	<p><i>Design</i></p> <ul style="list-style-type: none"> • Experience designing and providing construction oversight on multi-family and mixed-use, high-performance, residential projects that were successfully completed within budget and on schedule. <p><i>Planning and Zoning</i></p> <ul style="list-style-type: none"> • Experience in NYC zoning and environmental review and approval processes on comparable development Projects. <p><i>Environmental</i></p> <ul style="list-style-type: none"> • Experience in environmental engineering; and experience in sustainable design and development. • Experience in environmental review processes in New York City. <p><i>Construction Management</i></p> <ul style="list-style-type: none"> • Experience in construction and construction management of multi-family and mixed-use with a community facility, high-performance residential projects that were successfully completed within budget and on schedule. • Experience complying with labor and safety requirements for similar projects in New York City. <p><i>Marketing, Leasing/Sales</i></p> <ul style="list-style-type: none"> • Experience developing and implementing affirmative fair housing marketing plans. • Experience in leasing and/or sales with a comparable development program and market. <p><i>Legal</i></p> <ul style="list-style-type: none"> • Experience in affordable housing development and public/private development. • Experience in NYC land use and zoning. 	D, E
Preferences		TAB
Community Development	<p>Respondents that have a successful track record of tangible investments in community and economic development.</p> <p>Site A – Respondents that have substantial experience working with community-based organizations and social service providers.</p>	E

B. FINANCING AND AFFORDABILITY

Threshold Requirements		TAB
Affordability	<p>100% of the units must be affordable.</p> <p>Site A – At least 30% of total units must be provided for formerly homeless households.</p>	G

Feasibility of Submission	The proposed Project must be in compliance with HPD-HDC Term Sheets. Market comparables must be provided for residential unit rents, and any additional income from other sources.	G
NYPD Parking- Site B	Site B - Financial Scenarios must include construction of 75 parking spaces for the NYPD (see Appendix E for specifications). No income should be assumed. This space will be a separate condominium unit and will be conveyed back to the City upon completion.	G
Ability to Finance	Asset statements must demonstrate capacity to secure pre-development, construction and permanent financing, for the proposed Project.	H
Competitive Criteria		TAB
Financing Proposal	<p>Submissions shall include Financial Scenarios that support the Project included in this Submission, with the sources and uses that achieve housing affordability at the proposed levels. The Financial Scenarios shall be in accordance with current industry underwriting standards. Proposed total development costs and operating budgets must be within current industry parameters.</p> <p>Financial Scenarios will be evaluated based on the feasibility of the underwriting, including, but not limited to, the reasonableness of estimated development and operating costs, proposed rents and other income, the feasibility and terms of the financing sources, and the ability to support operating expenses, capital costs, and debt service to complete and operate the housing portion of the proposed Project.</p> <p>Financial Scenarios will also be evaluated based on the ability to maximize affordability levels and term period, how well the range of affordability levels meet the economic needs of households in the community and the city as a whole, and whether they advance fair housing objectives.</p> <p>Site A – Respondents should assume a base rent of \$25 per square foot for Tenants of the existing Multi-Service Center that are included in the proposed development.</p>	G
Rents and Market Comparables	Rents for residential units or other income sources must be deemed realistic and substantiated by market comparables.	G
Financing Capacity	Financing capacity will be evaluated based on the strength of the Respondent's assets, bank, investor, or other lender references, and current and historical commitments that demonstrate the Respondent's ability to secure financing, meet lender's equity and other lending requirements, provide necessary guarantees, absorb cost overruns, and commence and complete construction of the proposed Project according to the proposed Development Schedule.	G

C. DEVELOPMENT PROGRAM AND COMMUNITY ECONOMIC DEVELOPMENT

Threshold Requirements		TAB
Development Program	<p><i>Affordability.</i> 100% of the total units must be affordable.</p> <p>Site A - 30% of total units must be provided for formerly homeless households.</p> <p><i>Unit Types and Sizes.</i> Submissions must have a distribution of unit types and sizes that complies with the applicable Term Sheet and guidelines.</p> <p><i>Term of Restriction.</i> Submissions must ensure that the affordable units remain in the rent stabilization system for the duration of the Project regulatory period, or as required by law, but in no case less than thirty (30) years.</p> <hr/> <p><i>Non-Residential Program</i></p> <p>Site A – Community facility space.</p> <p>Site B – 75 parking spaces for NYPD (see Appendix E for specifications).</p>	J
Tenants	Site A – A plan to relocate Tenants prior to closing.	J
Community Economic Development	<i>Local Hiring/M/WBE.</i> Submission includes a Hiring and Procurement plan for complying with the HireNYC and M/WBE Build-up Programs.	K
Competitive Criteria		TAB
Residential Program	The proposed residential development program will be evaluated within the demographic context of the neighborhood and its ability to further fair housing goals that facilitate integrated living patterns, promote fair housing choice and affordability, and foster inclusive communities that are free from discrimination. The development program will also be evaluated for its ability to serve formerly homeless, senior households, and households in need of supportive services, as applicable.	J
Commercial and/or Community Facility Program	<p>Site A – The plan to relocate Tenants prior to closing will be evaluated on, among other things, the ability to provide space that meets the Tenants’ continued needs outlined in Appendix D, an engagement strategy, the costs associated with relocation, and the proposed schedule.</p> <p>The proposed community facility program will also be evaluated, in part, by Respondents’ ability to re-incorporate all or some of the Tenants if they do not permanently relocate prior to commencing construction.</p> <p>Site B – Submissions must demonstrate that the uses contribute to the economic and social vibrancy of the neighborhood, address a neighborhood need, and enhance the current inventory of commercial or community uses in the neighborhood. They will be evaluated based on the soundness of tenancy, tenant mix, marketing, management, and lease terms to secure tenancy.</p>	J
Community and Economic Development	<i>Hiring and Procurement:</i> Submissions must have a Hiring and Procurement Plan which includes strategies for local hiring and meeting the requirements of HireNYC and the M/WBE Build Up Program. Proposals must include a plan for outreach to residents of the Community District within which the	K

	<p>development project is located related to employment opportunities generated by the proposed project including training programs, job placement activities, Respondents' own staffing practices, and/or Respondents' contracting practices on the proposed project. Additionally, development teams will be required to participate in HireNYC, a workforce development program which connects the City's real estate development projects to the City's workforce development services, as well as HPD's M/WBE Build Up Program.</p> <p>Proposals will be evaluated on the quality of this Hiring and Procurement Plan. (Note: 10% of the criteria points within this category will be awarded on the basis of the quality of this plan).</p>	
	<p><i>Public Approvals:</i> Submissions will be evaluated based on the strength and quality of the Public Approval Outreach plan for the ULURP process.</p>	J
Preferences		TAB
Community Engagement	Submissions that have a Community Engagement Plan that provides opportunities for meaningful community engagement in certain elements of the Project, including design and/or programming elements identified in the Community Visioning Report.	J
Community Vision Report	Submissions that thoughtfully consider goals and priorities outlined in the Community Visioning Report.	J, K
Minorities and Women in Development	Submissions that significantly exceed the requirements of the M/WBE Build-Up Program, and/or Respondents with certified M/WBEs as part of the development team.	K
Community Development	Submissions that include a plan for neighborhood investments and/or community programs or services.	J, K
Commercial Corridor	Site B – The proposed program enhances the vitality of the emerging commercial corridor on Park Avenue through active uses that enliven the pedestrian experience along the street.	J

D. DESIGN AND PERFORMANCE

Threshold Requirements		TAB
Zoning Compliance	<p><i>Zoning:</i> The Project must comply with the current or anticipated zoning for each Site described in the Project Overview (<i>Section IV</i>).</p>	M
	<p><i>Plans:</i> Architectural and Urban Design Plans designed by a registered architect or engineer and meeting all submission requirements.</p>	M
Competitive Criteria		TAB
Building Design	<p>Designs will be evaluated based on the following factors described further in Zoning, Site Plan, and Building Design Guidelines and Site Specific Design Guidelines (Appendix B).</p> <ul style="list-style-type: none"> • Site Capacity and Program Evaluation: how well the Submission integrates the development program, site conditions, and building parameters. • Building Design: 	L, M

	<ul style="list-style-type: none"> ○ Building Envelope/Exterior: how well the Submission contributes to the built environment and serves the pedestrian experience. ○ Building Plans/Interior: how well the Submission serves the resident experience. ○ Building Systems: how well the system provides environmental comfort, ease of management and operations, and high level of durability. ● Design and Construction: building design is consistent with the Submission’s proposed construction budget, schedule, and development program. ● Design Value: exemplary design and construction methods that reduce or contain costs, create high-quality site and building designs, and achieve high development performance standards. 	
Site Planning and Urban Design	Designs, site planning, massings, building configuration, streetscape treatment, and relationship to surroundings will be evaluated based on the Project’s contribution to the neighborhood.	L, M
Preferences		TAB
Excellence in Sustainability	<p>Submissions that exceed minimum Development Design and Performance Requirements in one or more of the following categories, in furtherance of City policy goals to reduce water and energy consumption, manage storm water and heat island impacts, increase safety, strengthen neighborhood residential and commercial corridors, and increase community health, accessibility, and well-being of residents. Submissions seeking competitive preference are advised to consult the:</p> <ul style="list-style-type: none"> ● NYC Department of Design and Construction Resources ● Universal Design ● Sustainable Urban Site Design ● Green Building: ● Passive House Design ● LEED 	L, M
Design Excellence	<p>Designs that propose exceptional elements or amenities in public spaces or residential areas, especially responses that address the architectural/urban context. Submissions seeking competitive preference are advised to consult the:</p> <ul style="list-style-type: none"> ● NYC Department of Design and Construction Resources ● Designing New York: Quality Affordable Housing ● NYC DCP Resiliency Resources ● Universal Design ● Active Design: <ul style="list-style-type: none"> ○ Supplement: Affordable Designs for Affordable Housing ○ Supplement: Promoting Safety ○ Supplement: Shaping the Sidewalk Experience ● Designing for Health ● Aging in Place 	L, M

VII. SUBMISSION CONTENT AND COMPLETENESS

Each Respondent must submit the forms and supporting documentation described below. Each copy of the Submission must be tabbed as indicated below, with tabs running down the right-hand side of the binder. Submissions that are incomplete or not in conformance with the requirements of this Request will be eliminated from further consideration.

Development Introduction

TAB A – Completeness Checklist and Respondent’s Letter

- Form A-1. Completeness Checklist
- Form A-2. Respondent’s Letter, printed on Respondent’s letterhead and signed by an authorized representative.

TAB B – Project Narrative / Development Summary

- Project Narrative must introduce and provide an overview of the Submission, including the elements that distinguish the proposed Project, the qualifications of the Respondent and the Development Team, as well as how the proposed Project achieves community development objectives and considers community goals, as identified in the [Community Visioning Report](#). The Project Narrative must be concise and introduce all aspects of the Submission.
- Form B - the Project Summary

Tab C – Trade Secrets (optional)

Submissions and other materials submitted to HPD in response to this Request may be disclosed in accordance with the standards specified in the Freedom of Information Law, Article 6 of the Public Officers Law (FOIL). The entity submitting a Submission may provide in writing, at the time of submission, a detailed description of the specific information contained in its Submission which it has determined is a trade secret and which, if disclosed, would substantially harm such entity’s competitive position. This characterization shall not be determinative, but will be considered by HPD when evaluating the applicability of any exemptions in response to a FOIL request.

Development Team Experience and Capacity

TAB D – Developer Respondent Description

- Form D-1. Development Team Information and Respondent Questionnaire, signed by Principal (if joint venture, principal of each entity must sign).
- Form D-2. (Non-profit corporation team members only).
- Organizational Structure. Chart or diagram of structure of partnership or joint venture, including percentages of ownership and investment, with a brief description of the type of entity or joint-venture and the roles and responsibilities of each party.

Optional:

- Project Staffing and Governance Plan, with a brief narrative of any project management methods or tools that will be used to ensure an effective and collaborative public/private partnership.
- Organizational charts, schedules, and project budgets demonstrating project management approach and capacity to manage complex development projects within a public/private partnership.

TAB E – Development Team Experience and Capacity

- Form E-1. Residential Development Experience and Current Workload (include on flash drive)
- Form E-2. Residential Management Experience and Current Workload (include on flash drive)
- Form E-3. Management Questionnaire (include on flash drive)
- Form E-4. Commercial Management Experience, if applicable (include on flash drive)
- Brief narrative describing:
 - o Experience that makes the Development Team uniquely suited to overcoming the challenges posed by the Site
 - o Experience developing and managing high-quality mixed-use urban projects
 - o Experience managing commercial and/or community facility spaces in mixed-use urban projects

- Experience with community economic development, such as investments in community programs or services.
- Note. A separate form must be provided for each Principal with residential management experience. Provide complete and accurate information about references.
- Note. A separate form must be provided for a Principal or managing agent proposed to manage the Development.

Other Members of Development Team

- Submit marketing materials, narrative statements, and/or portfolio list in graphic format that clearly describes relevant experience and work on similar projects completed within the last ten (10) years.
- Provide resumes highlighting experience of key principals and staff that will be working on the proposed Project.
 - Architect and Engineer, other members of the Design Team, if applicable (e.g. artist, landscape architect, urban designer, etc.)
 - Construction Manager
 - Real Estate Attorney and Land-Use Attorney
 - Environmental Planner and Environmental Engineer, if applicable
 - Community Service or Program Provider, if applicable
 - Marketing and Leasing/Sales Agent, if known
- *Capacity.* Affirmative Capacity Statement regarding the Development Team’s ability to develop, finance, construct, manage, and complete the Project within the proposed Schedule, including, but not limited to, the Developer Obligations, as well as the Terms, Conditions, and Limitations and Conflicts of Interest, included in this Request.

TAB F – Development Schedule / Phasing Plan

- Development schedule and phasing plan listing and scheduling industry standard activities, including, at a minimum:
 - a. Community planning, including Tenant engagement
 - b. Concept, Schematic, Design Development, Bidding and Construction documents
 - c. Governmental planning approvals and construction/building permits
 - d. Site due diligence and preparation
 - e. Bidding
 - f. Financing and financial closing/site disposition
 - g. Tenant relocation
 - h. Construction commencement, completion, and close-out
 - i. Marketing and lease-up
 - j. Occupancy
 - k. Development Phasing Plan, if applicable
- Schedules are to assume the following key benchmarks:
 - Predevelopment commencement within 30 days of the date of HPD issuance of the Negotiation Letter.
 - Schematic design phase and HPD approval of corresponding plans and drawings within 6 months of the Negotiation Letter.
 - Construction commencement within 18-36 months from the date of the Negotiation Letter.

Financing and Affordability

TAB G – Financing Submission

- *Form G: Financing Scenario.* (Submit in both hard copy and on flash drive in Excel format). If elements of the Project are separately financed, the Submission must provide separate financial scenarios for each portion. If Project elements are financially inter-related, a comprehensive Financing Scenario showing the financing for the whole Project, with each element delineated, may also be submitted.
- *Rents and AMIs.* All Submissions must reflect the rent price affordability calculations (based on AMIs), and utility allowances described in Form G. In addition to the affordability requirements described throughout this Submission, any subsidy programs that are utilized will determine any additional affordability requirements, as applicable.

- *Superintendent's Unit.* Specific information about the superintendent's unit(s) shall be included, as applicable. If the superintendent unit is not located onsite, a letter explaining alternative provisions for onsite janitorial services that satisfy the Housing Maintenance Code must be included.
- *Project Budgets.* Provide Hard Cost calculations (including, but not limited to estimated construction costs, overhead, profit, insurance, contingency) with cost/sf estimates for both gross and net square footage. Please identify the entity that provided hard cost estimations and provide qualifications of this entity, if not already included in other parts of this proposal. Provide Soft Cost calculations, including assumptions for all fees for professional services, financing, and other industry standard and HPD allowable costs. Provide a percentage of Total Development Cost (TDC) for each line item.
- *Tax Exemption Programs.* Submissions must indicate which tax exemption program(s) the Project plans to utilize, if any.
- *Financing Narrative.* The Financial Scenario must clearly explain the financing structure of the Project, and explicitly identify proposed subsidy/financing programs. If the financing scenario proposes competitive financing sources, the financing narrative should explain the feasibility of obtaining the proposed sources and/or describe the respondents' history of successfully applying for the proposed sources.
- *Financing Homeless, Supportive and/or Senior Housing.* Submissions that include homeless, supportive, and/or senior housing components may include competitive financing sources in their Primary Financing Scenarios.
- *Regulatory Term.* Units must remain in the rent regulation system in perpetuity. The Developer must propose a strategy to extend the affordability period beyond the initial regulatory period in this Tab. The initial regulatory period must be at least thirty (30) years. Submissions must explain any future financial and other resources needed from the City to extend affordability beyond the regulatory period and indicate how the Submission budgets for future capital needs.

Site A

- The cost of the core/shell for Community Facility Space must be identified in the project budget of Form G. Financing proposals should assume a base rent of \$25 per square foot for Tenants of the existing Multi-Service Center that are included in the proposed development.

Site B

- The cost of the NYPD replacement parking must be identified in the project budget of Form G and assumptions must be explained in the Financing Narrative.

TAB H –Financing Letters of Interest and Historical Financing Letters of Interest/Award Letters

□ **Financing Letters of Interest**

- **Private Financing**

If private financing is proposed, a letter, or letters of interest, from a private lender or lenders must be included. Letters must be dated no earlier than two (2) months from the date of submission of the Developer's proposal. Respondents may use different private lenders for construction and permanent financing. The letters must be provided on the lender's letterhead, signed by a representative of the lender, and must state the amount and terms of the financing. The letter(s) must indicate a willingness to provide construction and permanent financing in amounts and with terms consistent with the proposal, and must include the following:

- *Construction Loan*
 - The amount of financing that the lender would consider based on the lender's preliminary determination of feasibility, based on expected development costs, operating income/expenses, and associated residential rent levels; and
 - The interest rate (fixed or variable), the equity requirement, applicable fees, and other terms under which the lender would provide construction financing.
- *Permanent Loan*

- The amount of financing that the lender would consider based on the lender's preliminary determination of feasibility, based on expected development costs, operating income/expenses, and associated residential rent levels; and
 - The interest rate (fixed or variable), the equity requirement, applicable fees, and other terms under which the lender would provide permanent financing; and
 - The maximum loan to value ratio and other underwriting criteria, including treatment of rental income, minimum maintenance and operating expenses, and debt service coverage requirements.
 - *LIHTC Syndication*
 - If LIHTC financing is proposed, a syndication letter of interest is required. If LIHTC financing is proposed, the experience of the development team with tax credits must be described in the financing narrative.
 - **Public Financing**
 - If HDC bond financing is proposed, a letter of interest from HDC is NOT required.
- **Historical Financing Letters of Interest/Award Letters** (for similar projects financed within the past 7 years, if applicable)
 - **Competitive Sources**
 - Any Proposal that includes funding or financing that is awarded on a separate competitive basis must submit historical letters of interest or award letters for similar projects financed within the past 7 years, if applicable.

TAB I – Assets Statements

- **Assets Statement and References**
 - Each Principal of the Respondent must submit audited or reviewed financial statements detailing the Principal's financial status in the two most recent years preceding the Submission Due Date for this Request. Publically-owned companies must submit the latest annual report and Form 10K, as well as any Form 10K submitted after such Form 10K. As an alternative, the Assets Statement in Form K may be used. Provide sufficient information necessary to evaluate the Respondent's current financial commitments and track record to meet the financial obligations of the proposed Project.
 - Provide references only of banks, investors, or other lenders that have financed previous and similar development projects.

Development Program and Community Development

TAB J – Development Program

- *Development Program.* Narrative describing a comprehensive perspective of the various components of the development program, including residential, commercial and/or community facility, open space, and other land uses for the Site. The narrative should discuss whether and how the development program considers the goals and priorities identified in the Community Visioning Report.
- **Site A – Plan for Tenant Relocation.** Narrative describing operational plan for relocating Tenants prior to closing, including but not limited to how the plan addresses the Tenants' needs outlined in Appendix D, a Tenant engagement strategy, the costs associated with relocation, and the proposed schedule noting key milestones.

TAB K– Community and Economic Development

- Narrative describing a comprehensive approach to the various components of the community development program, including;
 - Community Engagement Plan that provides meaningful opportunities for community outreach, input, feedback, or participation in certain elements (design and programming) of the Project after Developer selection.
 - Hiring and Procurement Plan for achieving (or summary of having achieved) compliance with the following required City and HPD programs:
 - HireNYC
 - M/WBE Build-Up Program, a component of HPD's Building Opportunity Initiative

- Public Approvals Outreach Plan providing a strategy for complying with the ULURP certification and public approvals process.

Design and Performance

TAB L – Design Narrative

- Design narrative that provides a clear and comprehensive description of the preliminary design and succinctly articulates the design approach to achieving the Project vision and goals. Narrative must cite all elements submitted in Tab L: Architectural and Urban Design Plans, as described below.
 - **Area Plan and Photos.** How the design concept was informed by neighborhood physical, cultural, historical and/or socio-economic characteristics, as well as the Site conditions.
 - **Zoning Analysis and Building Code.** How the proposed Project complies with, or requires a variance from, applicable zoning and other legal requirements, as well as any known environmental concerns and how the Respondent intends to address them.
 - **Site Capacity and Program Evaluation.** How the planning and design approach address the existing buildings and any significant Site features, and the capacity (opportunities and challenges) of the Site to incorporate the various components of the development program.
 - **Site Plan and Urban Design.** How the Site plan and urban design approach creates safe and active urban residential environments, connects the Site to the surrounding neighborhood, enhances the public and pedestrian realm, and fosters sustainable development.
 - **Building Design.** Highlight major and/or unique design approaches to the building envelope and façade, floor plans and unit layouts, building systems, construction type, resiliency strategies and sustainable development.
 - **Design and Construction.** Identify proposed construction type and any cost containment concepts to achieve quality design within proposed budget and schedule parameters, and consistent with the development program.
 - **Design Excellence.** Narrative describes other design features proposed for the Project, such as Active Design, Universal Design, and/or arts to be incorporated Project.

TAB M – Architectural and Urban Design Plans

Submission completeness requirements:

- Plans and drawings are to be at a concept design level typically included as part of the preliminary Schematic Design phase for architectural services.
- Preliminary plans and drawings must provide a clear understanding and comprehensive illustration of the design approach.
- All plans must be prepared and signed by a Registered Architect or Professional Engineer.
- All plans must be dimensioned and with a north arrow.
- Elevation Drawings, Section Drawings, and Floor Plans must be dimensioned at the same scale.
- All plans and drawings must include the name of the Project, Respondent, Architect and/or Engineer, and date.
- All materials must be on paper size of 11” by 17”, or smaller, and must be easily reproducible.

Area Plan and Photos

- Photos: Images of the Site and the Site’s relation to surrounding buildings, streets, sidewalks, and open spaces, at least 3” x 5” in size. Photos must be keyed on the area plan outlined below. The photos must be clear enough to be reproducible. Submissions must include photos of other neighborhood and community characteristics and conditions that informed the designs.
- Neighborhood Area Plan: A neighborhood context plan(s) indicating circulation patterns, significant land uses, transportation networks, landmarks, and other neighborhood infrastructure and community amenities.

Zoning Analysis and Building Code

- Zoning Analysis: Zoning map for the Site, and a detailed zoning computation with an analysis to demonstrate compliance with the assumed zoning. The analysis must cite pertinent sections of the zoning resolution. The analysis must include, at a minimum, the assumed zoning and uses; and the proposed and allowable/required (1) unit density; (2) FAR and ZFA (total and by use); (3) lot coverage; (4) height and setbacks; (5) streetwall

requirements; (6) yard requirements; (7) vehicle and bicycle parking, etc.; and (8) special regulations applying in flood hazard areas, as applicable.

- Site Zoning Study: Site plan detailing adjacent street widths, setbacks, encroachments, easements, lot size, tax lot and zoning lot boundaries, and other relevant zoning and Site conditions and features.
- Square Footage Analysis: chart(s) with detailed breakdown of residential, community facility, parking, open space, and other components of the development program. The chart must include gross square footage, deductions and zoning square footage (floor area) by building and floor.
- Building Zoning Study: Massing diagram detailing building(s) uses, size, height, and other relevant zoning and Site conditions and features.

Site Plan and Urban Design

- Site Plan: Site plan indicating all components of the development program.
- Site Connectivity Plan: Site plan illustrating the connection of the Site to the broader neighborhood infrastructure and community amenities, within one block of the Site, at a minimum.
- Circulation and Open Space Plan: Site plan with walkways, sidewalks, garage and parking areas, curb cuts, building entrance/egress points, streetscape improvements, landscapes, lighting, easements, and encroachments.

Building Design

- Floor Plans: Ground level concept plans clearly indicating distribution of the development program and circulation patterns.
- Typical Dwelling Unit Plans: Typical unit floor plans that provide residential unit uses and separation of spaces, circulation and entrance/exit, key dimensions and square footage, access to light and air, and unique features and amenities.
- Elevation Drawings: Elevations clearly indicating proposed fenestration and materials, ceiling heights, floor elevations, and total building height.
- Site Section Drawings: Site section indicating proposed building and other land uses in contextual relation to other Site improvements, including adjacent buildings and Sites.
- Building Section Drawings: Building section indicating building to grade relationship and floor-to-floor and floor-to-ceiling height; and, key wall, floor, and roof section indicating envelope materials, fenestration, and approach to sustainable development.
- Illustrative Drawings: Conceptual diagram and/or sketch illustrating the intent and approach to the design and development of the Site. Simple visualization to communicate design aesthetic, scale and relationship of the Project components, and a general sense of space from the pedestrian perspective/ experience. (Physical models will not be accepted. Photo-realistic renderings or other expensive drawings are not required or encouraged.)

VIII. DEVELOPER OBLIGATIONS

A. Development Team and Project Management

The Developer will be responsible for assembling a Development Team with the necessary expertise, experience, and capacity to develop and manage the proposed Project, such as expertise in affordable housing development and finance, marketing and property management (residential and commercial, if applicable), design and construction, and community development.

The Developer is responsible for a professional and disciplined project management approach to the public/private partnership in connection with this Submission with the objective of ensuring transparent information, project governance, smooth negotiations and communications, as well as risk management and quality control.

The Developer is responsible for arranging timely commencement and completion of the Project, and will be held accountable for the schedules outlined in the Submission and agreed upon with HPD. The Developer will be required to submit ongoing status reports regarding Project development, financing, budget, schedule, marketing, leasing, and management.

The Development Team is responsible for activities typically associated with development, including, but not limited to, the design, finance, construction, marketing and leasing (and/or selling), and management of the completed residential units and commercial spaces, if applicable.

B. Community Outreach

The Developer will lead all community outreach activities and participate in required public forums, hearings, and briefings with the Community Board, elected officials, City agencies, and other organizations, as determined necessary by HPD, and will provide the necessary documentation and presentations for said meetings and forums.

C. Design and Construction

The Developer is responsible for obtaining all necessary governmental permits for the construction of the Project. The Developer must submit to HPD a full set of Schematic Design documents that include any modifications to the original concept/preliminary drawings and plans included in this Submission, as agreed upon by HPD and the selected Respondent, for HPD review and approval, within six (6) months of selection. Prior to disposition, the Developer must submit a complete set of Design Development documents and specifications to HPD for review and approval. The Developer is responsible for submitting final Construction Documents to HPD, which must conform to previous review comments and approvals made by HPD. The Developer will be expected to start construction on the date specified in its Development Schedule, which must be within 18-36 months of HPD's issuance of a Negotiation Letter to the Developer.

At a minimum, the Developer is responsible for meeting the most current applicable design and construction regulations and guidelines listed below:

- [HPD Design Guidelines for Multifamily New Construction and Senior Housing](#)
- [HPD Design Guidelines for Supportive Housing](#), if applicable
- [HPD Building and Site Performance Guidelines](#): Enterprise Green Communities Criteria Certification Overlay for NYC HPD Projects.

Submissions must comply with all current regulations, codes, and ordinances, including, but not limited to:

- [Zoning Resolution](#)
 - **Site A** - Special Regulations Applying in Flood Hazard Areas (Article VI, Chapter 4)
 - **Site B** - The Special East Harlem Corridors District (Article XIII, Chapter 8)
- [New York City Construction Codes](#), including Appendix G of the Building Code for **Site A**
- [Multiple Dwelling Law](#)
- [Fair Housing Act](#)
- [Section 504 of the Rehabilitation Act of 1973 and Accessibility Requirements](#) (applies even if Project does not receive federal funds, and includes architectural, as well as marketing standards)
- [Americans with Disabilities Act](#) (as applicable)

D. Environmental Review

The Developer will be responsible for preparing and submitting an Environmental Assessment Statement (EAS) in accordance with the guidelines contained in the latest edition of the City Environmental Quality Review (CEQR) Technical Manual, including an EAS form, graphics and technical assessments and appendices, as necessary. It is anticipated that HPD will serve as the lead agency for the CEQR review and will oversee the preparation of all CEQR documentation; however, the Developer will be responsible for retaining a reputable environmental consultant, preparing and submitting all CEQR documents, and funding the cost of the studies and analysis required for completion of CEQR. The CEQR assessment will consider the discretionary ULURP approvals described below. The Developer will be solely responsible for any mitigation measures identified as a result of the CEQR review.

In addition, the Developer will be responsible for preparing associated environmental studies which could include, but are not limited to Phase I and Phase II ESA's, Phase IA archaeological assessments and noise/acoustical studies. The Developer will be responsible for implementing any remedial measures identified in connection with the redevelopment of the Site as determined by HPD. HPD does not make any representation or warranty whatsoever regarding the condition of the property or the suitability of the property for the uses contemplated by this Request. The Developer will be solely responsible for providing engineering and institutional controls to allow for the re-use of the Site.

The Developer will be responsible for procuring a Phase I ESA for the property to be reviewed by HPD's Environmental Planning Unit. If applicable, the Developer will be responsible for preparing and implementing a Phase II Subsurface Investigation work plan and, in the event contamination is present, a remediation plan. The Phase II work plan, Phase II results, and any required remediation plan would be subject to review and approval by HPD's Environmental Planning Unit as well as either DEP or OER. No such investigation or remediation plan development may proceed without the oversight of these City agencies.

E. Public Land Use, Zoning and Approvals

HPD will be the applicant for the ULURP application, with assistance from the Developer in preparing the supporting documentation for the application, if needed. The Project will also require City Council and Mayoral approvals. Anticipated actions requiring approval under ULURP or UDAAP for development of Site A include a zoning map amendment, a zoning text amendment to map a Mandatory Inclusionary Housing area, and the disposition of City-owned property. Anticipated actions requiring approval under ULURP or UDAAP for development of Site B include the disposition of City-owned property and the (re)acquisition of a portion of the Site. The Developer may be required to alter the designs or program before and during the ULURP process to comply with any request for modifications.

F. Financing

Real Property Taxes and Exemptions

The Developer is responsible for applying to, and meeting the requirements of, any applicable tax benefit program. HPD makes no representations or warranties as to the continued availability of these benefits or as to the Project's eligibility to receive these benefits. The Development Site will be subject to New York City real property taxes and charges. However, the tax exemptions described below may be available for eligible projects. Specific benefits may vary depending on characteristics of the Project. For details of each program, the Developer is responsible for researching the relevant statute and rules.

- The [Affordable New York Housing Program \(RPTL Section 421-a\(16\)\)](#) that took effect on April 10, 2017, provides a partial tax exemption for new multiple dwellings from real property taxes on the increase in assessed valuation resulting from the improvement to the property. The full amount of real property taxes on the assessed valuation of the property in the tax year preceding the year in which construction commenced must be paid each year. In addition, real property taxes must also be paid for any commercial, community facility, or accessory uses that in total exceed 12% of the aggregate floor area of the project. Eligible rental projects of 6 or more units would receive a retroactive 100% exemption for a construction period of up to three years, and depending on the location and number of units, either a 35-year post-construction partial exemption (25 years at 100% exemption and an exemption equal to the percentage of affordable units during the last 10 years), or a 35-year post-construction full exemption (35 years of 100% exemption). Projects receiving the 100% exemption for the full 35 years are restricted for 40 years rather than 35 years.

- The [Article XI tax exemption](#) provides a complete or partial tax exemption from New York City real property taxes for up to 40 years for the new construction or rehabilitation of affordable housing carried out by a Housing Development Fund Company (HDFC). An HDFC is a corporation formed under Article XI of the Private Housing Finance Law to develop and operate low-income housing. The formation of each HDFC which is a sponsor of an HPD project is individually approved by HPD and the tax exemption is subject to City Council approval.
- The [420-c tax exemption](#) provides an exemption from New York City real property taxes for up to sixty (60) years for housing financed or previously financed in part with Federal Low Income Housing Tax Credits. In order to be eligible for this tax exemption, at least 70% of the units must be subject to the income and occupancy requirements of Internal Revenue Code Section 42. Projects must be owned or leased for at least thirty (30) years by a corporation, partnership, or limited liability company, of which at least fifty percent (50%) of the controlling interest is held by a charitable organization with 501(c)(3) or (4) tax exempt status whose purposes include the provision of low income housing, or a wholly-owned and wholly-controlled subsidiary of such a charitable organization. HPD must approve the regulatory agreement that imposes tax credit restrictions on the project's dwelling units and may also require a payment in lieu of taxes (PILOT.)
- The [Urban Development Action Area Project \("UDAAP"\)](#) tax exemption is subject to approval by the City Council. The City Council may grant an exemption from the New York City real property taxes on the buildings/improvements for up to twenty (20) years. If the Council grants the full 20-year exemption, the improvements on the Site would be fully exempt from the New York City real property taxes on the buildings/improvements for the first ten (10) years with a gradual phase-in of full taxes over the remaining ten (10) years (10% per year). The full amount of the New York City real property taxes on the land must be paid each year. Other governmental approvals are required before the City is able to use the UDAAP.

Transfer Taxes and Disposition Price

The Developer is responsible for paying all transfer taxes associated with the conveyance of the Site to the Developer, including any transfer taxes associated with the conveyance of the condominium units and all transfer and recording taxes associated with financing of the construction and the Project, generally.

The Developer will pay, upon conveyance, a nominal disposition price, anticipated to be \$1.00 per lot at HPD's sole discretion, and will deliver an enforcement note and mortgage for the difference between the purchase price and the appraised value of the Site, which may accrue interest at the AFR and may be payable at maturity. When the NYPD Parking is conveyed by the Developer to the City, no consideration will be paid by the City and the NYPD Parking will be released from the enforcement note and the lien of the enforcement mortgage.

HPD – HDC Term Sheets

Developer Submissions must comply with all terms of any HPD subsidy program utilized. Please refer to [HPD Term Sheets](#).

Developer Submissions that assume HDC bond financing (and subsidy financing, if applicable) must comply with all terms of the applicable [HDC Term Sheet](#).

Project-Based Rental Assistance

Development teams that propose the use of project-based rental assistance in accordance with HPD-HDC term sheets will be expected to apply to [HPD's Project-Based Voucher \(PBV\) Request for Proposals](#) or other project-based rental assistance competitions. HPD will accept applications to its PBV RFP on a rolling basis and awards will be made four times per year at intervals that will be announced at a later date.

Subordinated Debt

Developer Submissions calculate subordinated debt at the amount equal to the sum of:

1. The difference between the cash portion of the purchase price paid at closing and the appraised value of the Development Site, based on an independent appraisal acceptable to HPD; plus
2. The aggregate amount of any City, State, or Federal construction subsidies for the construction of the units less the amount required to be repaid from proceeds from the sale of the units, if applicable; plus
3. Any additional value as reflected by the difference between the homeownership sales prices and the as-built market value of the Site and improvements, if applicable.

Resale, Refinancing, and Recapture Restrictions

- The HPD enforcement mortgage is subject to repayment from refinancing and resale profits, and may be non-evaporating.

Incentive Programs

The Developer is responsible for pursuing and securing other subsidies related to the Development Program that may be available:

Brownfield Redevelopment

- [New York City Office of Environmental Remediation](#) provides subsidy and technical assistance for City-supported affordable and supportive housing developments.

Commercial and Retail Incentives

- New York City Economic Development Corporation (NYCEDC)'s [guide to financing and incentives](#).
- [Food Retail Expansion to Support Health \(FRESH\) Program](#): promotes the establishment and retention of neighborhood grocery stores in underserved communities by providing zoning and financial incentives to eligible grocery store operators and developers.
- [NYCEDC Capital Access Loan Guaranty Program](#): Provides up to a 40 percent guarantee on loans for qualified NYC micro (fewer than 20 employees) and small (21-100) businesses experiencing difficulty in accessing loans.

G. Disposition and Disposition Price

The Developer will be responsible for executing and complying with all Site Disposition requirements. Disposition of the Site to the Developer will be subject to the following:

- Receipt of all public approvals required for disposition of the Site and development of the proposed Project on such Site, including without limitation, approval by the Mayor.
- The Sites will be conveyed in accordance with the terms of the LDA to be entered into between the Developer and HPD and will be conveyed in "as-is" condition, including without limitation, all environmental conditions and hazards. The LDA will contain covenants running with the land that require the Developer to develop the Sites in accordance with plans and specifications determined and approved by HPD.
- The City will convey the Sites subject to a remainder interest, so that title to the will revert to the City upon expiration of the regulatory period unless the parties mutually agree to an additional term of affordability.
- The simultaneous closing of a bona fide construction loan required to finance the full development of the Site.

H. Construction

The Developer is responsible for overseeing the design, bidding, and construction process generally described below:

Bidding and Contracting. The Developer is responsible for managing all phases of the design process to ensure the implementation of integrated design strategies to achieve high performing buildings and sites. The Developer is responsible for ensuring competitive construction pricing and delivery to make certain that the building is deliverable according to the Project budget and schedule, which must be consistent with HPD-HDC Term Sheets.

The Developer is responsible for procuring and managing the construction of the Project, and ensuring smooth negotiations and contracting with any sub-contractors for the construction and operations of the completed Project.

Completion and Close-out. The Developer is responsible for implementing all professional industry standard practices in construction monitoring, construction completion, compiling all warranties and guarantees, any applicable commissioning, and transferring the completed building to property management and maintenance personnel, and coordination with HPD marketing departments as units are completed and ready for leasing or sales.

I. Marketing and Leasing

The Developer is solely responsible for marketing and leasing of the residential units. In carrying out these functions, the Developer must comply with HPD and HDC's marketing requirements, which are designed to ensure that the availability of the units is disseminated as widely and fairly as possible. The Developer must ensure compliance with tenant/household preferences included in HPD and HDC's marketing requirements. The rent of the units projected in the Submissions are to be determined by the Developer in accordance with HPD, as stated in applicable term sheets or otherwise. The marketing of the units will be monitored by HPD staff to ensure compliance with these requirements. The [HPD-HDC Marketing Handbook](#) will be incorporated into the regulatory agreement that the Developer will execute.

The Developer is responsible for ensuring that all respondents, regardless of preference, must meet the income, employment, and other eligibility criteria set for each property for which it is applying.

J. Operating Rents – Rent Stabilization

The Developer is responsible for ensuring that initial rents will be established in accordance with the regulatory agreement consistent with any income requirements outlined in this Request and/or the subsequent Submission or other financing conditions and terms. Prior to initial occupancy, all residential apartment units must be registered with HCR under the rent stabilization system at rents specified in the regulatory agreement. Residential apartments must remain in the system for perpetuity. The Developer must submit a plan to extend the affordability period for an additional number of years.

K. Property Management and Maintenance

The Developer is responsible for providing professional property management services, and having all standard asset management systems in-place to qualify income levels pursuant to funding requirements, as well as to submit property management data and operating budgets to HPD.

The Developer is responsible for professional maintenance services, as well as supporting or facilitating resident programming and community rules that promote health, safety, and quality of life at the Project.

L. HireNYC

The Developer, General Contractor, and certain Subcontractors will be required to participate in *HireNYC*, a workforce development program which connects the City's real estate development projects to the City's workforce development services. Development partners will be required to enroll with Workforce1 through an on-line system hosted by the Department of Small Business Services, to share job openings in entry-and mid-level construction positions with Workforce 1, and to interview the qualified candidates that Workforce 1 refers for those openings. Respondents will be required to regularly report on their outreach activities per HireNYC Program requirements. For more information about *HireNYC*, see [HPD](#) and [SBS](#) websites.

M. High Road Retail

The Developer is responsible for ensuring compliance with the NYC High Road Retail ([Executive Order No. 19](#)) for mixed-use projects receiving more than \$1M in "Financial Assistance" from the City that: (1) are larger than 100K square feet or, in the case of a residential project, contain more than 100 residential units and (2) contain a retail or food service establishment occupying over 15K square feet. (See Executive Order 19 for the requirements that will apply to recipients of "Financial Assistance" and "Covered Employers" as defined therein.) The requirements shall apply for the longer of the term of the "Financial Assistance" or ten years from the later of the date of the commencement of the project or the date the Project commences operations.

N. Minority and Women-Owned Business Enterprise (M/WBE) Build-Up Program

The Developer is responsible for complying with the [M/WBE Build Up Program](#), which is a component of HPD's Building Opportunity Initiative. Currently, the program requires developers/borrowers to spend at least [a quarter of HPD-supported](#) costs on certified M/WBEs over the course of design and construction of an HPD-subsidized project.

A minimum of 25% will be required for each project subject to the program. Developers may adopt a goal higher than the minimum.

O. Fair Housing Requirements

The Developer must comply with all applicable Federal, State, and local laws, orders, and regulations prohibiting housing discrimination.

P. Warranty Coverage

If the residential apartments in the Project are sold by Developer as cooperative apartments or individual residential condominium units, Developer will be responsible for ensuring that these residential apartments are sold with a warranty that is the same as the housing merchant implied warranty described in Section 777(a) of the New York State General Business Law. The warranty must be applied to all residential apartments, regardless of the number of stories of the building in which they are located, and may not be limited, modified, or excluded by the methods provided for in Section 777(b).

Q. Section 3 Clause

The Developer is responsible for complying with Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) and the implementing regulations at 24 CFR part 135, if applicable, which includes, but not limited to, providing: (i) to the greatest extent feasible, opportunities for training and employment arising in connection with the planning and carrying out of the project must be given to "Section 3 Residents" as such term is defined in 24 CFR 135.5; and (ii) to the greatest extent feasible, contracts for work to be performed in connection with any such project must be awarded to "Section 3 Business Concerns" as such term is defined in 24 CFR part 135.5.

R. Davis-Bacon

The Developer must comply with Davis-Bacon and the Contract Work Hours and Safety Standards Acts, if applicable, which, currently includes Projects that contain twelve (12) or more units assisted with Federal HOME funds or Projects that contain nine (9) or more units funded with Project Based Vouchers.

S. Equal Opportunity

The Developer will be required, along with partners, or authorized representatives of the Developer, to attend a class administered by HPD outlining the requirements of Executive Order No. 50, and to submit Equal Opportunity forms provided by HPD verifying their compliance with the provisions of the Executive Order.

T. Building Services Prevailing Wages (Site B)

This Project for **Site B** will be subject to payment of prevailing wages as defined in Section 6-130(a)(13) of the New York City Administrative Code in connection with building service work performed by building service employees as those terms are defined in Section 6-130(a)(2) and (3) of the New York City Administrative Code, respectively. For the proposed financing at this time, please assume wages for building service workers published by the New York City Comptroller (<http://comptroller.nyc.gov/wp-content/uploads/documents/230-schedule2017-2018.pdf>). Note that the "Supplemental Benefits Rate" quoted therein are the minimum requirements for fringe benefits.

In addition, this project will be subject to the enforcement provisions set forth in paragraphs (2), (4), (6), and (8) of subdivision (d) of section 6-130 of the New York City Administrative Code, with respect to the role of the mayor or his designee, including the right of any aggrieved employee or former employee to file an administrative complaint and remedies that may be sought by the City for failure to comply with an order, determination, or disposition issued by the mayor or his designee or the office of administrative trials and hearings in accordance with said provisions of the New York City Administrative Code, and the Comptroller shall have authority to investigate prevailing wage violation complaints in accordance with paragraph (3) of subdivision (d) of section 6-130 of the New York City Administrative Code. An aggrieved current or former employee shall have a third party beneficiary right to enforce this prevailing wage requirement. Such third party beneficiary private right of action shall be effective only in the event that the enforcement provisions set forth in paragraphs (2), (4), (6), and (8) of subdivision (d) of section 6-130 of the New York

City Administrative Code are determined by a court of competent jurisdiction to be inapplicable to a violation of this prevailing wage requirement.

U. City Condominium Unit (Site B)

With respect to the condominium that will be established on **Site B**, obligations relating to “general common elements” of the condominium (e.g., roof, façade, building wide systems) shall be the responsibility of a board of managers on behalf of all units. The expectation is that the owner of the condominium unit that will be conveyed back to the City (the “City Unit”) will not be required to pay for such “general common elements”. The owner of the City Unit shall have the option to self-insure, and there may be additional terms with respect to the City Unit that will differ in application from the other units of the condominium. In connection with submission of the Project to a condominium regime, all involved City agencies shall be afforded the opportunity to review and approve all documents relating to the condominium submission including, without limitation, the condominium declaration and bylaws, prior to their filing and recording (as applicable).

In connection with the creation of the condominium and conveyance of the City Unit, the City may retain outside legal counsel to advise the City and to draft associated documentation. To continue in negotiations with the City at a point in time at the City’s sole discretion, the Developer may be asked to pay for counsel fees and costs of the City in connection with the creation of the condominium and conveyance of the City Unit. The Negotiation Letter and the LDA may provide that, upon request, the Developer shall promptly contribute funds to a replenishing escrow account from which the City will draw funds to cover all fees, costs, and expenses relating to such counsel. The initial balance of this account will be set by the City in its sole discretion. If the escrow balance drops below a threshold percentage, to be determined by the City, of the initial balance, the Developer shall replenish the escrow account with additional funds to restore the escrow account to its initial balance. The requirement that the Developer contribute funds to an escrow account for counsel fees and costs may be waived at the City’s sole discretion.

IX. CONDITIONS, TERMS, AND LIMITATIONS

This Submission is subject to the specific conditions, terms, and limitations stated below:

All determinations of HPD regarding this Request are at the sole discretion of HPD.

The Site(s) will be disposed of in "as is" condition. The City, its officers, agents and employees make no representation whatsoever as to the physical condition of the Site(s) or suitability for any specific use.

The Site(s) shall be subject to New York City real property taxes and charges. Tax benefits may be available under 421-a, Article XI, 420-c, UDAAP, or other tax exemption programs.

The proposed Project must conform to, and be subject to, the provisions of the Zoning Resolution, Building Code, and all other applicable laws, regulations, and ordinances of all Federal, State, and City authorities having jurisdiction, as the same may be amended from time to time.

Valid permits and approvals, as required by City, State, and Federal agencies, must be obtained by the Developer prior to commencing work.

The commencement of negotiations with a Developer will depend on satisfaction of the additional documentation and review requirements described in this Request, and will be subject to the subsequent approval of the Mayor.

The City will convey the Site(s) pursuant and subject to the provisions of the LDA, including the remainder interest described in this Request. HPD will recommend to the Mayor the disposition price as stated. Where required, all documentation, including but not limited to the deed and LDA, must be in form and substance satisfactory to the Mayor and Corporation Counsel. The conveyance will be subject to satisfaction of the applicable provisions of the City Charter and Article 16 of the General Municipal Law. The portion of the Site that will become the NYPD replacement parking will be conveyed to the City as described above.

No transaction will be consummated if any Principal of any selected Developer is in arrears, or in default upon any debt, lease, contract, or obligation to the City, including without limitation, real estate taxes and any other municipal liens or charges. The City may refuse to review any Submission by any such Respondent.

The Developer and any contractor it retains must pass a City background check before closing.

No commission for brokerage or any other fee or compensation will be due or payable by the City, and the Submission to this Request will constitute the Respondent's undertaking to indemnify and hold the City harmless from and against any such claim for any such fee or compensation based upon, arising out of, or in connection with any action taken by the Respondent, the selection of the Respondent's submission and invitation to the Respondent to respond to this Request, the conditional designation of a Developer pursuant to this Request, or the sale of the Site(s).

The City is not obligated to pay, nor shall in fact pay, any costs or losses incurred by any Respondent at any time, including the cost of responding to the Request.

This Request and subsequent Submission do not represent any obligation or agreement whatsoever on the part of the City. Any obligation or agreement on the part of the City may only be incurred after the City executes a written agreement approved as to form by the Corporation Counsel. The City is under no legal obligation to convey the Site(s) through a competitive process. The City may use the Submissions pursuant to this Request as a basis for negotiation with Respondents as the City deems appropriate. HPD may reject at any time any or all Submissions, amend or withdraw this Request in whole or in part, negotiate with one or more Respondents, and/or negotiate and dispose of the Site on terms other than those set forth herein (including to parties other than those responding to this Request). HPD may also, at any time, waive compliance with or change any of the terms and conditions of this Request, entertain modifications or additions to selected Submissions, or withdraw the Site or portions of the Site from or add individual parcels to this Request.

Selection of a Respondent's Submission will not create any rights on the Respondent's part, including, without limitation, rights of enforcement, equity or reimbursement, until after the approvals of the City Council, Mayor, and Corporation

Counsel, and until the deed, LDA, and all related documents are fully executed and approved. After execution, the terms of the deed and LDA shall govern the relationship between the City and the Developer.

All determinations as to the completeness or compliance of any Submissions, or as to the eligibility or qualification of any Respondent, will be within the sole discretion of the City.

This Request and any agreement resulting therefrom are subject to all applicable laws, rules, and regulations promulgated by any Federal, State, or municipal authority having jurisdiction over the subject matter thereof, as the same may be amended from time to time.

X. CONFLICTS OF INTEREST

Current and former employees of the City of New York may respond to this Request only in accordance with Chapter 68 of the New York City Charter governing ethics and conflicts of interest affecting City personnel. Section 2604(c)(7) of the City Charter contains specific prohibitions that exclude enumerated groups of employees from participating in the sales process. In addition, current HPD employees may not respond to this Request.

Persons in the employ of the City considering a Submission are advised that opinions regarding the propriety of their purchase of City-owned property may be requested from the New York City Conflicts of Interest Board. This body is empowered, under Section 2602 of the City Charter, to issue advisory opinions on conflict of interest questions and other matters of ethical considerations. It is not necessary, however, that such an opinion be obtained prior to responding to this Request.

Former employees of the City of New York are also advised that the City Charter imposes certain restrictions on post-employment and business relationships with the City. Such individuals are advised to consult the specific provisions on this issue contained in the City Charter.

XI. APPENDIX

- A. Community Visioning Report
- B. Submission Forms - Forms are available for download on the website in Word and Excel formats as part of this Submission. The lettering of Forms corresponds to the Submission Tabs. Please note that not all Tabs require a form.
 - Form A-1: Completeness Checklist
 - Form A-2: Respondent's Letter
 - Form D-1: Development Team Information and Respondent Questionnaire
 - Form D-2: Not-for-Profit Organization Form
 - Form E-1: Residential Development Experience and Current Workload
 - Form E-2: Residential Management Experience and Current Workload
 - Form E-3: Management Questionnaire
 - Form E-4: Commercial Management Experience
 - Form G: Financing Scenario
 - Form I: Site Development Program Summary
- C. Multi-Service Center Plans
- D. Tenant Description and Needs
- E. NYPD Parking Specifications
- F. East Harlem Points of Agreement

APPENDIX A:
Community Visioning Report



July 2019

East Harlem RFP Community Visioning Summary Report

Office of Neighborhood Strategies
NYC Department of Housing Preservation & Development

HNY
HOUSING NEW YORK

01 Introduction

Why: Development, Informed by the Community

On May 6th and May 13th, 2019, the Department of Housing Preservation and Development (HPD), with the help of the Offices of City Council Members Diana Ayala and Bill Perkins, Manhattan Community Board 11, the Office of Manhattan Borough President Gale Brewer, and the Department of City Planning (DCP), facilitated two community visioning workshops to gather public input for the future development of new affordable housing and neighborhood amenities for two public sites: the NYPD 25th Precinct Parking Lot and East Harlem Multiservice Center Sites in Manhattan Community District 11. Development of these two sites is part of the City's Points of Agreement in response to the East Harlem Neighborhood Plan.

This public report summarizes the results of the workshops and additional feedback received through email and post-workshop questionnaires. This report is also available on HPD's website at nyc.gov/eastharlemrfp and is attached to the Request for Proposals (RFP) issued for these sites. Development teams responding to the RFP for are encouraged to consult the report and thoughtfully consider the findings outlined in the report.

The purpose of the workshops was to enable meaningful and interactive participation, better understand community priorities, and gather ideas for future development on these sites from those who live and work in East Harlem, folks who have an intimate understanding of neighborhood conditions and needs.

1

East Harlem RFP Community Visioning Workshop Report Back



How: Community Visioning Workshops

The two workshops were held at the Silberman School of Social Work, and provided opportunities for attendees to participate in interactive, facilitated activities to gather their vision for each site. Participants could choose which site they wanted to discuss at each workshop. HPD designed participatory and interactive exercises to gather community input for each site on needed and desired:

- Housing types
- Community facility uses
- Retail types
- Affordability levels
- Site layout and urban design

With the help of the Manhattan Borough President's Office, Offices of Council Members Diana Ayala and Bill Perkins, Manhattan Community Board 11, New York City Housing Authority, and local community organizations, the City conducted extensive outreach to invite people to the workshop and provide input for the project. Outreach for the workshop included

flying in English and Spanish, connecting with faith-based institutions, and emailing blasts through local networks. In addition to the workshops, HPD created a paper and online questionnaire that asked similar questions to those asked through activities at the workshop. While workshop participation was lower than anticipated, those that did participate represented a range of East Harlem residents, including extremely low- to middle-income residents, public housing residents, renters and owners, seniors, parents, local community-based organizations, and Community Board 11 members. A total of nine tables were facilitated with the support of 27 City staff members.

2

Outreach and participation in numbers:

- 200+** bilingual flyers distributed
- 50+** community members attended
- 80+** questionnaires completed

Come join us for a

East Harlem Public Sites Community Workshop

Share your ideas for the development of **new affordable housing and neighborhood amenities** on the NYPD 25th Precinct parking lot and East Harlem Multiservice Center



Two identical workshops:
May 6 & May 13, 2019
6:30 - 8:30 pm
 Silberman School of Social Work
 2180 3rd Ave - Room 115AB
 New York, NY 10035
 (at the corner of 119th St)

FEATUREING

- + Interactive Activities
- + Spanish interpretation
- + Snacks and refreshments
- + Housing Resources Table
- + Activities for kids

Can't make a workshop? Fill out the online community questionnaire at nyc.gov/eastharlemrpf (after May 6th) or email us at eharlemrpf@hpd.nyc.gov.

train to 116th St stop
 M101/103 buses to 3rd Ave / E118th St
 M15 bus to 2 Ave / E 119th St

Please email eharlemrpf@hpd.nyc.gov for any reasonable accommodations you, or someone you know, may need in order to participate in the meeting at least 48 hours in advance.

Hosted by the Offices of Council Members Diana Ayala and Bill Perkins, Manhattan Community Board 11, Borough President Gale Brewer, the NYC Department of Housing Preservation and Development (HPD), and the NYC Department of City Planning (DCP).

Únanse para el

Taller Comunitario de Sitios Públicos en El Barrio

Compartan sus ideas para el desarrollo de **nuevas viviendas asequibles y servicios comunitarios** en el estacionamiento del 25^o preincto policial y el Centro de Multiservicios de East Harlem.



Two identical workshops:
6 & 13 de mayo, 2019
6:30 - 8:30 pm
 Silberman School of Social Work
 2180 3rd Ave - Sala 115AB
 New York, NY 10035
 (en la esquina de E. 119th St)

INCLUYE

- + Actividades interactivas
- + Interpretación en español
- + Antojitos y refrescos
- + Mesa informativa sobre recursos de vivienda
- + Actividades para niños

¿No puede ir al taller? Llame el cuestionario en la red nyc.gov/eastharlemrpf (después del 6 de mayo) o escribanos a eharlemrpf@hpd.nyc.gov

tren a la parada 116th St
 M15 autobus a la parada en la 2 Ave / E 119th St
 M101/103 autobuses a la parada en la 3^{ra} Ave / E118th St

Por favor escriba a eharlemrpf@hpd.nyc.gov si usted o alguien que conoce necesita acomodación razonable para participar en el taller al menos 48 horas por adelantado.

Organizado por las Oficinas de los Concejales Diana Ayala y Bill Perkins, Manhattan Community Board 11, la Oficina de la Presidente del Consejo de Manhattan Gale Brewer, el Departamento de Conservación y Desarrollo de la Vivienda de NYC (HPD), y el Departamento de Planificación de la Ciudad de Nueva York (DCP).

What: The East Harlem Public Sites

The City is issuing an RFP for two sites in East Harlem: the New York Police Department 25th Precinct Parking Lot site (“NYPD Site”) and the East Harlem Multiservice Center site (“MSC Site”).

The NYPD Site is located on Park Avenue between East 118th Street and East 119th Street and the MSC Site is located on East 120th Street between 1st Avenue and Pleasant Avenue, adjacent to the New York City Housing Authority Wagner Houses complex. The NYPD Site is approximately 23,172 square feet in size and is actively used by the NYPD as a surface parking lot. The existing NYPD parking spaces will be temporarily relocated during construction, and the new development will include replacement parking.

The Multi-Service Center Site is approximately 34,848 square feet in size and currently hosts a former school building that is used by about a dozen community facility operators providing services to the East Harlem community, ranging from organization offices, social services, to clinical health care. The existing tenants will be relocated during construction, and new community facility space will be required in the proposed development.

NYPD 25th Precinct Parking Lot (“NYPD Site”)



East Harlem Multi-Service Center (“MSC Site”)



What Does the RFP Process Look Like?



What: Building on the East Harlem Neighborhood Plan

Feedback on this site builds on the planning framework identified in the East Harlem Neighborhood Plan (EHNP), which is the product of a community planning process that began in May 2015 and was convened by the City Council Speaker Melissa Mark-Viverito, Manhattan Borough President’s Office, CB11, Community Voices Heard, and a diverse group of East Harlem stakeholders. The EHNP outlines a number of recommendations for development of public sites in the neighborhood, including these two sites, many of which were echoed by workshop participants. The EHNP also outline goals specific to public-sites, many of which were echoed by workshop participants.



Previously Stated Community Goals

- Develop 100% permanently affordable housing for a mix of incomes, prioritizing deepest levels and vulnerable populations
- Promote sustainability, open space, continued community gardening, and active recreation and design
- Activate ground floors with commercial and community facility uses that serve the neighborhood
- Support small businesses and promote local economic and workforce development
- Promote walkability and pedestrian safety

4

Source: General principles paraphrased from the East Harlem Neighborhood Plan recommendations related to public sites. See RFP Appendix for specific EHNP recommendations related to public sites and visit www.eastharlempian.nyc



02 Summary of Findings

Though there were many different visions for the site, the following were common threads that the majority of tables identified as priorities:

NYPD Site Programming

- **Housing Types:** Seniors, families, young people who are currently residents of East Harlem, a mix of household incomes from extremely low to moderate-income, affordable homeownership
- **Community Facility:** Arts and cultural center, youth and workforce/economic development centers, business incubators
- **Commercial:** Small supermarket with healthy food options, small local businesses, affordable supermarket with healthy food options, sit-down restaurant or café

NYPD Site Layout & Urban Design

- Maximize the number of affordable units, while still respecting surrounding context
- If the building maximizes height, it should incorporate setbacks
- High quality design and green / sustainable features
- Green roofs
- A variety of small businesses should be located on Park Avenue to encourage foot traffic
- Activate Park Avenue corridor through use of lighting, street trees/greenery, bicycle racks, and other commercial sidewalk amenities
- Building should be setback to create a larger sidewalk
- Entrance to parking on 119th Street, close to the precinct and away from community facility and residential entrance
- Incorporate public art into design in an innovative way

MSC Site Programming

- **Housing Types:** Seniors and supportive housing for those with special needs; rentals affordable to a mix of household incomes, especially extremely low- to moderate-income; affordable homeownership; required homeless set-aside should be targeted to seniors and veterans
- **Community Facility:** Space for existing MSC tenants

MSC Site Layout & Urban Design

- Preserve existing MSC building and rezone site to allow for a larger new residential building in the rear lot
- Maximize the number of affordable units, while still respecting surrounding context
- Height of new residential building should be maximized
- Provide access and improve connections between MSC site and Wagner Houses
- Incorporate green open spaces via green roofs or interior/rear courtyard
- High quality design and green / sustainable features
- Streetscape improvements such as trees, benches, bike racks, and lighting should be incorporated into the development

These findings were presented to the Community Board 11 Land Use Committee Meeting on June 5, 2019. In addition, Community Board 11 provided a set of recommendations for the East Harlem Public Sites, which are reflected in this document. RFP submissions will be evaluated based on the quality and feasibility of the proposals, as well as how they respond to the priorities articulated by the community.



VISION

“ Culture through public art and programming is important.”

MOST B...
 AFFORDABLE RENT
 PRESERVE EXISTING BLDGS
 LACK OF OUTREACH → MORE INFORMATION
 REDESIGN EXISTING BUILDING
 NO DISPLACEMENT OF EXISTING ORGANIZATIONS
 MORE RESOURCES + STABILITY TO THE COMMUNITY ORGANIZATIONS
 AFFORDABLE RELOCATION

VISION

- AREA STANDARD WAGES
- JOB TRAINING
- EDUCATION
- JUSTICE CENTERED COMMUNITY USE (RE-AM)

Q: COMMUNITY LAND TRUST MODEL?

VISION

- ACTIVATE PARK AVE
- 25TH PRECINCT INTEGRATED
- HOUSING SERVICES FOR HOMELESS
- WELCOMING & DIVERSE

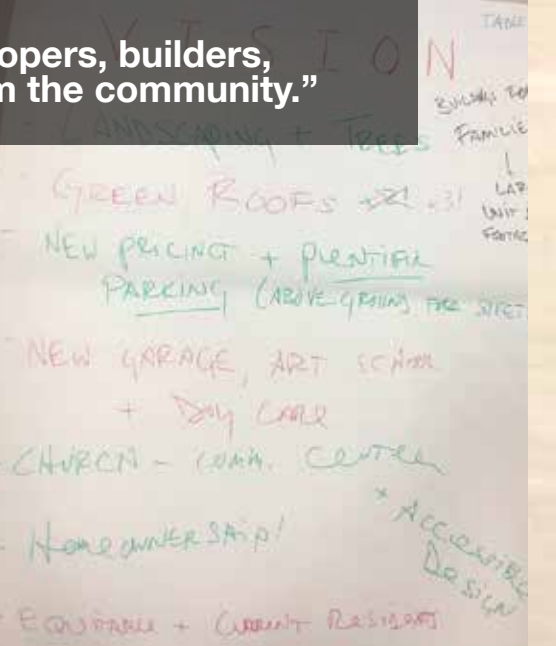
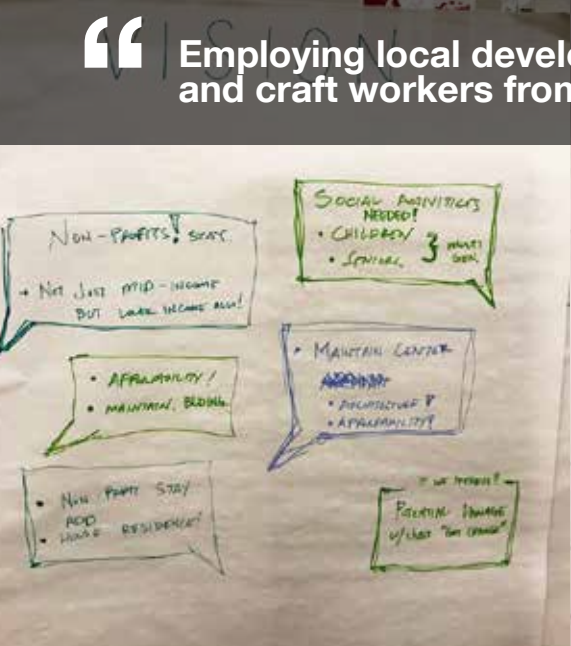
“ A feeling of community ownership”

VISION

- AFFORDABLE HOUSING TO LOW/MID INCOME + COMMUNITY SERVICES
- HOUSING FOR SENIORS
- MAKING HOUSING BE REALLY AFFORDABLE FOR THE COMMUNITY. REVISE CURRENT DEFINITION OF "AFFORDABLE"
- PRESERVE EXISTING BUILDINGS
- EMPLOY LOCAL DEVELOPERS/BUILDERS FROM THE COMMUNITY
- PROVIDE MORE HOUSING FOR SENIORS
- PROVIDE HOUSING FOR SINGLE PARENTS
- INVOLVE COMMUNITY MEMBERS ON WEST SIDE OF VIA/VC
- PROVIDE OPTIONS FOR HOMELESS (WORKSHOPS)
- PROVIDE RECREATIONAL AREA FOR YOUTH/TEEN SCHOOL CHILDREN
- ROOF-TOP GARDEN
- REVISIT DEFINITION OF EXTREMELY LOW INCOME AND PROVIDE HOUSING FOR THOSE PEOPLE. 9K - 15K/YEAR



“ Employing local developers, builders, and craft workers from the community.”

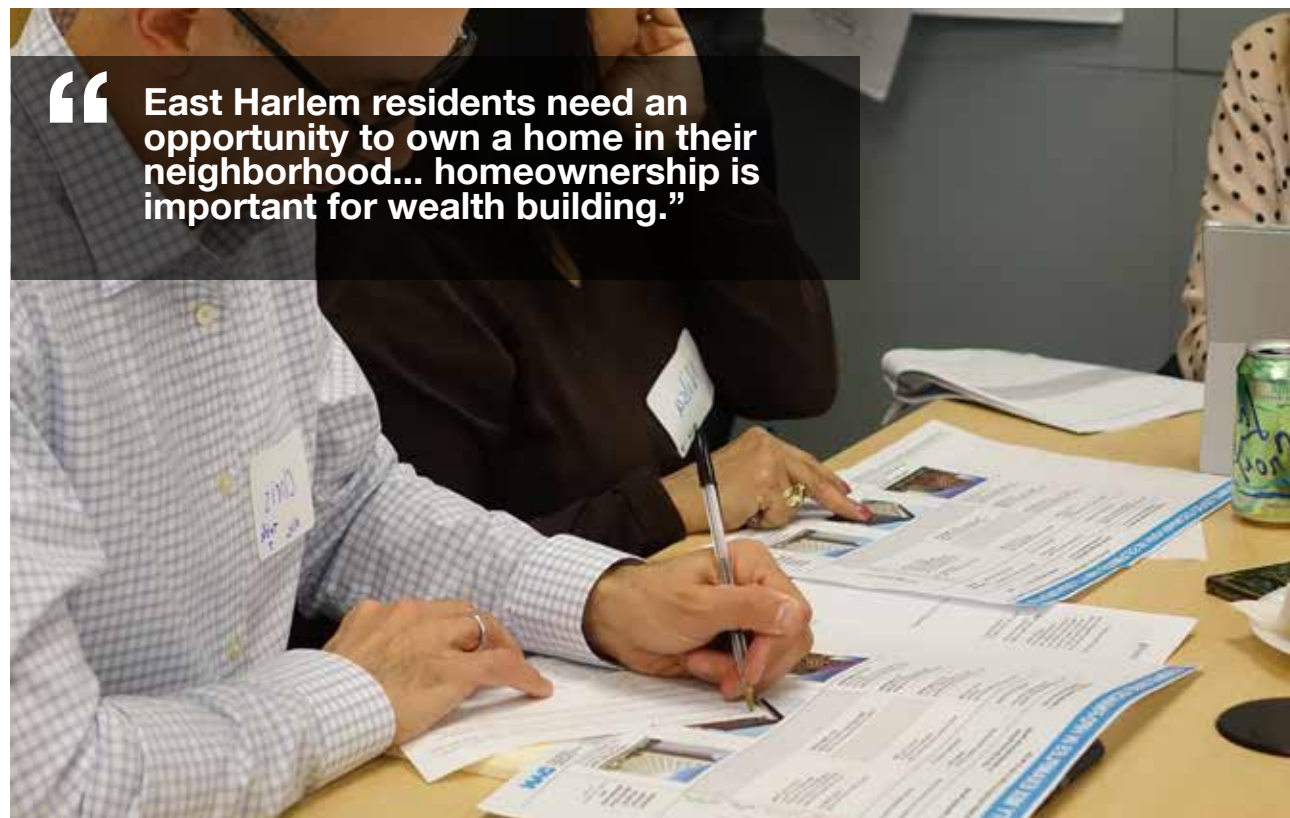


03 Affordability and Housing Types

The affordability activity explained the existing HPD programs to finance affordable housing for a mix of household incomes and/or special populations. Facilitators briefly explained the challenges of making an affordable housing project work financially - to not only build affordable housing but also maintain it over the long term, using scarce public resources. We asked participants, within these parameters and fair housing obligations, “What mixes of affordability levels are most important in the neighborhood?”

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The activity began with a warm-up questionnaire for participants to identify the populations that need affordable housing most on this site. HPD facilitators then provided an overview of how HPD finances affordable housing through different programs (term sheets). Each participant received an activity sheet that outlined the various HPD new construction housing subsidy programs that showed the populations served, the mix of household incomes and sample affordable rents, as well as local examples of projects with similar affordability mixes as the current term sheets. Participants gave their top two priorities for mix of affordability. See the next page for activity sheets.








Those that were not able to attend the workshop and instead participated in the online and paper surveys were asked what populations need affordable housing most.



AFFORDABILITY MIX EXAMPLES IN HPD-FINANCED DEVELOPMENTS

VOTE! Please circle the mix of affordable housing you'd like to see on the site

Type	A. Senior Affordable Rentals	B. Affordable Supportive Rentals with On-Site Social Services	C. Affordable Rentals for Extremely-Low to Low-Income (Option 1)	D. Affordable Rentals for Extremely-Low to Low-Income (Option 2)	E. Affordable Multi-Family Homeownership
Population Served	Extremely Low to Low-Income Seniors Formerly Homeless Seniors	Formerly Homeless Households with Special Needs Low-income Households	Extremely Low-Income Households, with some Formerly Homeless Households Moderate-income households	Extremely Low-Income Households, with more for Formerly Homeless Households Moderate-income households	Moderate- and Middle-Income Households who are First-Time Home Buyers
Example Affordability Level Mix	Extremely Low AMI ≤50%	30% of apartments serve formerly homeless seniors* 70% serve extremely low to low-income seniors with fixed incomes significantly less than \$50,100 for a family of two (60% AMI) Rent: 30% of income	10% of apartments serve formerly homeless households* Rent: 30% of income 10% serve households earning at or below \$28,170 for a family of three (30% AMI) Sample 2BR: \$575	30% of apartments serve formerly homeless households* Rent: 30% of income	
	Very Low AMI 40-50%		20% of apartments serve households earning between \$37,560-\$46,950 for a family of three (40-50% AMI) Sample 2BR: \$810-\$1,045	10% serve households earning between \$37,560-\$46,950 for a family of three (40-50% AMI) Sample 2BR: \$810-\$1,045	
	Low AMI 60%		40% serve households earning at or below \$56,340 for a family of three (60% AMI) Sample 2BR: \$1,280	30-60% serve households earning at or below \$56,340 for a family of three (60% AMI) Sample 2BR: \$1,280	30-60% serve households earning at or below \$56,340 for a family of three (60% AMI) Sample 2BR: \$1,280
Moderate AMI 80-120%			0-30% serve households earning at or below \$75,120-\$84,510 for a family of three (70% AMI-90% AMI) Sample 2BR: \$1,585-\$2,054	0-30% serve households earning at or below \$75,120-\$84,510 for a family of three (70% AMI-90% AMI) Sample 2BR: \$1,585-\$2,054	100% of co-ops/condos serve households earning at or below \$75,120 - \$122,070 for a family of three (80 - 130% AMI)
Example Existing Projects with similar affordability mix <small>(actual mix in projects may vary)</small>	 Draper Hall, East Harlem 203 Apartments Seniors Construction completion: 2017	 Prospero Hall, East Harlem 87 Apartments Veterans Construction completion: 2014	 Acacia Gardens 178 Apartments Construction completion: 2018	 The Fredrick, Central Harlem 75 Apartments Construction completion: anticip. 2019	 Solara, Concourse Village (BX) 158 Co-op Units Construction completion: 2014

NYPD Site Housing Preferences

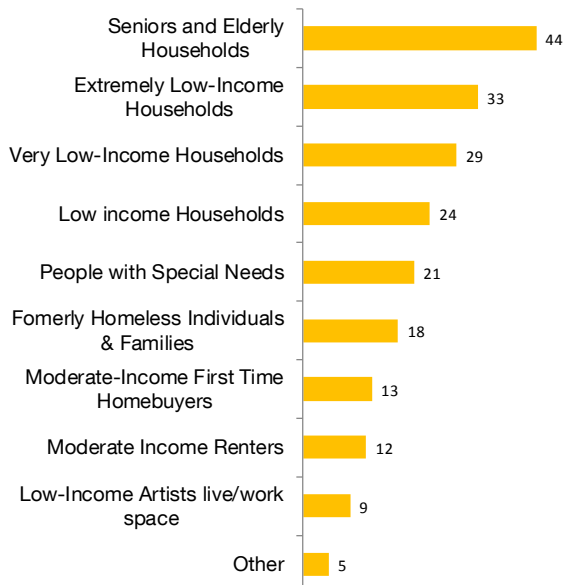
Participants identified senior housing, units for people with special needs, and housing for formerly homeless individuals and families as top priorities in the community. Both workshop and survey participants expressed a need for housing that served a range of incomes. While some envisioned housing on site to serve only a mix of extremely low- to low- income households, others envisioned the mix to include moderate and middle-income households to create a more socioeconomically diverse development. Housing for moderate-income first-time homebuyers and renters was also identified as a need, with participants citing the fact that there is a gap in the housing provided for moderate income households, who may not be considered low-income, but who still cannot afford market rents in the neighborhood. In addition to the community feedback, Community Board 11 recommended that an abundance of family-sized units be provided on site, as well as opportunities for affordable homeownership. Overall, the majority desired 100% affordable housing in any new development, prioritizing those earning 60% of AMI and below. The vast majority of participants emphasized the urgency for housing to serve households earning at or below 30% and 40% of AMI.

MSC Site Housing Preferences

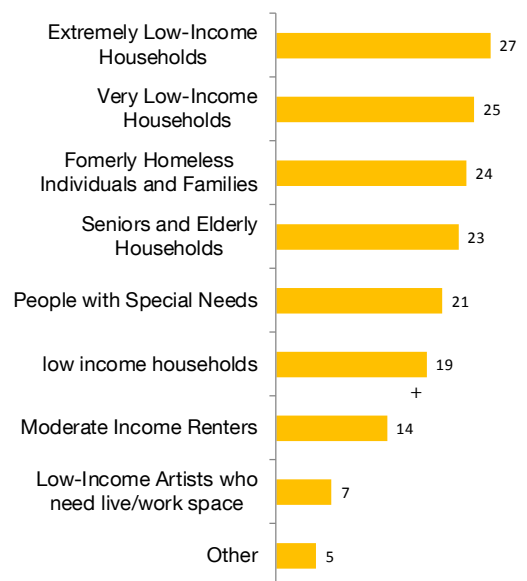
Participants identified formerly homeless, senior, supportive housing as top priorities for the community. For the formerly homeless set aside, there was a desire to provide units for seniors and veterans. Homeownership opportunities and artist housing were also mentioned as desirable. Similar to the NYPD Site, Community Board 11 recommended that the site incorporate family-sized units and affordable homeownership opportunities. Likewise, workshop and survey participants stated that there was a need of mixed-income housing for a range of household incomes for the MSC Site. Some noted that since there would be a 30 percent formerly homeless set-aside and the surrounding neighborhood already consists of multiple developments serving extremely low- and very low-income households, it would be desirable to provide units at the low- and moderate-income range, and even homeownership opportunities, if possible. However, most participants expressed a need for housing that also serves households earning at or below 30% and 40% AMI. Participants also emphasized the importance of ensuring affordability in perpetuity for these units, citing strategies such as non-profit ownership and Community Land Trust structures.

The charts below compile the results from the questionnaire of what populations most in need of affordable housing on this sites:

Top Housing Priorities at the NYPD Site



Top Housing Priorities at the MSC Site





IDEA for NYPD site: Participants noted that the future development could provide an opportunity to provide housing for certain populations that have traditionally been underserved in the neighborhood, including people with special needs, single parents, and young people who have grown up in the neighborhood but cannot afford to stay. The new building could also provide amenities that cater to these populations.



IDEA for MSC Site: Participants expressed a need for senior housing, as well as housing for families. It was suggested that the new development provide a range of unit types to attract residents of all ages in order to create a multi-generational community where residents could live and interact with one another.

“ We need mixed-income housing to both provide for people making less than \$45,000 and to sustain the project financially.”

“ There is an unmet need for Senior Housing in East Harlem”


“ Provide housing for working professionals who are in the ‘donut hole’ and don’t qualify for the lowest AMI levels and are in need of low- to moderate-income rentals.”

04 Desired Ground Floor Uses

11

While the Multi-Service Center will include community facility space for non-profit tenants who may wish to return to the new development, the NYPD site provides an opportunity to host new community facilities and retail for the neighborhood. In this activity, each participant first individually filled out a questionnaire and defined their top three types of community facilities and retail uses needed in the neighborhood. At the workshop, participants worked together to design their ideal ground floor programming for the NYPD site, using a hypothetical building activity. Participants used tiles with images of different types of community facilities and retail uses and prioritized the uses they wanted to see built in the limited amount of space. The results are summarized in the following pages.





“ We need better access to fresh and affordable fruits and vegetables; there are two fresh supermarkets across the street from one another, but the quality and prices could be better.”

“ An arts and Cultural Center that tells the history of East Harlem, celebrates local artists, and attracts tourists.”

“ Provide opportunities to keep money circulating within the community and build local wealth here.”

“ There is a lack of sit-down restaurants in the area where you can take a group of people to eat. Also, many places close early. Since these are missing, they could be a good addition.”

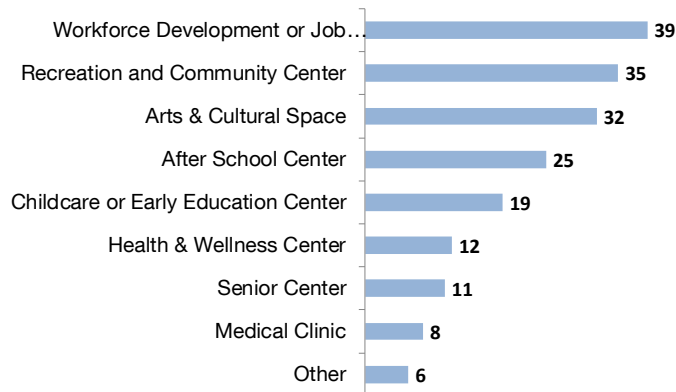
NYPD Site - Types of Community Facilities

For the NYPD Site, workforce development or job training center was identified as a top priority, with the intention of building the workforce and entrepreneurship capacity of local residents and building wealth in the community. Participants also voiced a need in the neighborhood for a use that celebrates the history and culture of East Harlem, such as an arts and cultural center as and/or recreation and community center. A few tables suggested a multi-purpose community center that would have elements of social justice programming, youth and adult programming around active recreation, arts and design, culture, job training, business incubation, and more. Overall, many participants noted the need for community facility spaces that would provide economic development and social engagement opportunities.

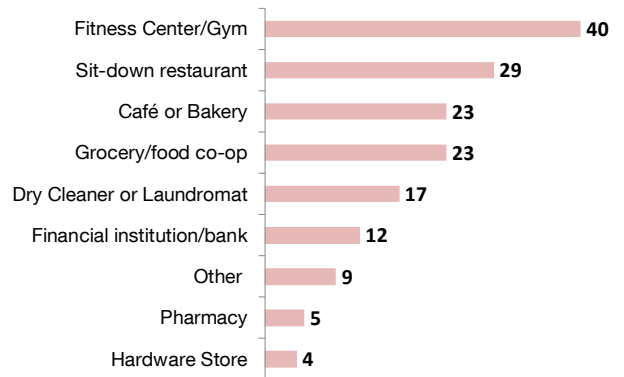
NYPD-Site Types of Commercial / Retail

A need for more retail along the Park Avenue corridor was a key theme in participant's responses, with residents noting a lack of amenities and a desire to activate blank street walls within the neighborhood. A fitness center/gym was also identified as a top priority. Additionally, participants stated the neighborhood could benefit from a sit-down restaurant, cafe, or small supermarket with fresh foods. Several tables noted the reciprocal relationship that could be created between small local retail tenants and onsite job training/business incubator uses. In addition, there was an emphasis on attracting establishments that catered to younger populations needs by providing employment opportunities to local high school students and recreational and/or entertainment opportunities for young professionals. Generally, participants relayed the idea that the new development could capture market potential from the neighborhood by activating the Park Avenue corridor with multiple retail and commercial establishments.

Top 3 Community Programs and Service Preferences



Top 3 Retail Uses



IDEA: Many table participants noted the opportunity for creating synergies between the community facility and retail uses, such as providing spaces for small business incubators and workforce development training centers that can provide start up opportunities and train employees for new commercial uses on site.



IDEA: Creating new public open space was very important to many participants. However, creating more open space means could potentially limit the number of affordable units that can be built. As a way to achieve both goals, some participants suggested creating a publicly-accessible rooftop garden on the new development.



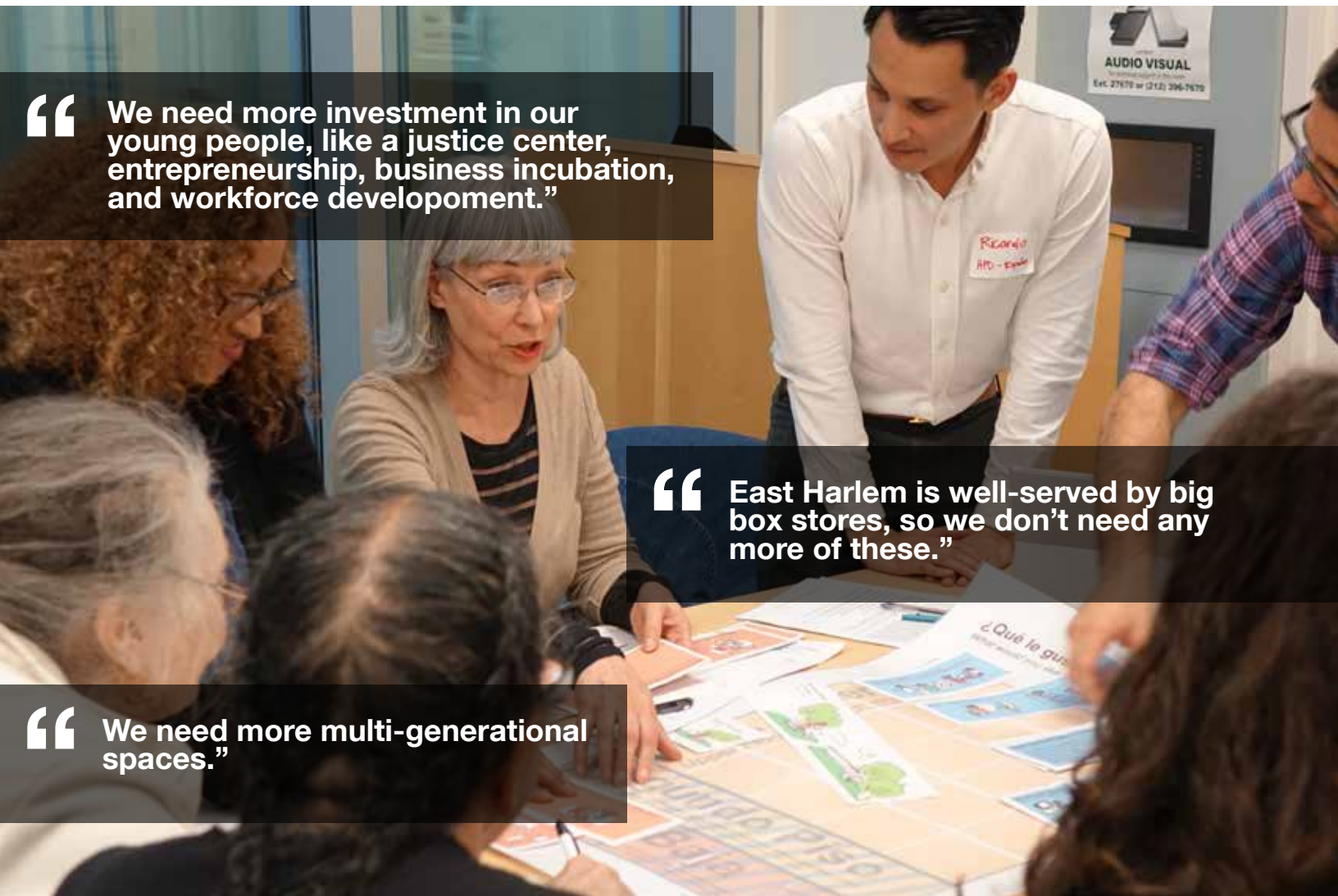
14

Left: Example building programming for the NYPD site, suggested by participants. Common themes: youth and workforce development, arts and cultural space, small businesses and sit-down restaurants.

“ We need more investment in our young people, like a justice center, entrepreneurship, business incubation, and workforce development.”

“ East Harlem is well-served by big box stores, so we don't need any more of these.”

“ We need more multi-generational spaces.”



05 Site Layout & Urban Design

15

A third activity brought urban designers from the Department of City Planning to help visualize what participants envisioned in terms of urban form and public realm improvements. The facilitators asked participants: “How should the buildings be laid out? How should the sites be connected to the surrounding area? What should it feel like walking down the street past this building? What public amenities would you like to see and where?” Each table completed a site diagram and street-view sketches

For the NYPD site, the site design activity was influenced by two factors: 1) the need to accommodate 75 replacement parking spaces on site for the NYPD, and 2) the site’s adjacency to the Park Avenue viaduct. Based on these two factors, most participants chose to place the parking below-grade or in a parking deck directly adjacent to the NYPD precinct entrance on 119th Street, with parking egress on the mid-block of 119th Street.

There was a mix of opinions about where the residential entrance should be placed. Some participants thought that the entrance should be on 118th Street, away from the NYPD precinct and Park Avenue corridor (at least 50 feet), while some thought it should be on Park Avenue. Participants also chose to include at least two stories of community facility and retail uses so that there would be no residential units directly facing the viaduct. Most participants expressed the desire to have community facility on the second floor, and to have a variety of retail uses on the ground level along Park Avenue to activate the corridor. The Community Board recommended that there be no residential units on the third floor facing the rail line, and that the ground floor be carefully designed with articulation along the Park Avenue corridor and 50% transparency. To further activate the corridor, participants



expressed the dire need for lighting, bike racks, public art, greenery, and thoughtful street wall fenestration. However the site design, new development needs to be thoughtful about both the NYPD parking needs as well as ensuring safety and security along Park Ave.

Conversations about the NYPD Site also included discussions focused on building density within the new development. Many participants felt strongly that new buildings should respect the context of the surrounding neighborhood and that no structures should be taller than buildings adjacent to the site. However, we also heard that residents were willing to accept taller buildings as allowed by the new zoning as a trade-off for more affordable housing and to reach deeper levels of affordability. Many participants suggested that the building incorporate setbacks as the building gets taller; so as to meet the different affordable housing needs in the community without overwhelming the area with tall buildings. In addition, some participants suggested that the building be setback from the Park Avenue lot line to allow for wider sidewalks and streetscape improvements.

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Folks also expressed an interest in incorporating green building design into the new structure, including noise-reducing materials (particularly along the viaduct), and sustainability components such as energy efficiency. Private residential open space on the roof and green and/or blue roof features are also desired.



“ The site should have natural landscaping, trees, and benches because green space is scarce in this area.”

For the MSC Site, the site design activity was influenced by the existing building on the site. Participants, including Community Board members and Multi-Service Center non-profit tenants, expressed a desire to preserve the existing MSC building, if financially possible, and to build a new residential building to the rear. The recommended gut-rehabilitation work included new HVAC, elevators, windows, electrical systems, and interiors to better serve the needs of the existing tenants. Most participants felt that the new development should have several points of egress, including separate entrances for the community facility and residential uses on 120th street, as well as access from the rear, connecting with Wagner Houses. Workshop participants noted the importance of connecting the new development to the nearby NYCHA campus. Participants stated that the design should incorporate elements such as lighting and landscaping to improve physical connections, create a welcoming environment, and activate the area between the development and Wagner Houses.

The discussion about MSC also focused on the bulk and density of the new development. There was a mix of opinions about how tall the new building should be, however most participants felt that the floor area of the new residential building should be maximized to allow the existing tenants to return to the site and to fit more affordable units. Some felt that the site should be rezoned to allow for a taller building and increased floor area.



“ Design should incorporate resiliency and flood mitigation measures – permeable pavement, green spaces, etc.”

The Community Board also felt that the site should be rezoned to an R8 MIH district to maximize the number of units that can be built on the site, with a recommended maximum height of 185 feet. Overall, the new development needs to be synergistic with the existing neighborhood uses. The Community Board expressed a preference for masonry and stone materials, rather than glass and metal. Similar to the NYPD site, the Community Board also recommended private open space and green and/or blue water features be provided on the roof of the new residential building and existing MSC building, if possible.

“ We should keep the building and its tenants because thousands of people get serviced there. Without affordable community facility space, they will not be able to stay in East Harlem.”

“ Connections between the existing NYCHA campus and new development should be created.”



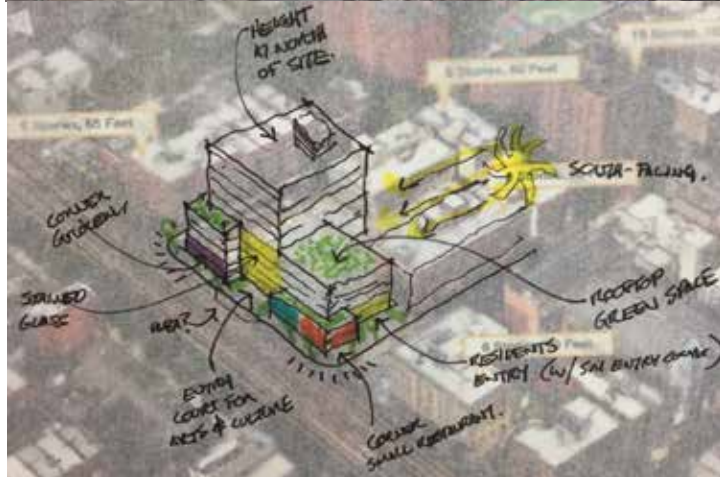
NYPD 25th Police Precinct Parking Lot

19

East Harlem RFP Community Visioning Workshop Report Back



IDEA: Some participants expressed a desire to create a welcoming and unique development. It was suggested that the building could emulate the culture of East Harlem through innovative public art features such as a stained glass installation, which would also provide a sense of transparency and connectedness to the commercial and community facility spaces within the building.

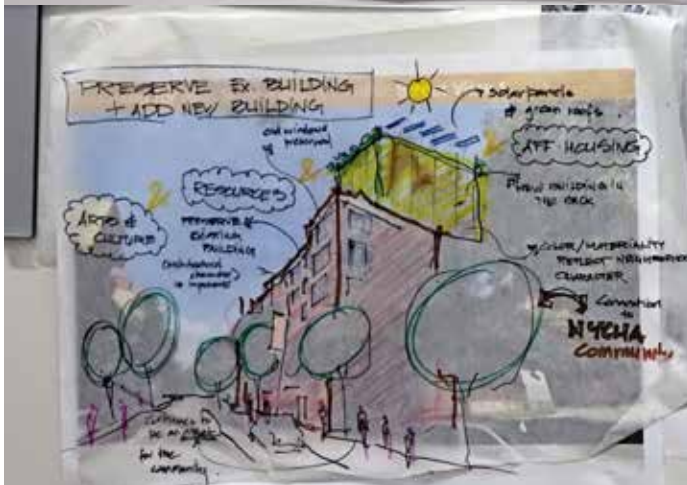


East Harlem Multi-Service Center



IDEA: Many participants were concerned that both new affordable housing and the existing MSC building would not fit on the same site. There was a desire to see increased density on the site in order to allow ample space for community facility and residential uses, and to explore different zoning options and building envelopes to best accommodate both neighborhood services and maximize affordable housing on the site.

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Acknowledgments

We would like to thank all of the community groups and participants in the workshop for helping with outreach and taking the time to share their concerns and ideas with us regarding the future development of the NYPD 25th Precinct Parking Lot and East Harlem Multiservice Center Sites. We would also like to thank City Council Members Diana Ayala and Bill Perkins, Manhattan Borough President Gale Brewer, and Manhattan Community Board 11 helping to plan, co-sponsor, and conduct outreach for the event. Finally, we thank the volunteer staff from the Department of Housing Preservation and Development (HPD) and the Department of City Planning (DCP) who helped to make the workshops possible.



APPENDIX B: Submission Forms

Form I: Assets Statement

I- Assets Statement (Tab I)

[Assets Statement must describe financial status within the last twelve months and must be dated and signed.]

Principal or Individual whose assets are described below:

1. Personal Information

Name:

Business Name:

Business Phone:

Residence Address:

City:

State:

Zip Code:

Business Address:

City:

State:

Zip Code:

Position (Title):

Years of Service:

Salary:

Bonus/Commission:

Other Income:

Source of Other Income:

Are you a defendant in any lawsuits or legal action that may impact your financial standing?

If so, please describe:

Do you have any contingent liabilities?

If so, please describe:

2. Statement of Financial Condition

Assets	Dollars (omit cents)	Liabilities	Dollars (omit cents)
Cash On Hand and in Banks		Notes Payable to Banks <i>Secured</i>	
Notes Receivable		Notes Payable to Banks <i>Unsecured</i>	
Mortgages Owned		Notes Payable to Others <i>Secured</i>	
		Notes Payable to Others <i>Unsecured</i>	
Marketable Securities Owned See Schedule A		Debt Balances in Margin Accounts with Brokers	
Real Estate Owned		Mortgages on Real Estate	
Cash Value of Life Insurance		Loans Against Life Insurance	
Other Assets* (Itemize)		Other Liabilities (Itemize)	
Total Assets		Total Liabilities	
		Net Worth	

* Any interest in a closely held business must be documented by providing a current balance sheet for that business and stating the percent of interest held by the applicant.

Schedule A: Marketable Securities Owned

List separately and check (X) next to those pledged as collateral.

Marketable Securities Owned	Dollars (Omit Cents)	Collateral?

3. Signature Page

You, the undersigned hereby represent the above to be a true and accurate Statement signed as of the date herein.

Name of Principal: _____

Signature of Individual: _____

Print Name and Title of Individual: _____

Date: _____

East Harlem RFP
Form G: Financing Submission Template

Instructions

Please complete this pro forma for the rental component of your project. Fill in the cells shaded blue. Keep cells linked and maintain calculations. If you modify given assumptions, please clearly note the changes.

Applicants should provide separate pro formas for each component of a project that will be separately financed.

Applicants must provide these forms in Excel file format on a thumb drive in addition to the hard copies submitted in the binder.

ShareNYC RFEI

Site:

Units:

-

SOURCES AND USES

Construction Sources			per DU	% of total
First Mortgage (Lender:))	#DIV/0!	#DIV/0!	#DIV/0!
Second Mortgage (Lender:))	\$0	#DIV/0!	#DIV/0!
Third Mortgage (Lender:))	\$0	#DIV/0!	#DIV/0!
Fourth Mortgage (Lender:))	\$0	#DIV/0!	#DIV/0!
	LIHTC Equity	\$0	#DIV/0!	#DIV/0!
	Deferred Developer's Fee	\$0	#DIV/0!	#DIV/0!
	Developer Equity	#DIV/0!	#DIV/0!	#DIV/0!
Other source (Specify:))	\$0	#DIV/0!	#DIV/0!
	Gap/(Surplus)	\$0	#DIV/0!	#DIV/0!
TOTAL SOURCES		#DIV/0!	#DIV/0!	#DIV/0!

Permanent Sources				
First Mortgage (Lender:))	#DIV/0!	#DIV/0!	#DIV/0!
Second Mortgage (Lender:))	\$0	#DIV/0!	#DIV/0!
Third Mortgage (Lender:))	\$0	#DIV/0!	#DIV/0!
Fourth Mortgage (Lender:))	\$0	#DIV/0!	#DIV/0!
Other source (Specify:))	\$0	#DIV/0!	#DIV/0!
	LIHTC Equity	\$0	#DIV/0!	#DIV/0!
	Deferred Developer's Fee	#DIV/0!	#DIV/0!	#DIV/0!
	Developer Equity	\$0	#DIV/0!	#DIV/0!
Other source (Specify:))	\$0	#DIV/0!	#DIV/0!
	Gap/(Surplus)	\$0	#DIV/0!	#DIV/0!
TOTAL SOURCES		#DIV/0!	#DIV/0!	#DIV/0!

Uses				
Acquisition Cost		\$0	#DIV/0!	#DIV/0!
Construction Cost		\$0	#DIV/0!	#DIV/0!
Soft Cost		#DIV/0!	#DIV/0!	#DIV/0!
Developer's Fee		\$0	#DIV/0!	#DIV/0!
TOTAL USES		#DIV/0!	#DIV/0!	#DIV/0!

ShareNYC RFEI

Site:

Units: 0

DEVELOPMENT BUDGET

		Developer Costs	
Acquisition Cost			-
Construction Cost			
Contractor Price			
Residential	#DIV/0! /du		#DIV/0! psf
Commercial Space			#DIV/0! psf
Community Space			#DIV/0! psf
Parking			#DIV/0! psf
Contingency			
Total Hard Cost	#DIV/0! /du		#DIV/0! average per sf
Soft Cost			
Borrower's Legal			
Borrower's Engineer/Architect Fees			
Accounting & Cost Certification			
Housing/Development Consultant			
Bank's Engineer			
Bank Legal			
Permits and expediting			
Environmental Phase I & II			
CEQR			
Borings			
Survey			
Geotechnical			
Title Insurance			
Appraisal			
Other (Specify: _____)			
Subtotal			\$0
Financing Fees (Please maintain links to original calculations and note any changes)			
Upfront L/C Fee	of LOC amt	#DIV/0!	
Annual L/C Fee	of LOC amt	#DIV/0!	
HDC Fee (if applicable)	of HDC cons 1st	#DIV/0!	
NY State Bond Issuance Charge	of HDC cons 1st	#DIV/0!	
Costs of Issuance	of HDC cons 1st	#DIV/0!	
HPD Fee (if applicable)			
Interest Rate Cap (estimate)			
Tax Exemption/Abatement Fees & Consultant			
LIHTC Application Fee			
Non Profit Sponsor			
Other (Specify: _____)			
Subtotal		#DIV/0!	
Carrying Costs			
Construction Interest		#DIV/0!	(change link if assuming variable rate)
Negative Arbitrage		#DIV/0!	
Mortgage Recoring Tax			
Water/Sewer & Real Estate Taxes			
Utilities			
Insurance			
Construction Monitor			
Marketing			
Security			
Other (Specify: _____)			
Subtotal		#DIV/0!	
Reserves and Contingency			
Social Service Reserve			
Capitalized Operating Reserve	/unit		
Additional Operating Reserve (if applicable)			
Soft Cost Contingency			#DIV/0! of soft costs
Subtotal			
Total Soft Costs			#DIV/0!
Developer's Fee			#DIV/0! of TDC less Dev Fee
Total Development Cost:			#DIV/0!

Construction Sources

First Mortgage (Lender:)		#DIV/0!	#DIV/0!
Second Mortgage (Lender:)		-	#DIV/0!
Third Mortgage (Lender:)		-	#DIV/0!
Fourth Mortgage (Lender:)		-	#DIV/0!
LIHTC Equity			#DIV/0!
Deferred Developer's Fee			#DIV/0!
Developer Equity			#DIV/0!
Other source (Specify:)			#DIV/0!
Gap/(Surplus)		#DIV/0!	#DIV/0!
Total		#DIV/0!	#DIV/0!

Permanent Sources

First Mortgage (Lender:)		#DIV/0!	#DIV/0!
Second Mortgage (Lender:)		-	#DIV/0!
Third Mortgage (Lender:)		-	#DIV/0!
Fourth Mortgage (Lender:)		-	#DIV/0!
LIHTC Equity			#DIV/0!
Deferred Developer's Fee		#DIV/0!	#DIV/0!
Developer Equity			#DIV/0!
Other source (Specify:)			#DIV/0!
Gap/(Surplus)		#DIV/0!	#DIV/0!
Total		#DIV/0!	#DIV/0!

ShareNYC RFEI
Site:

Units: 0

CONSTRUCTION INTEREST

Bond Amount		% of bond
Long Term Amount	#DIV/0!	#DIV/0!
Short Term Amount	#DIV/0!	#DIV/0!
Total Bond Amount	#DIV/0!	

Term	Months	Years
Construction term	<input type="text"/>	0.00
Rent-up & conversion term	<input type="text"/>	0.00
Total term	0	0.00

Fixed Rates

Long Term	<input type="text"/>
Short Term	<input type="text"/>
2nd Construction	<input type="text"/>
3rd Construction	<input type="text"/>
4th Construction	<input type="text"/>

Variable Rate

SIFMA	<input type="text"/>	0.00%
+ ___ bps cushion	<input type="text"/>	0.00%
Variable Rate		0.00%

Interest Calculations

Fixed Rate	Amount	% Outstanding	Term (years)	Interest Rate	Interest
1st - Short Term	#DIV/0!	50%	0.0	0.00%	#DIV/0!
	#DIV/0!	100%	0.0	0.00%	#DIV/0!
1st - Long Term	#DIV/0!	50%	0.0	0.00%	#DIV/0!
	#DIV/0!	100%	0.0	0.00%	#DIV/0!
2nd Construction	\$0	100%	0.0	0.00%	\$0.00
3rd Construction	\$0	100%	0.0	0.00%	\$0.00
4th Construction	\$0	100%	0.0	0.00%	\$0.00
Total Fixed Rate Cons. Interest					#DIV/0!

Variable Rate	Amount	% Outstanding	Term (years)	Interest Rate	Interest
HDC 1st	#DIV/0!	50%	0.0	0.00%	#DIV/0!
	#DIV/0!	100%	0.0	0.00%	#DIV/0!
HDC 2nd	\$0	100%	0.0	0.00%	\$0.00
	\$0	100%	0.0	0.00%	\$0.00
Total Variable Rate Cons. Interest					#DIV/0!

NEGATIVE ARBITRAGE

(for fixed-rate deals only)

Investment Rate

	Short Term	Long Term
Rate	0.00%	0.00%
Short Term Amount	#DIV/0!	#DIV/0!
% Outstanding	50%	50%
Investment Spread	0.00%	0.00%
Construction Term (years)	0.00	0.00
	#DIV/0!	#DIV/0!

Negative Arbitrage #DIV/0!

LETTER OF CREDIT AMOUNT

Bond Amount	<input type="text"/>	#DIV/0!
Days Interest	<input type="text"/>	#DIV/0!
LC Amount		#DIV/0!

#DIV/0!	GSF		Efficiency		NSF
	Residential GSF	#DIV/0!	#DIV/0!		
#DIV/0!	Commercial GSF	100%		0	
#DIV/0!	Community GSF	100%		0	
#DIV/0!	Parking GSF	100%		0	
0 Total Project GSF			0 Total Project NSF		

	# of Units	# of Rms/ DU	# Rooms	Average Net SF
				per Unit
Studio	0	2	0	
1 Bedroom	0	3	0	
2 Bedroom	0	4	0	
3 Bedroom	0	5	0	
Subtotal	0	0	0	0
Super's Unit				
Total	0	0	0	0

#DIV/0! Net Residential Square Feet
Average Net SF per DU

	# of Spaces	Monthly Rent	Annual Income
Parking (Monthly Parkers)			\$0
Transient Parkers			\$0
Total Parking			\$0
Commercial			
Total s.f.		Annual Rent/s.f.	Annual Income
0			\$0
Community			
Total s.f.		Annual Rent/s.f.	Annual Income
0			\$0
Laundry			
# units		Annual per unit	Annual Income
0			\$0
Total Commercial & Ancillary Income			\$0 #DIV/0!

RESIDENTIAL INCOME				Electricity (No Electric Stove) Allowance			Electricity (WITH Electric Stove) Allowance			Gas Allowance			
2019 HUD Income Limits				106,700	Family of Four		2 rooms	studio	57	76	19		
				1,831	2 BR FMR		3 rooms	1 BR	59	79	20		
Select Utility Allowance				Electricity (WITH Electric Stove) Allowance			4 rooms	2 BR	60	80	20		
							5 rooms	3 BR	77	99	22		
Note: For market rate units, please hard code rents													
27%		HUD IL		28,809		Our Space With Shelter Rents							
Unit size	HH size	HH factor	HH income	max gross monthly rent	utility allowance	max net monthly rent	Number of units	Annual Rent					
studio	1	0.60	17,285	432	-76	356		-					
1 BR	1.5	0.75	21,607	540	-79	461		-					
2 BR	3	0.90	25,928	648	-80	568		-					
3 BR	4.5	1.04	29,961	749	-99	650	0	-					
27%		HUD IL		28,809									
Unit size	HH size	HH factor	HH income	max gross monthly rent	utility allowance	max net monthly rent	Number of units	Annual Rent					
studio	1	0.60	17,285	432	-76	356		-					
1 BR	1.5	0.75	21,607	540	-79	461		-					
2 BR	3	0.90	25,928	648	-80	568		-					
3 BR	4.5	1.04	29,961	749	-99	650	0	-					
37%		HUD IL		39,479									
Unit size	HH size	HH factor	HH income	max gross monthly rent	rent less electricity	max net monthly rent	Number of units	Annual Rent					
studio	1	0.60	23,687	593	-76	517		-					
1 BR	1.5	0.75	29,609	741	-79	662		-					
2 BR	3	0.90	35,531	888	-80	808		-					
3 BR	4.5	1.04	41,058	1,027	-99	928	0	-					
47%		HUD IL		50,149									
Unit size	HH size	HH factor	HH income	max gross monthly rent	rent less electricity	max net monthly rent	Number of units	Annual Rent					
studio	1	0.60	30,089	753	-76	677		-					
1 BR	1.5	0.75	37,612	941	-79	862		-					
2 BR	3	0.90	45,134	1,129	-80	1,049		-					
3 BR	4.5	1.04	52,155	1,304	-99	1,205	0	-					
57%		HUD IL		60,819									
Unit size	HH size	HH factor	HH income	max gross monthly rent	rent less electricity	max net monthly rent	Number of units	Annual Rent					
studio	1	0.60	36,491	913	-76	837		-					
1 BR	1.5	0.75	45,614	1,141	-79	1,062		-					
2 BR	3	0.90	54,737	1,369	-80	1,289		-					
3 BR	4.5	1.04	63,252	1,582	-99	1,483	0	-					
80%		HUD IL		85,360									
Unit size	HH size	HH factor	HH income	max gross monthly rent	rent less electricity	max net monthly rent	Number of units	Annual Rent					
studio	1	0.60	51,216	1,281	-76	1,205		-					
1 BR	1.5	0.75	64,020	1,602	-79	1,523		-					
2 BR	3	0.90	76,824	1,922	-80	1,842		-					
3 BR	4.5	1.04	88,774	2,220	-99	2,121	0	-					
100%		HUD IL		106,700									
Unit size	HH size	HH factor	HH income	max gross monthly rent	rent less electricity	max net monthly rent	Number of units	Annual Rent					
studio	1	0.60	64,020	1,602	-76	1,526		-					
1 BR	1.5	0.75	80,025	2,002	-79	1,923		-					
2 BR	3	0.90	96,030	2,401	-80	2,321		-					
3 BR	4.5	1.04	110,968	2,775	-99	2,676	0	-					
Market Rate													
Unit size					Monthly Rent	Number of units	Annual Rent						
studio							-						
1 BR							-						
2 BR							-						
3 BR							-						
Total units							0						
Total Annual Rental Income upon occupancy													
TOTAL ANNUAL PROJECT INCOME													

ShareNYC RFEI

Site:

Units: 0

MAINTENANCE & OPERATING EXPENSES

0	Units
0	Rooms

Expenses		per rm/du	
Supplies/Cleaning/Exterminating	\$ -		per room
Heating	\$ -		per room
Gas & Electricity	\$ -		per room
Cooking Gas	\$ -		unit
Repairs/Replacement	\$ -		per unit
Legal	\$ -		per unit
Accounting	\$ -		per project
Painting	\$ -		per room
Superintendent & Maintenance Staff Salaries	\$0	#DIV/0!	per unit
Number of:			
F/T super(s)	<input type="text"/>	\$0	annual + fringe
porters	<input type="text"/>	\$0	annual + fringe
Elevator Maintenance & Repairs	<input type="text"/> \$ -		per elevator
Management Fee	\$ -		of ERI
Water & Sewer	\$ -		per room
Fire and Liability Insurance	\$ -		per unit
Other Expenses(Specify:_____)	\$ -		per unit
Other Expenses(Specify:_____)	\$ -		per unit
Replacement Reserve	\$ -		per unit
Social Service Reserve	\$ -		per unit
M & O Before Taxes and Debt Service	\$ -		Total
		#DIV/0!	per room
		#DIV/0!	per unit
Real estate taxes	<input type="text"/>		
TOTAL ANNUAL PROJECT EXPENSES	\$0		
	#DIV/0!		per unit
	#DIV/0!		per room

ShareNYC RFEI

Site:

Units: 0

MORTGAGE SIZING

Income			
Residential Income			\$0
Less Residential Vacancies	<input type="text"/>		\$0
<i>Net Residential Income</i>			\$0
Parking Income			\$0
Commercial Income			\$0
Community Space Income			\$0
Ancillary/Laundry			\$0
Less Parking Vacancies	<input type="text"/>		\$0
Less Commercial Vac	<input type="text"/>		\$0
Less Community Space Income	<input type="text"/>		\$0
Less Ancillary/Laundry Vac	<input type="text"/>		\$0
<i>Net Comm & Ancillary Income</i>			\$0
Net Income			\$0
Expenses			
Maintenance/Operating	#DIV/0!	per unit	\$0
Real estate taxes	#DIV/0!	per unit	\$0
Replacement Reserve	#DIV/0!	per unit	\$0
Total Expenses	#DIV/0!	per unit	\$0
NET OPERATING INCOME \$0			
Net Available @1.05 Income to Expense \$0			
<u>Combined DSCR</u>			
Net Available for Debt Service @	<input type="text"/>		#DIV/0!
Income to Expense			#DIV/0!
<u>1st Mort DSCR</u>			
Net Available for Debt Service @	<input type="text"/>		#DIV/0!
Income to Expense			#DIV/0!

Determination of Maximum Insurable Mortgage based on net available for debt service and land taxes

Variable Interest Rates		Fixed Interest Rates	
Base Rate	<input type="text"/>	Base Underwriting Rate	TAX EXEMPT
Underwriting Cushion	<input type="text"/>	Servicing Fee	<input type="text"/>
LC Fees	<input type="text"/>	MIP	<input type="text"/>
Trustee	<input type="text"/>	Sum of above rates	0.00%
Remarketing	<input type="text"/>		
Servicing	0.00%		

Total Supportable First Mortgage	<input type="text"/>	Enter 1st Mortgage Amount from Cell H30 here
Second Mortgage	\$	-
Third Mortgage	\$	-
Fourth Mortgage	\$	-
Total Combined Debt	\$	-

	1st Loan Reduction	2nd Loan Constant	3rd Loan Constant	4th Loan Constant	Total
1st Loan	<input type="text"/>				
2nd Loan		\$ -			
3rd Loan			\$0		
4th Loan				\$0	
Rate	0.00%				
Term	<input type="text"/>				
Yrs 1 - 30 Amt Amortized	#DIV/0!	\$0	\$0	\$0	\$0
Balance	\$0	\$0	\$0	\$0	
Balloon %	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Debt Service	#DIV/0!	-	-	-	#DIV/0!
Debt Coverage	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Assumed Subsidies

2nd Loan	Source:	<input type="text"/>	/du
3rd Loan	Source:	<input type="text"/>	/du
4th Loan	Source:	<input type="text"/>	

ShareNYC RFEI
Site:

Units: 0

increases	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
EFFECTIVE INCOMES																
Residential Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Parking Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Commercial Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Community Space Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Ancillary Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
EXPENSES																
M&O Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Building Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NOI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Debt Service	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Net Cash Flow	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Net Cash Flow in 15 years	#DIV/0!															

ShareNYC RFEI
Site:

increases	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
EFFECTIVE INCOMES															
Residential Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Parking Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Commercial Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Space Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ancillary Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EXPENSES															
M&O Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Building Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NOI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Net Cash Flow	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Net Cash Flow in 15 years															

ShareNYC RFEI
Site:

Units: -

TAX CREDIT ANALYSIS*

*This is an estimate; for actual raise and calculation, defer to LIHTC Investor

	Eligible Cost (Y/N)	Total Cost	Eligible Amount
Acquisition Cost	N	-	
Construction Cost			
Contractor Price			
Residential	Y	-	
Commercial Space	N	-	
Community Space	Y	-	
Parking	N	-	
Contingency	Y	-	
Total Hard Cost		-	-
Soft Cost			
Borrower's Legal	Y	-	
Borrower's Engineer/Architect Fees	Y	-	
Accounting & Cost Certification	Y	-	
Housing/Development Consultant	Y	-	
Bank's Engineer	Y	-	
Bank Legal	Y	-	
Permits and expediting	Y	-	
Environmental Phase I & II	Y	-	
CEQR	Y	-	
Borings	Y	-	
Survey	Y	-	
Geotechnical	Y	-	
Title Insurance	Y	-	
Appraisal	N	-	
Subtotal		-	-
Financing Fees (Please maintain links to original calculations and note any changes)			
Upfront L/C Fee	Y	#DIV/0!	
Annual L/C Fee	Y	#DIV/0!	
HDC Fee (if applicable)	N	#DIV/0!	
Costs of Issuance	N	#DIV/0!	
HPD Fee (if applicable)	N	-	
Interest Rate Cap (estimate)	N	-	
Tax Exemption/Abatement Fees & Consultant	Y	-	
LIHTC Application Fee	N	-	
Non Profit Sponsor	Y	-	
Subtotal		#DIV/0!	-
Carrying Costs			
Construction Interest	Y	#DIV/0!	
Negative Arbitrage	N	#DIV/0!	
Mortgage Recortng Tax	N	-	
Water/Sewer & Real Estate Taxes	Y	-	
Utilities	Y	-	
Insurance	Y	-	
Construction Monitor	Y	-	
Marketing	N	-	
Security	Y	-	
Subtotal		#DIV/0!	-
Reserves and Contingency			
Social Service Reserve	N	-	
Capitalized Operating Reserve	N	-	
Additional Operating Reserve (if applicable)	N	-	
Soft Cost Contingency	Y	-	
Subtotal		-	-
Total Soft Costs		#DIV/0!	-
Developer's Fee	Y	-	
Total Development Cost:		#DIV/0!	-

Number of TC Units	
% TC Units	#DIV/0!
% Non Residential Costs	#DIV/0!
Applicable Fraction	#DIV/0!
Construction Bonds	#DIV/0!

Eligible Basis		-
Eligible Basis per TC Unit		#DIV/0!
Eligible Basis with Boost		-
Annual Credit @		-
Amount Raised per Credit @		-
Amount Raised Total		-

ShareNYC RFEI
Site:

Units: **0**

TRADE ITEM

\$ AMOUNT

1	Demolition	_____
2	Environmental Remediation	_____
3	Railroad trench deck (Site B only)	_____
4	Landscaping / Site Work	_____
5	Concrete	_____
6a	Masonry, pointing, waterproofing, steam cleaning	_____
6b	Carpentry, rough	_____
7	Carpentry, finished	_____
8	Metals, structural steel	_____
9	Roofing	_____
10	Insulation	_____
11	Doors, frames, hardware	_____
12	Windows and glazing	_____
13	Entrance doors	_____
14	Drywall and plastering	_____
15	Ceramic tile	_____
16	Finish flooring	_____
17a	Painting	_____
17b	Kitchen cabinets	_____
18	Appliances, medicine cabinet	_____
19	Heating and ventilation	_____
20	Plumbing	_____
21	Electrical	_____
22	Other:_____	_____
23	Other:_____	_____
24	Other:_____	_____
25	SUBTOTAL	\$0
26	General Conditions	_____
27	Overhead	_____
28	Profit	_____
29	GRAND TOTAL	\$0

ShareNYC RFEI

Units: 0

Site:

These calculations must match the architectural plans included in the proposal.

TOTAL BUILT FLOOR AREA (Gross Square Feet):

Total building stories	_____
Total Parking Spaces	_____
Parking Type (i.e.- surface, covered, garage)	_____
1. Residential Space	_____ 0
2. Unfinished Basement	_____
3. Cellar	_____
4. Attics	_____
5. Mechanical / Utility Areas	_____
6. Garages	_____
7. Commercial Space	_____ 0
8. Community Space	_____ 0
9. Parking	_____
10. Other _____	_____
11. Subtotal Gross Square Feet	_____ 0

E3 – Management Questionnaire

1. Across your portfolio, what is the typical ratio of property managers to number of units? Describe if staffing plans differ based on the funding source (e.g. LIHTC or HOME).
2. Describe the management and maintenance staffing plan envisioned for this project. If you have one, please submit a sample or project-specific Management Plan.
3. What property management certifications and licenses are held by your staff? (For example: RAM or IREM certification, tax credit certification, commercial real estate broker's license, etc.)
4. Please describe any LIHTC and/or HOME compliance coursework management staff has completed.
5. Has any property managed by the manager or owned by the owner ever had a recapture of LIHTC? If so, please explain in detail. Please include instances where you may have purchased or taken over management of a property with open compliance issues.
6. Have IRS Forms 8823s been issued for your properties, reporting noncompliance that was uncorrected at the time of issuance? If so, how many have been issued? Please include instances where you may have purchased or taken over management of a property with open compliance issues.
7. Do any properties managed by the manager or owned by an affiliate of the owner have open HOME compliance issues? If so, please explain in detail. Please include instances where you may have purchased or taken over management of a property with open compliance issues.
8. Do any properties managed by the manager or owned by an affiliate of the owner have open Class C NYC Housing Maintenance Code violations or open NYC DOB violations? If so, please explain in detail. Please include instances where you may have purchased or taken over management of a property with open violations.
9. Has the management company or any of its principals been disbarred by HUD or any other government agencies?
10. What is the vacancy rate across your portfolio as of the date of this submission? Please explain.
11. What are delinquent rents as a percentage of total rent roll across your portfolio of owned/managed properties? Please submit data showing arrears at 30, 60, and 90+ days arrearages.
12. Please submit a sample Monthly Management Report from the last year for an affordable housing property of your choosing.

Form D: Development Team Information and Applicant Questionnaire

D1 – Development Team Information (Tab D)

All applicants shall complete pages 1 - 3 of this form. Applicants that include a not-for-profit entity as principal of the developer or part of the Development Team shall also complete pages 4 -6.

Name of Applicant: _____

Name of Contact Person: _____ E-mail: _____

Mailing Address: _____

Telephone No: _____ Alternate Phone: _____

COMPOSITION OF APPLICANT ENTITY:

1. Type of organization (i.e. partnership, corporation, limited liability company, joint venture): _____

2. Provide the following information about all principals of the applicant. For corporations, provide the names of the officers and any shareholders owning 10% or more; for partnerships, provide the names of all general partners. For joint ventures, provide the information separately for each entity that comprises the joint venture. Also, state the role(s) that each principal would play in the development of the sites, using the categories specified below.

NAME OF ENTITY # 1: _____ **Percent Interest in Proposed Project:** _____

- M/WBE (attach certification)
- Non-Profit

PRINCIPALS: Name/Position/Title	Home Address	Role*	% Interest in Entity

NAME OF ENTITY # 2: _____ **Percent Interest in Proposed Project:** _____

- M/WBE (attach certification)
- Non-Profit

PRINCIPALS: Name/Position/Title	Home Address	Role*	% Interest in Entity

* Role Categories: GP = General/Managing Partner; GC = General Contractor; F = Provides financing, inactive; A = Architect; L = Legal Services; MA = Managing Agent; O = Other (specify)

3. Provide the names, addresses, e-mail addresses, and telephone of members of the development team to the extent that these have been decided; if unknown, enter "N/A".

DEVELOPMENT TEAM:

<u>Architect:</u>	<u>Marketing Agent:</u>
<u>General Contractor:</u>	<u>Managing Agent:</u>
<u>Legal Counsel:</u>	<u>Social Service Provider:</u>
<u>Other:</u>	<u>Other:</u>

Is there an identity of interest between any principals of the developer and any other entities that make up the development team? Yes [] No []

If yes, please explain.

4. Has any principal identified above, or any organization in which the principal is or was a general partner, corporate officer, or owned more than 10% of the shares of the corporation, been the subject of any of the following:

- (1) Conviction of, or charges currently pending for, arson, fraud, bribery, or grand larceny any felony or crime of dishonesty?
Yes [] No []
- (2) Noncompliance with fair housing or anti-discrimination laws, any applicable codes or ordinances, labor laws, or construction laws?
Yes [] No []
- (3) Had an ownership or management interest in real property that was the subject of a tax lien sale, was or is the subject of tax, mortgage, or lien foreclosure or enforcement proceedings, or is currently in tax or mortgage arrears?
Yes [] No []
- (4) Had an ownership or management interest in a property with respect to which HPD commenced an action in the Housing Part of the Civil Court, or with respect to which an administrator was appointed pursuant to Article 7-A of the Real Property Actions and Proceedings Law?
Yes [] No []
- (5) Denial of a certification of no harassment or any administrative or judicial finding of harassment?
Yes [] No []
- (6) Default or poor performance rating under any agreement with, or suspension or debarment by, any governmental entity?
Yes [] No []
- (7) In the last seven years, filed a bankruptcy petition or been the subject of involuntary bankruptcy proceedings?
Yes [] No []
- (8) In the last five years, failed to file any required tax returns, or failed to pay any applicable Federal, State of New York, or City taxes or other charges?
Yes [] No []
- (9) Had any negative findings from the City's Department of Investigation?
Yes [] No []

If the answer to any question is yes, provide the following information about each instance: name of principal(s); name(s) of organization(s) or corporation(s); principal's status in the organization or corporation (e.g. officer), the date of the action, and current status and disposition.

CERTIFICATION

[This certification must be signed by one of the principals listed above; if the applicant is a joint venture, it must be signed by a principal of each entity that comprises the joint venture.]

I certify that the information set forth in this application and all attachments and supporting documentation is true and correct. I understand that the City of New York will rely on the information in or attached to this document and that this document is submitted to induce the City of New York to select this proposal for development of a site.

I understand that this statement is part of a continuing application and that until such time that the subject project is finally and unconditionally approved by the City of New York, I will report any changes in or additions to the information herein, and will furnish such further documentation or information as may be requested by the City of New York or any agency thereof.

I understand that if I receive preliminary designation to develop this site, I must submit all additional disclosure forms required.

Name of Organization

Signature

Date

Print or Type Name and Title

Name of Organization

Signature

Date

Print or Type Name and Title

D2 – Not-For-Profit Organization: Applicant Description

Name of
Organization: _____
Office
Address: _____

City: _____ State: _____ ZIP Code _____

Executive Director: _____

Contact Person: _____ Title: _____

Phone No. _____ FAX No. _____

ROLE OF ORGANIZATION IN THE PROJECT: Describe the role that the not-for-profit organization will play, such as developer, marketing agent, etc.

Date
Established: _____ Date
Incorporated: _____

CERTIFICATION: I CERTIFY THAT THE INFORMATION SET FORTH IN THIS DISCLOSURE STATEMENT AND ITS ATTACHMENTS IS TRUE AND CORRECT.

Signature of Officer

Print Name and Title

Date

D2 – Not-For-Profit Organization: Directors, Officers, and Key Staff

Name of Organization: _____

Name and Home Address	Position and/or Office in Organization	Date of Initial Appointment	Current Occupation and Name of Employer

Use additional sheets as necessary

D2 – Not-For-Profit Organization: Major Sources of Funding

Name of Organization: _____

Provide the following information regarding your major sources of funding during the two years preceding the deadline for submission of proposals under this RFP.

Funding Source (Agency, Department, etc.)	Name of Program	Contact Person Name and Phone Number	Purposes of Funding	Dates of Funding	Funding Amount

Use additional sheets as necessary

Form B – Proposal Summary

*The summary below MUST be consistent with the rest of the Proposal (e.g. Financing Proposal and Design Narrative)

Unit Summary

Building Name/Description	Rental Units	Homeownership Units	Super Units	Total Units
				0
Total				
% of Total Project				-

Affordability Summary

Building Name/Description	___%AMI	___%AMI	___%AMI	___%AMI
Total Units				
% of Total Project				

Type of Housing	Y/N if included in proposal	Units
Supportive Housing Units*		
Senior Units (62+)*		
Homeless Units*		
Other _____*		

*These populations may overlap

Unit Count by Type

Building Name/Description	Studio	1BR	2BR	3BR/4BR
Total Units				
% of Total Project				

Average Unit Size (SF)

Building Name/Description	Studio	1BR	2BR	3BR/4BR

--	--	--	--	--

Development Program (residential, commercial, community facility, etc.)

Building Name/Description	
Use	Gross Square Feet
Residential (including social services space, amenities, etc.)	
Commercial (Rentable and/or condominium)	
Community Facility (Rentable and/or condominium)	
Open Space	
Parking (if applicable)	
Other _____	
Total Gross Square Feet	

*add additional tables if more than one building/phase

Rental Assistance and Services Funding (if applicable)

Building Name/Description	Rental Assistance (Number of units and type of rental assistance)	Services Contracts (Number of units and source of contract)

Architectural Summary

Form A: Completeness Checklist and Applicant's Letter

A1 – Completeness Checklist (Tab A)

Before completing the following forms, please see instructions in **Section IX (Submission Requirements)**.

Tab	Form	✓
A	Completeness Checklist and Applicant's Letter	
	1. Completeness Checklist (Form A-1)	
	2. Respondent's Letter (Form A-2)	
B	Project Narrative/Development Summary	
	1. Project Narrative (<i>provided by Applicant</i>)	
	2. Proposal Summary (Form B)	
C	Trade Secrets (<i>optional</i>)	
D	Developer Respondent Description	
	1. Development Team Information and Applicant Questionnaire (Form D-1)	
	2. Not-For-Profit Organization Form (Form D-2)	
	3. Additional information on Project Staffing and Project Management (<i>optional</i>)	
E	Development Team Experience and Capacity	
	1. Residential Development Experience and Current Workload (Form E-1)	
	2. Residential Management Experience and Current Workload (Form E-2)	
	3. Management Questionnaire (Form E-3)	
	4. Additional Evidence of Experience and Qualifications (<i>provided by Applicant</i>)	
	5. Affirmative Capacity Statement (<i>provided by Applicant</i>)	
F	Development Schedule/Phasing Plan (<i>provided by Applicant</i>)	
G	Financing Proposal	
	1. Financing Proposal (Form G)	
	2. Financing Narrative (<i>provided by Applicant</i>)	
H	Financing Letters of Interest and Historical Financing Letters of Interest/Award Letters (<i>provided by Applicant</i>)	
I	Assets Statements (Form I)	
J	Development Program and Community Development (<i>provided by Applicant</i>)	
K	Community and Economic Development (<i>provided by Applicant</i>)	
L	Design Narrative (<i>provided by Applicant</i>)	
M	Architectural and Urban Design Drawings (<i>provided by Applicant</i>)	

**Clinton/Hell's Kitchen RFP
Form A2 – Applicant's Letter**

NYC Department of Housing Preservation and Development
Office of Neighborhood Strategies
Division of Planning and Predevelopment, Predevelopment Unit
100 Gold Street, Room 9X
New York, NY 10038
Attention: Zlata Kobzantsev

Re: Expression of Interest in Response to the Clinton/Hell's Kitchen RFP

Dear Ms. Kobzantsev:

This letter is being submitted in connection with my proposal ("Proposal") submitted in response to the Request for Proposals ("RFP") issued by the Department of Housing Preservation and Development ("HPD") of the City of New York ("City") for the Clinton/Hell's Kitchen RFP in Manhattan.

I have received, read, and understand the provisions of the RFP. I understand that selection of an Applicant ("Applicant") under the RFP for disposition of the Development Site(s) and the development of the Project described in the RFP ("Project") will mean only that HPD will commence negotiations with such Developer regarding the development of the Development Site(s).

I recognize that any negotiations with HPD will be subject to the following terms and conditions:

1. The commencement of negotiations will not represent any obligation or agreement on the part of the City, which may only be incurred or entered into by a written agreement which has been (i) approved as to form by the City's Law Department, (ii) approved by the Mayor after a hearing on due notice; and (iii) duly executed by the Applicant and the City. The Negotiation Letter will only indicate HPD's intention to commence negotiations, which may ultimately lead to the execution of such an agreement.
2. The Applicant will not have permission to enter upon the Development Site(s), which permission will only be granted, if at all, in the form of a license agreement duly executed by the Applicant and the City. The execution of any such license agreement, if it occurs, will only indicate that the City has granted permission for the Applicant to enter onto the Development Site(s) for the limited purposes stated in the scope of work set forth therein, and will not indicate that the City reached any other agreement with the Applicant regarding the Development Site(s) or the Project.
3. The following requirements will have to be satisfied prior to the disposition of the Development Site(s):

The disposition of the Development Site(s) and tax exemptions to be granted, if any, must be reviewed and approved in accordance with all applicable HPD and City policies, which include, but are not limited to, the following:

- a. The Applicant, any other potential grantee of the Development Site(s), and their respective Principals must successfully undergo a background check concerning their suitability to do business with the City.
 - b. The Development Site(s) will not be sold to any person or entity which, or to any entity with a Principal who: (i) has not fulfilled development responsibilities undertaken in connection with the City or other governmental entities, (ii) is in default on any obligations to the City, (iii) is a former owner of the Development Site, or (iv) has lost real property to the City in tax or lien enforcement proceedings.
 - c. The price and other terms for the disposition of the Development Site(s) and the tax exemption(s) to be provided, if any, will be consistent with applicable City policies.
 - d. The grantee must execute legal documents in form and substance acceptable to HPD and in form approved by the City's Law Department.
4. During negotiations, the Applicant must diligently, competently, and expeditiously comply with all requirements communicated to the Applicant by HPD.
 5. The design of the Project must comply with any applicable HPD development requirements and guidelines.
 6. Either HPD or the Applicant may terminate negotiations at any time with or without cause. Negotiations may be terminated if Applicant does not commence construction within eighteen (18) months from the date of the Negotiation Letter.
 7. If negotiations are terminated by either HPD or the Applicant, whether with or without cause, or if negotiations terminate automatically, then neither the City nor the Applicant will have any rights against or liabilities to the other.
 8. The City is not obligated to pay, nor will it in fact pay, any costs or losses incurred by the Applicant at any time, including, but not limited to, the cost of: (i) any prior actions by the Applicant in order to respond to any selection process, or (ii) any future actions by the Applicant in connection with the negotiations, including, but not limited to, actions to comply with requirements of HPD, the City, or any applicable laws.

Very truly yours,

Signature

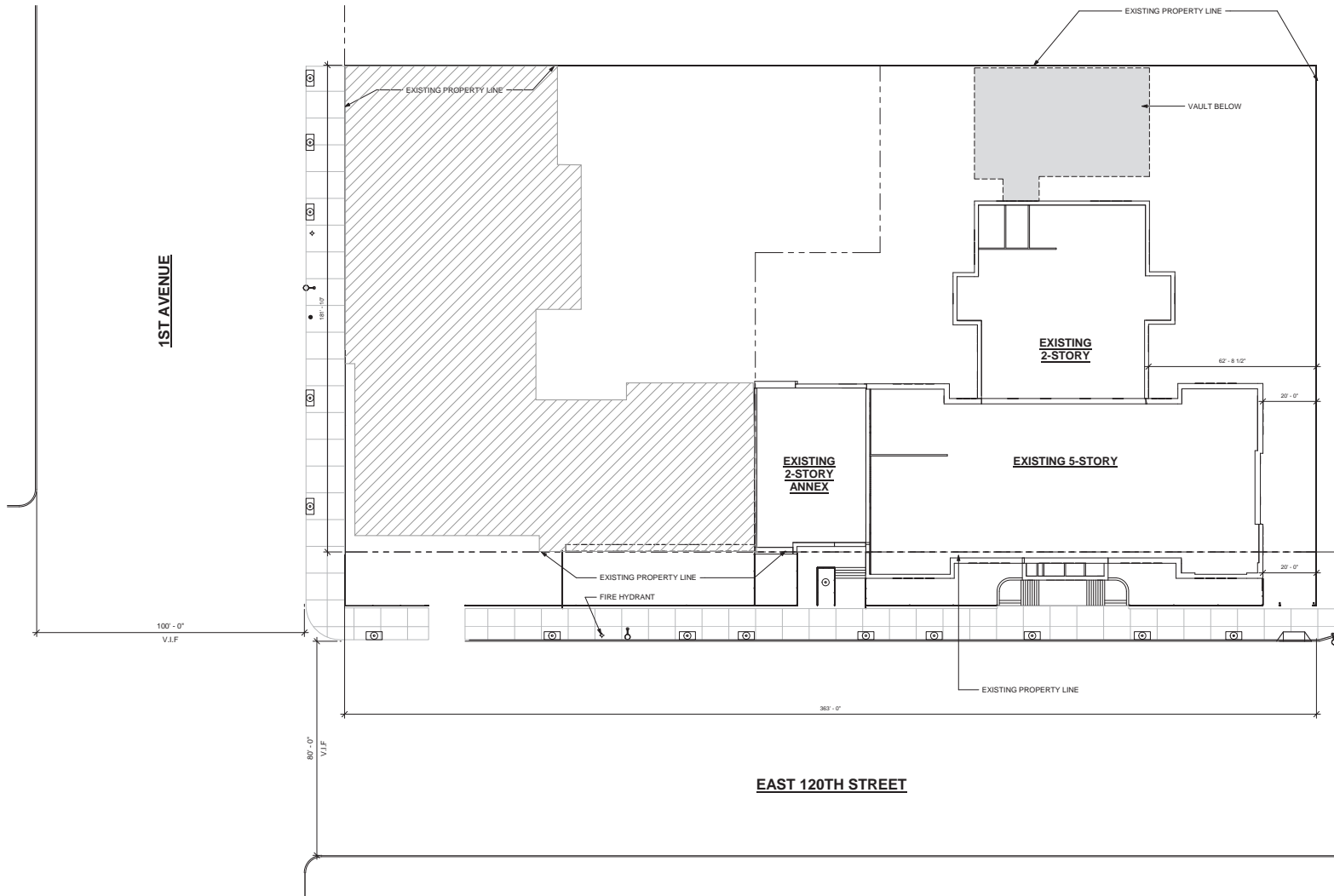
Title

Applicant

**APPENDIX C:
Multi-Service Center Plans**

DISCLAIMER: These drawings are for illustrative purposes and schematic reference only. Drawings may not be to scale.

413 East 120th Street, New York,
New York 10035



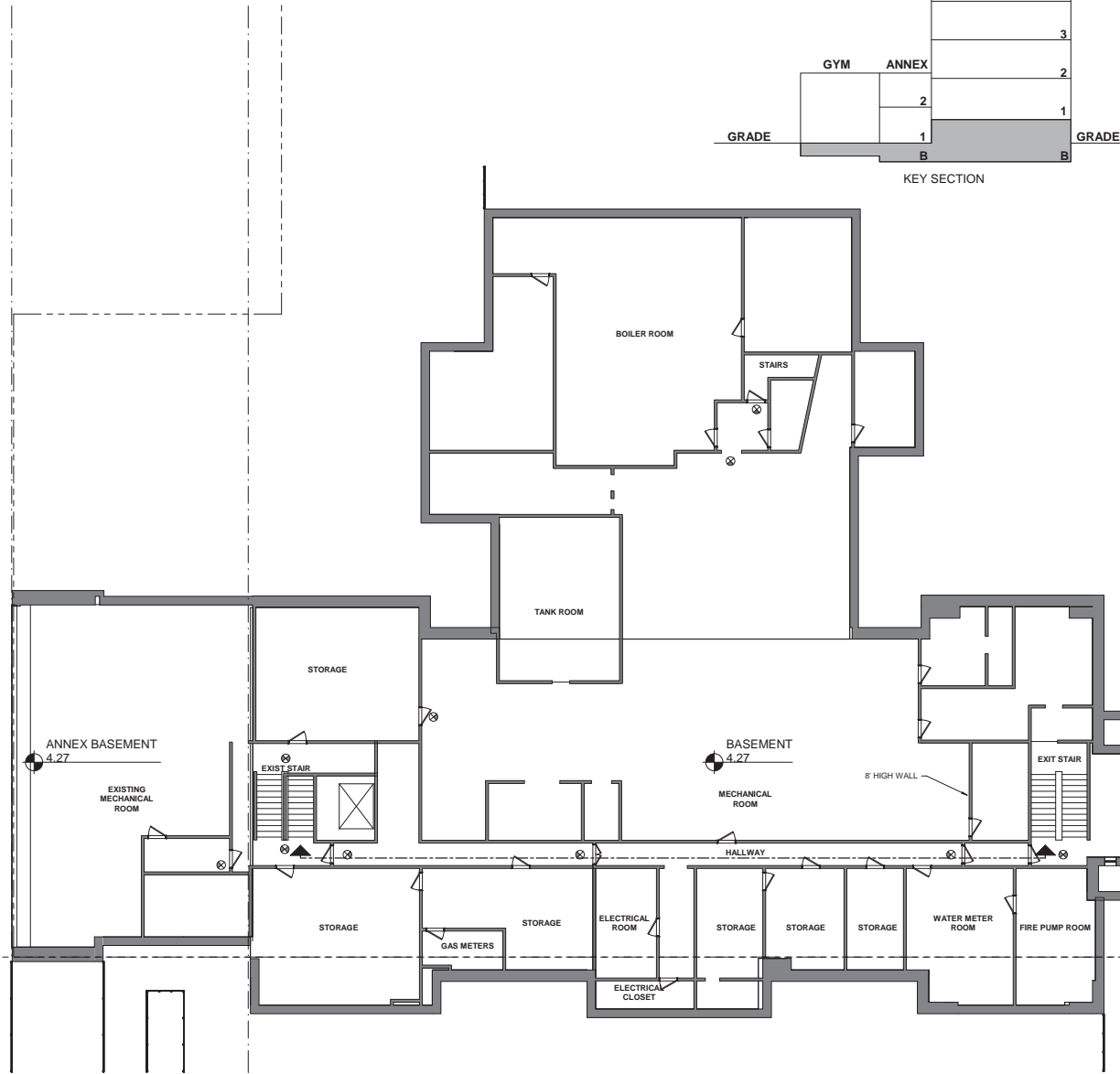
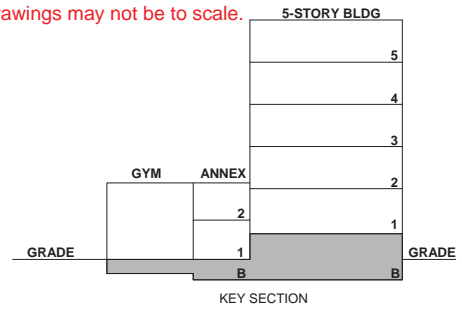
SITE PLAN

PROJECT No:	14032
DRAWING BY:	Author
CHK BY:	Checker
DWG No:	
SCALE:	1/8" = 1'-0"

100.00

DISCLAIMER: These drawings are for illustrative purposes and schematic reference only. Drawings may not be to scale.

413 East 120th Street, New York,
New York 10035



BASEMENT PLAN
(ANNEX BASEMENT,
CRAWL SPACE)

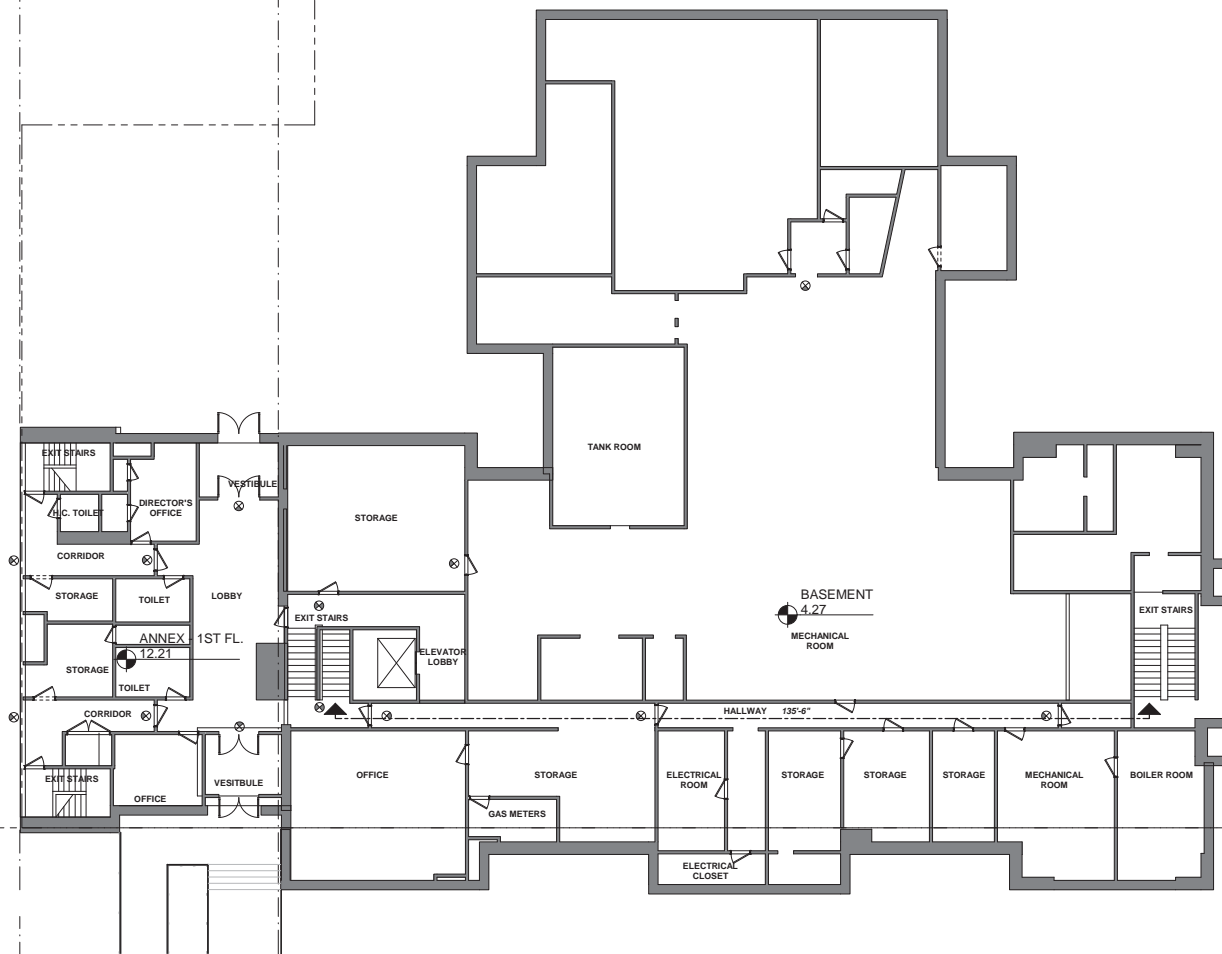
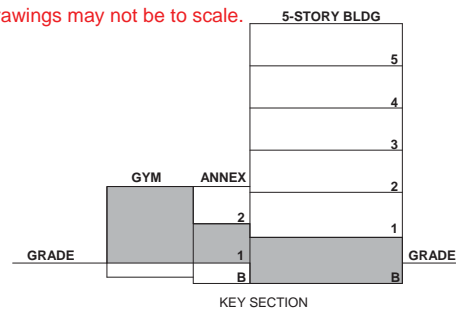


PROJECT No:	14032
DRAWING BY:	Author
CHK BY:	Checker
DWG No:	
SCALE:	1/8" = 1'-0"

101.00

DISCLAIMER: These drawings are for illustrative purposes and schematic reference only. Drawings may not be to scale.

413 East 120th Street, New York,
New York 10035



BASEMENT PLAN
(ANNEX-1ST FLOOR,
GYM - 1ST FLOOR)

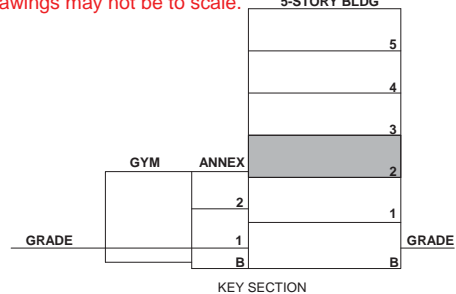
SIDEWALK

EAST 120TH STREET

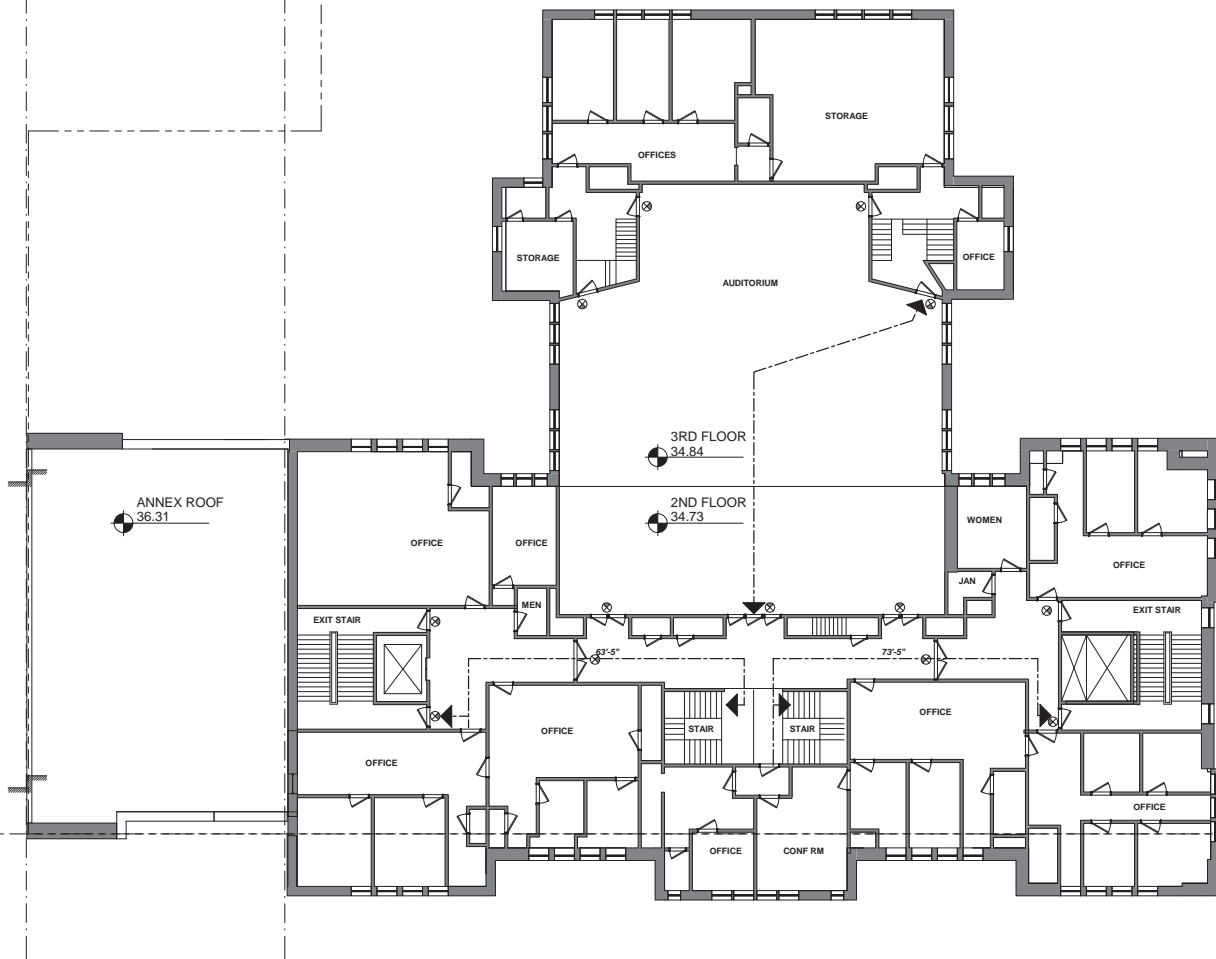
PROJECT No:	16032
DRAWING BY:	Author
CHK BY:	Checker
DWG No:	102.00
SCALE:	1/8" = 1'-0"

DISCLAIMER: These drawings are for illustrative purposes and schematic reference only. Drawings may not be to scale.

5-STORY BLDG



413 East 120th Street, New York,
New York 10035

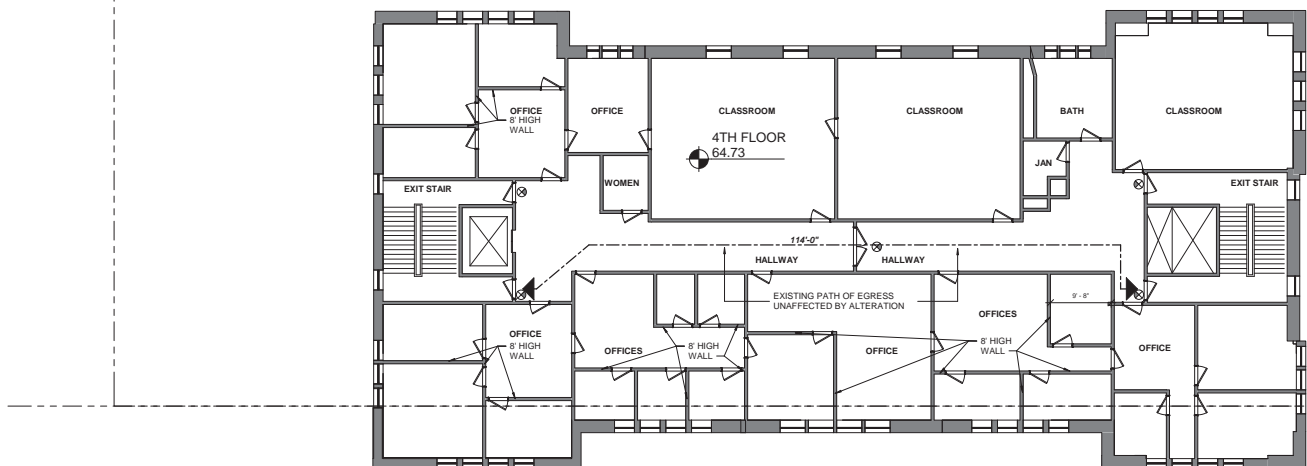
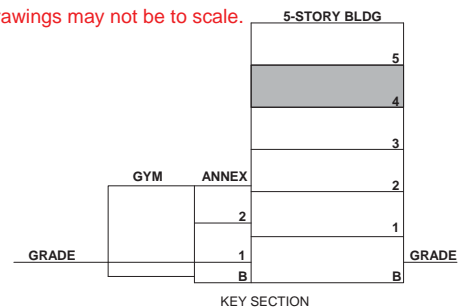


2ND FLOOR PLAN

PROJECT No:	14032
DRAWING BY:	Author
CHK BY:	Checker
DWG No:	104.00
SCALE:	1/8" = 1'-0"

DISCLAIMER: These drawings are for illustrative purposes and schematic reference only. Drawings may not be to scale.

413 East 120th Street, New York,
New York 10035

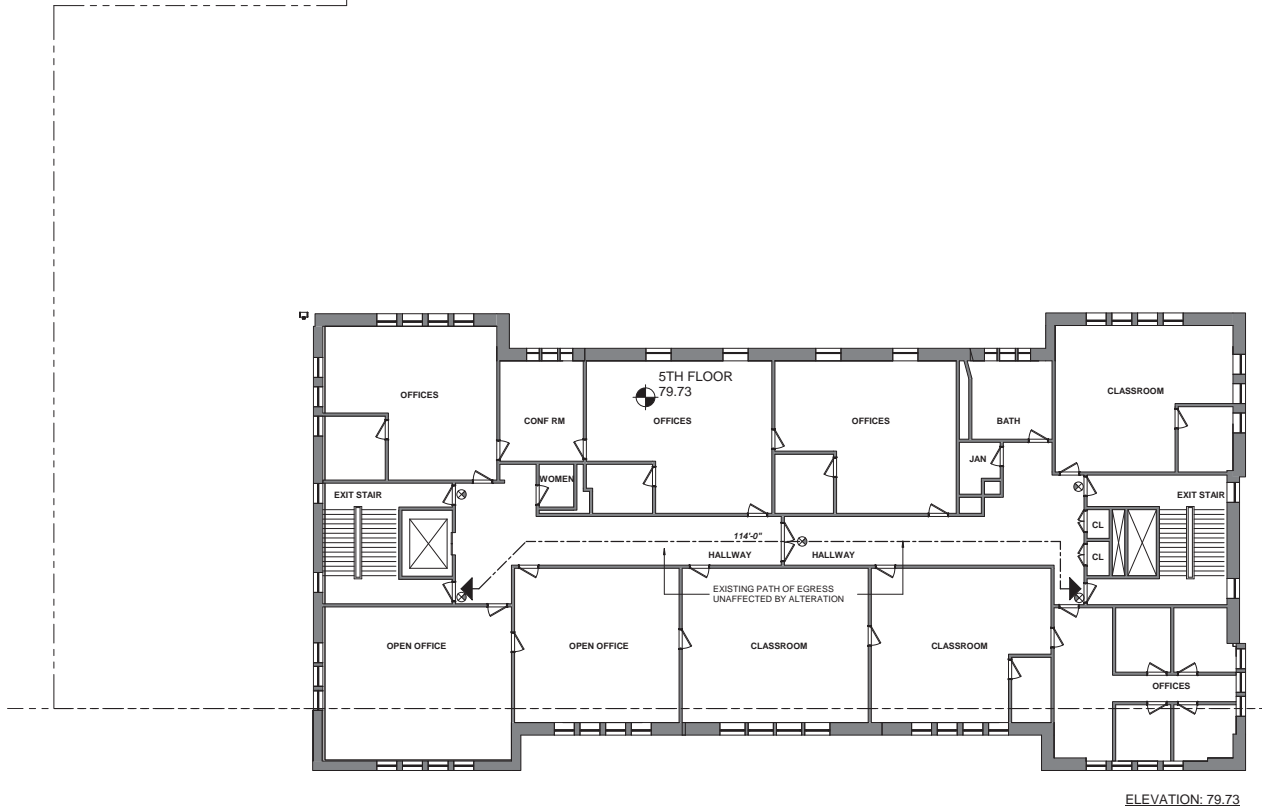
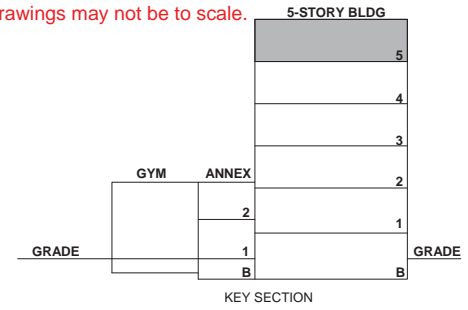


4TH FLOOR PLAN

PROJECT No:	14032
DRAWING BY:	Author
CHK BY:	Checker
DWG No:	106.00
SCALE:	1/8" = 1'-0"

DISCLAIMER: These drawings are for illustrative purposes and schematic reference only. Drawings may not be to scale.

413 East 120th Street, New York,
New York 10035



5TH FLOOR PLAN

PROJECT No:	16032
DRAWING BY:	Author
CHK BY:	Checker
DWG No:	107.00
SCALE:	1/8" = 1'-0"

APPENDIX D: Tenant Description and Needs

Appendix D: Tenant Description and Needs

Disclaimer: This information is for illustrative purposes only. HPD and the City make no representations as to the accuracy of the below information. The information was collected by gathering data from HRA, conducting surveys with Tenants, and interviewing Tenants. The level of detail for each tenant may vary based on the responses we received from each tenant. In addition to the rentable square footage occupied by individual Tenants, the MSC also has shared space for use by the Tenants.

Shared Space

Auditorium: 3,742 sf

1st Floor Conference Room: 960 sf

Cafeteria: 400 sf

3rd Fl. Conference Room: 696 sf

100 Hispanic Women:

100 Hispanic Women is a national organization that strives to inspire Latinas to maximize their strength and potential, in order to become equal partners in an empowered world of equal opportunity with equal justice, recognition, respect and dignity. The offices are primarily used to administrative services needed to advance this mission as well as for interviewing scholarship and program candidates. The organization serves around 500 clients a year.

- Rentable SF: 955 sf
- Base Rent: \$25 psf (yearly)
- Webpage: <https://www.100hispanicwomen.org/home.html>

Acacia Network Housing:

Acacia Network Housing assists homeless families with children to secure permanent housing. The Manhattan office has 10 full-time staff and serves on average 23 clients per day, with up to 30 clients on peak days.

- Rentable SF: 1,614 sf
- Base Rent: \$25 psf (yearly)
- Webpage: <https://www.acacianetwork.org/housing-services/>

Cherry Kids:

Cherry Kids is a year-round after school and summer program provider. The organization is comprised of a 5-person staff that serves an average of 18 clients per day, with a peak clientele of 40 kids per day.

- Rentable SF: 1,369 sf
- Base Rent: \$25 psf (yearly)
- Webpage: <http://www.cherrykidsinc.org/>

East Harlem Council for Community Improvement (EHCCI) / Hellgate Mgmt:

EHCCI and Hellgate Management is an affiliate of the Acacia Network that provides housing and benefits assistance. The organization is an [HPD Housing Ambassador](#) with a 3-person staff that serves an average of 10 clients per day. As an HPD Housing Ambassador, the organization requires two computers that staff use to assist clients applying for housing through Housing Connect, as well as workspace that can accommodate staff, including volunteers.

- Rentable SF: 372 sf
- Base Rent: \$25 psf (yearly)

East Harlem Council for Community Improvement - Group Home PWDD program:

EHCCI is an affiliate of the Acacia Network that provides housing and benefits assistance. The organization's PWDD (persons with developmental disabilities) program provides housing, clinical, recreational and administrative services for persons with developmental disabilities. The office has a staff of 20 persons that serve an average of approximately 50 clients per week who come from Brooklyn, Manhattan, Queens, and Bronx.

- Rentable SF: 2,035 sf
- Base Rent: \$25 psf (yearly)

East Harlem Credit Education & Enhancement Project

The East Harlem Credit Education & Enhancement Project is part of the Acacia Network. The organization provides credit counseling and financial education services.

- Rentable SF: 120 sf
- Base Rent: \$25 psf (yearly)

East Harlem/El Barrio Community Land Trust

The East Harlem/El Barrio Community Land Trust (EHEBCLT) works to develop and preserve community-controlled, affordable housing as well as commercial, green and cultural spaces in East Harlem/El Barrio.

- Rentable SF: 433 sf
- Base Rent: \$25 psf (yearly)

East Harlem Neighborhood Based Alliance Corporation

East Harlem Neighborhood Based Alliance Corporation (EHNBAC) is a non-profit organization that provides homelessness prevention services. The organization is comprised of a 6-person staff that serves an average of 13 clients per day, many who have long-term cases that the organization works on for 3 to 12 months. These services include providing support in the form of back rent payments to prevent homelessness and keep clients sheltered in place. In addition to provide clients with housing services, EHNBAC also often helps with funeral assistance. Most of their clients come from the immediate area.

- Rentable SF: 758 sf
- Base Rent: \$25 psf (yearly)

Edwin Gould Services for Children and Families & Rising Ground:

Edwin Gould is organization with the mission to protect and nurture those children whose families are unwilling or unable to care for them and to strengthen families so that every member has the opportunity to help themselves toward a better future. The organization provides foster care/adoption services and community-based preventive services to assist at-risk families, including victims of domestic violence. Services provided at this office include private, family and group therapy; family visits for foster children; and court-mandated programs for parents.

- Rentable SF: 13,529 sf
- Base Rent: \$25 psf (yearly)
- Webpage: <https://www.egscf.org/>
- Needs:
 - Private interview or psychotherapy rooms both for individual clients and families
 - Play therapy space for young children
 - Group therapy space
 - Open office configuration

El Barrio's Operation Fightback

Operation Fightback has been working in East Harlem since 1983 providing a variety of housing, workforce development, and social services. With a staff of approximately 40 people, the organization serves up to 250 clients per day. Such programs include: (1) summer youth employment program; (2) educational and professional development, including resume prep and employment search; (3) and a home health aide training program funded by NYS. Additionally, the organization has contracts to work closely with NYCHA Wagner Houses residents. Operation Fightback is looking to expand its space in order to grow its program offerings.

- Rentable SF: 8,335 sf
- Base Rent: \$25 psf (yearly)

- Needs:
 - At least 8 classrooms, including space that can accommodate medical beds and equipment for health aide program
 - A new media room and space that can accommodate laptop and computer use
 - Offices space for staff

La Clínica Del Barrio:

Founded in 1997, la Clínica offers primary care for the whole family, including prenatal care, pediatrics, and general medicine. Services include vaccinations, HIV testing, family planning, blood pressure and cholesterol screening, and care for chronic conditions such as asthma and diabetes. The clinic is a Federally Qualified Health Center, affiliated with the Gotham Federally Qualified Health Center Network as well as NYC Health + Hospitals. The clinic has 11 full-time staff and serves an average of approximately 40 clients per day, with 60 clients on peak days. Clients mostly come from East Harlem and the Lower Bronx.

- Rentable SF: 2,738 sf
- Base Rent: \$25 psf (yearly)
- Webpage: <https://www.nychealthandhospitals.org/metropolitan/la-clinica-del-barrio/>
- Needs:
 - Spaces to be accessible
 - Approximately 10 exam rooms for 5 providers
 - Office space for administrators
 - Space to accommodate x-ray machine and an ultrasound table.
 - Phlebotomy space
 - Space for a social worker and nutritionist
 - Conference room (individual or shared)
 - Possibility to extend hours beyond 8PM, which current MSC does not provide.

NYC Fair Fares (HRA)

NYC is a City program to help New Yorkers with low incomes manager their transportation costs. The future space needs for this satellite office will be addressed by the City.

Sonia’s Empowering Families Foundation, Inc.

Sonia’s Empowering Families Foundation aims to enhance productivity and quality of life for community families and children’s. The office space at the MSC is used for referral and social services

- Rentable SF: 110 sf
- Base Rent: \$25 psf (yearly)
- Webpage: <https://soniasempoweringfamilies.org>

Appendix E: NYPD Parking Specifications

VEHICLE TYPE	# OF VEHICLES	LENGTH	WIDTH	HEIGHT	WEIGHT	WEIGHT FULLY LOADED	TURN RADIUS
Passenger Van	2	21'	8'5"	10'	4837lbs	9900lbs	27' 3"
Sedans	38	18'	7'2.5"	6'	4193lbs	5700lbs	19'9"
Rockwall	1	30'	7'	9'	4200lbs	NA	NA
Generator	1	20'	8'	8' 6"	8100lbs	11000lbs	NA
Standard Vehicle	33	-	-	-	-	-	-
Consolidated Grand Totals	75						

APPENDIX F:
East Harlem Points of Agreement



OFFICE OF THE MAYOR
THE CITY OF NEW YORK

ALICIA K. GLEN
DEPUTY MAYOR FOR HOUSING AND
ECONOMIC DEVELOPMENT

November 21, 2017

The Honorable Melissa Mark-Viverito
The Honorable Bill Perkins
New York City Council
City Hall
New York, NY 10007

Dear Speaker Mark-Viverito and Council Member Perkins,

For nearly three years, we have worked to engage the East Harlem community in planning for its future. The East Harlem Initiative builds upon previous efforts by both the City and community members, including the East Harlem Neighborhood Plan, by comprehensively addressing East Harlem's needs. Zoning has been updated to promote mixed-use development that both requires affordable housing and promotes economic development through job generation. We are protecting the historic fabric of the neighborhood by preserving the low-rise character of smaller residential streets. We are making open space and public realm improvements which will improve quality of life for years to come. And, we are bringing crucial investments in infrastructure and community resources, many of them identified and reiterated by community members during the public review process.

You will find a comprehensive list of the Administration's commitments attached. As we advance our work to make these investments a reality, we are committed to public transparency and clear and regular reporting on those commitments. Pursuant to legislation passed in 2016, every City-initiated neighborhood rezoning will be subject to a public commitment tracker. My office will work closely with the Mayor's Office of Operations to input all commitments made into an online public tracker within 30 days after passage, including timeline and funding, and will produce annual progress reports to let community members and other stakeholders know how we are making progress.

I commend the East Harlem Neighborhood Plan Steering Committee for their work over the past few years. Because of our collective efforts, East Harlem will enjoy these investments, initiatives, and programs for many years to come, and we will together have made New York City more livable, equitable, and affordable.

Sincerely,

A handwritten signature in black ink, appearing to read "Alicia Glen".

Alicia Glen
Deputy Mayor for Housing and Economic Development

East Harlem Points of Agreement

Introduction

The City will advance the following comprehensive neighborhood investments in housing, transportation, public space, community services, and culture, all of which are conceived to work together to improve the quality of life for East Harlem residents. The strategies below reflect over \$178 million in new City funding for various projects and initiatives.

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Preserve Affordable Housing

Finance and Safeguard Affordable Housing

The City administers loans and tax incentives to help building owners improve the quality, physical condition, and efficiency of their properties. In exchange for financial assistance, private property owners are required to maintain rents at levels that are affordable to existing tenants, as well as limit rent increases.

1. Keep homes affordable by continuing to offer loans and tax incentives to building owners

Description: Since 2014, HPD has financed the preservation of 3,387 affordable homes in East Harlem, representing about 8% of all homes preserved across the city. HPD will continue monitoring East Harlem homes with affordability restrictions in its portfolio, and use its various financing programs to preserve and invest in the neighborhood's existing affordable housing stock.

Timeline: Ongoing

2. Continue promoting programs that help owners make repairs and preserve affordability

Description: HPD is taking a proactive and strategic approach to engaging building owners who could benefit from financing and tax incentives in exchange for maintaining affordable rents for existing tenants. HPD will continue implementing its outreach strategy, targeting property owners in East Harlem through owner outreach events, mailings, e-mails, calls, and surveying distressed properties.

Timeline: Ongoing

3. Pilot a Landlord Ambassadors Program to provide technical assistance to East Harlem property owners

Description: In addition to strategic outreach to owners, the local community identified a need for more sustained technical assistance for mission-driven, faith-based, and small- to mid-sized property owners who are interested in, but unfamiliar with, the process of securing a loan to undertake building improvements. HPD is partnering with Enterprise Community Partners to pilot a Landlord Ambassadors Program to contract with community-based organizations who will conduct outreach and provide technical assistance to owners of multifamily buildings in targeted areas across the city. The Mutual Housing Association of New York (MHANY) has been designated as the Landlord Ambassador for Upper Manhattan, inclusive of East Harlem. MHANY will work with local property owners to:

- Provide information about the benefits of using HPD financing programs.
- Navigate HPD program requirements, including regulatory requirements, and package application materials for HPD review and approval.
- Access local resources and vendors needed in order to close, construct, and operate their properties, including contractors, property managers, attorneys, and other professionals.

Timeline: FY 2017-18

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4. Fund and support the East Harlem/El Barrio Community Land Trust

Description: A Community Land Trust (CLT) is a non-profit organization that maintains control and oversight of affordable housing through ownership of land, and whose primary purpose is the creation and/or maintenance of permanently affordable housing. The CLT's land ownership, paired with a governance structure that reflects the interests of residents and the broader neighborhood, can offer a unique housing model that empowers communities. To support CLTs across the city, HPD issued a Request for Expressions of Interest (RFEI) early in 2017 to identify qualified groups interested in forming CLTs. In addition, HPD recently announced an award of \$500,000 from Enterprise Community Partners to Banana Kelly to support the efforts of the East Harlem El Barrio Community Land Trust. Over the next 24 months, the grant will fund operations and start-up support and is expected to be integrated into the budget of its first rehabilitation project of three buildings in East Harlem. HPD will continue exploring additional opportunities to partner with CLTs in Upper Manhattan.

Timeline: Banana Kelly is working through the initial predevelopment requirements in order to obtain necessary approvals for a construction loan closing by June 2019

Capital Funding: HPD will utilize the Enterprise Community Partners funding, in addition to HPD financing and other sources, to achieve the substantial rehabilitation of certain City-owned buildings in East Harlem under a CLT model. This investment will help secure affordability for existing and new residents in these properties. HPD will maximize deep affordability where feasible.

5. Implement the Neighborhood Pillars Program to help community organizations acquire rent stabilized buildings

Description: HPD and HDC are launching a new Neighborhood Pillars program to finance the acquisition and rehabilitation of existing rent-regulated buildings to protect current tenants and stabilize communities. In fast-changing neighborhoods, the sale of rent-stabilized apartment buildings is often a harbinger of rising rents and tenant turnover. However, non-profit and other mission-based organizations that want to purchase buildings in order to keep them affordable often lack the capital and financing to compete in those transactions. In response, the new program will leverage funding from private sector banking partners and philanthropic organizations to provide capital to neighborhood-based organizations well positioned to identify the buildings most at risk of speculation and rapid turnover. The City will double the capacity of the Acquisition Loan Fund to \$275 million, leveraging funding contributions from private sector banking partners and philanthropic organizations, to enable non-profits and mission-based organizations to acquire buildings that are rent-regulated, but not otherwise part of an existing affordable housing program.

Timeline: FY 2019 launch

6. Invest in capital improvements in New York City Housing Authority (NYCHA) developments within East Harlem

Description: The city will commit \$50 million in capital improvements including:

1. Modernize all ventilation in 17 East Harlem developments including 122 buildings and 12,719 apartments (\$20 million)

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2. Renovate kitchens and bathrooms at Leggett Memorial Early Childhood Center at 237 East 104th Street, Union Carver Early Childhood Center at 1565 Madison Avenue, and Union Washington Early Childhood Center at 1893 Second Avenue. Renovate playground at Jefferson Houses Early Childhood Center at 2211 First Avenue (\$7.7 million)
3. Fund a new elevator at 335 East 111th Street (\$1 million)
4. Replace boilers at Lehman Village and Wilson Houses (\$13.2 million)
5. Conduct roof and parapet work at UPACA (Site 5) (\$2.5 million)
6. Install new gas risers at Johnson Houses (\$5.5 million)

Timeline: Design would commence Q4 2018

Funding: \$50M

Promote Safe and Healthy Housing

HPD's Office of Enforcement and Neighborhood Services (OENS) works closely with other HPD divisions and community partners to identify buildings that are in poor condition; assess and develop appropriate strategies to resolve those problems; and develop plans, with responsible owners, to return buildings to firm financial footing and good physical condition.

7. Continue to improve housing quality through rigorous enforcement of the Housing Maintenance Code

Description: OENS responds to 311 calls, Housing Court requests, and building referrals by community groups and elected officials by sending inspectors to see if building conditions violate the City's Housing Maintenance Code. As part of HPD's focus on East Harlem, and in response to recommendations from the community, OENS prioritized "block sweeps" throughout the neighborhood. Through this initiative, HPD identified buildings and blocks with maintenance or other housing-related issues. HPD will continue monitoring the properties surveyed during this initiative, and will continue accepting building referrals from the community for additional surveying.

Timeline: Ongoing

Protect Tenants

Many low- and moderate-income renters, especially seniors, depend on rent regulation. Changes in the state rent regulation laws over the last few decades have resulted in a net loss of over 150,000 rent-regulated units citywide, which means landlords and owners can raise rents to market rates. The City continues to work with tenants, advocates, and the State Assembly to achieve significant reforms in the laws, but more needs to be done to save critical rent regulated housing.

8. Continue to provide free legal representation to East Harlem tenants facing harassment

Description:

Anti-Harassment Legal Services:

To support tenants who are facing eviction or harassment, the City has expanded funding for civil legal services for low-income New Yorkers. In East Harlem, the City's Human Resources Administration

East Harlem Points of Agreement

(HRA) launched the tenant legal services program in FY 2015. HRA is investing \$4.6 million of funding annually, which is fully secured through FY 2021. The program focuses on ensuring that tenants can stay in their neighborhood by providing access to legal representation that is both proactive – i.e., working with residents and tenant associations to identify patterns of harassment– and responsive to evictions and other cases tenants may face in court.

Timeline: FY 2017-2021

Expense Funding: \$4.6M annually through FY 2021

Universal Access to Counsel

In February 2017, the Mayor announced that the City will fund universal access to legal services for tenants facing eviction in Housing Court. Through a five-year implementation plan, free legal representation will be available to all tenants with household incomes at or below 200% of the federal poverty line, or roughly \$50,000 for a four-person family. Legal counseling will be available to those earning more.

Timeline: Ongoing through 2021

Tenant Support Unit (TSU)

Finally, outreach specialists with the City's new Tenant Support Unit (TSU) are going door-to-door in East Harlem, informing tenants of their rights, documenting complaints related to harassment and eviction, and making referrals to free legal support whenever necessary. Since July 2015, TSU specialists have knocked on over 28,000 doors and assisted over 1,500 tenants in East Harlem.

Timeline: Ongoing

9. Educate tenants about their rights and resources to prevent displacement

Description: HPD is committed to working with partner agencies, elected officials, and community groups to ensure tenants are aware of their rights and have access to important housing resources. HPD's Neighborhood Education and Outreach Unit hosts tenant fairs and coordinates HPD and other agency participation in community events. In addition, through its discretionary awards and Neighborhood Preservation Consultant contracts, the City Council and HPD support community-based organizations that promote and provide tenant resources.

Timeline: Ongoing

10. Continue to work with the Tenant Harassment Prevention Task Force to investigate and take action against landlords who harass tenants

Description: The Administration helped to create an interagency, multi-jurisdictional Tenant Harassment Prevention Task Force to investigate and bring enforcement actions – including criminal charges – against landlords who are found to be harassing tenants to force them to vacate rent-regulated apartments. HPD will continue to work with the Tenant Harassment Prevention Task Force to take action against landlords in East Harlem who are harassing tenants.

Timeline: Ongoing

East Harlem Points of Agreement

11. Establish a “Certificate of No Harassment” (CONH) Pilot Program

Description: In response to feedback from the community and growing interest across the city, the Administration, pursuant to legislative authorization, will enforce a pilot CONH program in designated neighborhoods, including East Harlem, to protect certain tenants from being harassed from their homes. This program will identify specific buildings which meet criteria indicating that tenants may be at risk for harassment. Owners of such buildings would be required to obtain a CONH before being granted building permits for specified covered work in the buildings.

Timeline: Within a year of legislation passage

12. Include East Harlem in the new “Partners in Preservation” initiative to develop a comprehensive anti-displacement strategy for the neighborhood

Description: HPD will include East Harlem in its new Partners in Preservation initiative. Representing our most aggressive and targeted efforts to date, Partners in Preservation will pair HPD's available data with the on-the-ground experience and work of community-based organizations to advance comprehensive anti-displacement plans in neighborhoods identified as most at risk of losing affordability. Strategies are expected to combine new and existing tools to address harassment and disrepair; provide tenants with anti-eviction legal services; protect homeowners from foreclosure and predatory activities; and help building owners access HPD financial resources to improve their buildings and preserve affordability.

Timeline: FY 2019

Expense Funding: \$500,000

Develop New Affordable Housing

13. Prioritize the development of over 2,600 affordable homes on publicly owned land

Description: The City will expedite the construction of over 2,600 units of affordable housing on publicly owned sites in East Harlem over the next several years. A few of these projects – such as the MEC Center and NIHOP/NCP RFQ Clusters– have been in development for some time, while others are being prioritized based on feedback from the community. In response to feedback from the community, the City is committing to deeper levels of affordability for the Lexington Gardens II, Sendero Verde (SustainNYC), and 126th Street Bus Depot sites, where at least 20% of all units will be set aside for households earning up to 30% of AMI. The Acacia Gardens project, which is already under construction, will primarily serve low-income and formerly homeless households.

Project Name	Agency	Affordable Units*	Affordability
Acacia Gardens	HPD	179	30% formerly homeless
			60% at 60% AMI

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			10% at 90% AMI
Lexington Gardens II	HPD	400	20% at 30% AMI
			30% at 50% AMI
			30% at 80% AMI
			20% at 130% AMI
Sendero Verde	HPD	680	10% formerly homeless
			20% at 30% AMI
			4% at 50% AMI
			34% at 60% AMI
			9% at 80% AMI
			3% at 100% AMI
			20% at 130% AMI
NIHOP/NCP RFQ Clusters	HPD	80	TBD (RFQ responses under review)
125th St MEC Center	EDC	760	TBD
126th St Bus Depot	EDC	584**	See Points of Agreement
TOTAL		2,683	

* All unit counts are estimates and subject to change prior to construction.

** Based on Environmental Impact Statement projections and the commitment that at least 80% of all homes on this site will be affordable. The actual number of affordable homes will be determined after an RFP is issued and a developer is designated.

14. Prioritize additional public sites for affordable housing development

Description: The community identified additional publicly owned sites that are currently in use by City agencies but may be appropriate for redevelopment with affordable housing. While many of these properties serve critical community functions, HPD is actively working with its partner agencies to evaluate potential relocation and incorporation into new affordable housing development on-site. HPD will conduct community engagement to inform the redevelopment of these properties through a Request For Proposals (RFP). The selection process for these RFPs will be subject to recent policy reforms, including a new preference for community development plans and experience; recognition of development experience in rehabilitation; and the use of a remainder interest, which is a legal tool that gives the City ownership of the property at the end of the initial affordability period unless HPD and the owner agree on an extension of affordability. HPD also recently revised the terms of its Extremely Low and Low Income Affordability (ELLA) and Mix and Match financing programs, to provide more homes for the

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lowest earners and also require that a portion of all homes are set aside for formerly homeless families. In addition, the City will seek to maximize the number of affordable homes, as well as the depth of affordability, as determined to be feasible for the redevelopment these sites.

- **HRA East Harlem Multi-Service Center (Site 1)**

- The NYC Human Resources Administration (HRA) East Harlem Multi-Service Center is located on East 120th Street between 1st and Pleasant Avenues. The project will include affordable housing and may include new community/office space for Multi-Service Center tenants. RFP respondents must submit a tenant relocation plan, and the City will work with the selected developer to temporarily relocate existing non-profit tenants of the Multi-Service Center and possibly bring back select tenants to the new building.

- **NYPD 25th Precinct Parking Lot (Site 2)**

- The New York Police Department (NYPD) 25th Precinct is located on 119th Street between Park and Lexington Avenues and includes a large surface parking lot fronting Park Avenue. The Precinct uses 75 parking spaces on a daily basis, including emergency response, school safety, and other vehicles. The project will include affordable housing and a new parking garage for NYPD vehicles.

- **DSNY 123rd Street Parking Lot (Site 3)**

- The Department of Sanitation (DSNY) occupies a large surface parking lot on the north side of 123rd Street between Lexington and 3rd Avenues. The site is currently used as vehicle storage, including for large DSNY salt and other utility trucks, and it is expected to host additional spillover vehicles from the new Potamkin garage. The City will explore the feasibility of redeveloping this site with affordable housing and a new garage for DSNY vehicles in 2018. Any future RFP would need to be subsequent to a relocation site being identified and any related land use approvals completed.

- **Urban Assembly School (Site 4)**

The City will periodically evaluate the financial and operational feasibility of rebuilding the school at 2005 Madison Avenue to include a state of the art school building as well as affordable housing, taking into account the needs of the existing schools in the building (Urban Assembly School for Global Commerce & Promise Academy II Charter School) before, during and after any possible construction on the site.

Timeline:

In 2018, HPD will conduct due diligence, assess feasibility, and conduct community engagement to inform the redevelopment of the sites 1-2. The agency will target Q2 2019 for release of the RFPs for sites 1-2. RFPs for sites 3-4 will be released pending confirmation of feasibility.

Capital Funding: TBD

15. **Continue to offer financing to incentivize the development of affordable housing that exceeds minimum MIH requirements**

Description: HPD aims to affirmatively further fair housing and economic diversity by financing the development of housing that is affordable to families with a range of incomes and needs, from extremely low- to middle-income households, as well as seniors and those with special needs. HPD recently updated its financing

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terms to require that any MIH project receiving City subsidy must provide 15% more permanently affordable homes than required by the MIH program alone.

Timeline: Ongoing

16. Support mission-driven groups interested in developing affordable housing on underutilized sites

Description: The community expressed a desire to see more participation by mission-driven organizations, including faith-based groups, in affordable housing development and preservation. To assist those interested in affordable housing, a number of resources are available, including the Pre-Qualified List of Owner's Representatives and the New York City Acquisition Fund. HPD also recently introduced new policy reforms for its RFPs, including a new preference for community development plans and experience and the recognition of development experience in affordable housing preservation.

Timeline: Ongoing

17. Explore opportunities to finance the development of affordable artist housing

Description: As part of Housing New York, the City committed to building 1,500 affordable apartments for artists. Consistent with goals of the community, HPD will review proposals from private and mission-driven developers seeking to build or preserve artist housing, live/work spaces, or traditional affordable housing integrated with studio and performance spaces in East Harlem. The City will also explore artist housing on future public sites if desired by the community.

Timeline: Ongoing

Promote Economic Opportunity in Affordable Housing Development

18. Connect residents to good jobs in the building trades through the Upper Manhattan Workforce1 Career Center and the forthcoming East Harlem Satellite Workforce1 Center

Description: HPD will continue implementing HireNYC, which requires that any housing development receiving \$2 million or more in HPD subsidy post open positions with the Workforce1 system and consider qualified candidates. East Harlem residents will be able to apply for jobs through the City's HireNYC program at the Upper Manhattan Workforce1 Center located at 215 West 125th Street as well as the forthcoming East Harlem Satellite Workforce1 Center. See the "Increase access to employment opportunities for local residents" section for more information.

Timeline: Ongoing

19. Expand local hiring incentives in HPD-financed developments

Description: In all HPD RFPs for the development of City-owned property, respondents must demonstrate a plan for outreach to residents of the local community district related to employment opportunities generated by the proposed project. Applicants will be required to comply with their outreach plans and report regularly on outreach activities.

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Timeline: Ongoing

20. Expand opportunities for Minority and Women-Owned Business Enterprises (M/WBEs) in the affordable housing development industry

Description: HPD will continue promoting the participation of M/WBEs and non-profit organizations in the development and management of City-subsidized affordable housing. Through the Building Opportunity Initiative, HPD seeks to build the capacity of M/WBE developers, contractors, and professionals. HPD's M/WBE Build Up program requires that developers of projects where HPD contributes \$2 million or more in subsidy must spend at least a quarter of all HPD-supported costs on certified M/WBE construction, design, or professional service firms.

Timeline: Ongoing

Improve Access to Affordable Housing

21. Make it easier for residents to understand, prepare for, and complete the affordable housing application process

Description: HPD recognizes that the affordable housing application process can be time-consuming, and it continues to take steps to help residents become better prepared to submit complete and accurate applications. In addition to revamping its affordable housing application and lottery education materials, HPD has been recruiting and training Housing Ambassadors in East Harlem, which are local community groups that provide free technical assistance to residents who wish to apply for affordable housing.

Timeline: Ongoing

Open Space and Public Realm

22. Expand the Harlem River Greenway Link to connect 125th and 132nd St

Description: The waterfront between E125th and E132nd streets provides a rare opportunity to build a new 7 block long waterfront park. It will provide an exciting amenity for East Harlem residents and will complete one of the last remaining gaps in the Manhattan Waterfront Greenway; today, East Harlem is essentially cut off from the Manhattan Greenway. The bulkhead and waterfront platform will be repaired/replaced and a new park constructed on top. The community has joined The New York City Department of Parks and Recreation (DPR) to design the new park, which is anticipated to include bicycle and pedestrian paths, play and picnic areas, landscaping, and other recreational amenities. The City has already committed \$18M to be used towards waterfront repair work between E125th-E132nd Streets, and is committing an additional \$83M to be used towards further open space development between E125th and E132nd Streets.

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Timeline, pending funding and implementing agency: Design to start in Spring 2019

Capital Funding: \$101M

23. Make improvements to the East River Esplanade

Description: A waterfront inspection of the East River Esplanade conducted in 2012/13 highlighted a need for structural repairs along the entire stretch of the esplanade, including various items identified between E96th and E125th streets. With funding from Mayor de Blasio and City Council Speaker Mark-Viverito, DPR is currently performing a portion of these repairs. The City plans to re-inspect the esplanade in 2018, which will result in updated cost estimates for reconstruction. As part of this POA and the City's commitment to an accessible waterfront, the City commits an additional \$15M for repairs of the East River Esplanade between E96th and E125th Streets. The scope of work for this \$15M will be determined once the updated inspection reports are received, but the funds will be earmarked specifically for the East River Esplanade between E96th and E125th Streets.

Esplanade repair and/or improvements between E96th -E125th streets (exact locations TBD)

Timeline: Inspection will begin by March 2018 and be complete by December 2018, and a scope of work will be developed by June 2019. Construction will begin by December 2023.

Capital Funding: \$15M

24. Build a comfort station in Harlem River Park

Description: Responding to strong community desire for more comfort stations in parks throughout East Harlem, a comfort station will be constructed in Harlem River Park. In order to serve the heavily used ballfields, the comfort station will be sited near the upland portion of Harlem River Park, north of E128th Street and east of the Lexington/Third Avenue Bridge.

Timeline: Design to start in 2019

Capital Funding: \$4.7M

25. Build intergeneration playgrounds to accommodate seniors in local parks

Description: Throughout the City open spaces are undergoing major renovations to offer intergenerational recreation to accommodate people of all ages in our local parks. DPR aims to serve multiple generations and users through the design of our active and passive park spaces, using a variety of amenities to invite users of all ages. Within East Harlem we have three such sites: James Weldon Johnson Playground and Playground 103, currently in construction, and Abraham Lincoln Playground, which will begin construction in late 2018.

Timeline: Work ongoing

Capital Funding: \$18.1M

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26. Improve way-finding to Randall's Island

Description: In 2014 the New York City Department of Transportation (DOT) installed bicycle way-finding signs that indicate the route to Randall's Island at the corner of 1st Ave/102nd St and at the sidewalk ramp near the east end of the block. In October 2017 the DOT Borough Engineer completed the installation of a Bike signage plan designed to bring users to the RFK and Willis Ave Bridges. While there is a bike lane leading to the Wards Island Bridge (103rd Street Footbridge) on E.102nd Street, there is currently no marked and signed return route for bikes; however, one is being planned for E.105th Street.

Additionally, DOT's pedestrian way-finding group has been planning a system of signs and a map with local stakeholders. Using in-house crews DOT will be installing new way-finding signs in East Harlem in 2018. The way-finding group started the project with a workshop at CB11 in February 2015. Since then the staff have met with the New York Restoration Project, the Department of Health and Building Healthy Communities, specifically regarding signage to direct bicyclists and pedestrians from East Harlem and the South Bronx to Randall's Island. DOT is also working with the Randall's Island Park Alliance on this East Harlem sign network plan. Once DOT has completed the network plan, DOT will share the locations with CB 11 and CB 8.

Timeline: 2018

Small Business, Workforce, and Economic Development

27. Increase access to employment opportunities for local residents

Description: The City commits to establishing a satellite Workforce1 Career Center in East Harlem in a location accessible to the public and developed with input from the community and local councilmembers. The satellite Workforce1 Career Center will offer connections to employment and training services, including services for target populations such as out of school, out of work youth aged 18-24 years old.

Small Business Services (SBS) operates 21 Workforce1 Career Centers throughout the city, providing recruitment expertise, industry knowledge, and skill-building workshops to connect New Yorkers to jobs. SBS connects more than 25,000 New Yorkers with quality employment each year.

Through the City's HireNYC policy, City contractors are required to consider New Yorkers for employment opportunities created through eligible City contracts. The City's HireNYC program leverages SBS's network of Workforce1 Career Centers to connect New Yorkers to open positions created through the City's purchases and investments. Through HireNYC and the Workforce1 Career Center system, New Yorkers have a first shot at jobs related to City projects, and employers have access to a pool of talent from the local community.

East Harlem residents will be able to access opportunities created through the City's HireNYC policy by visiting their local Workforce1 Career Center, or any of the City's 21 Workforce1 Career Centers.

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Timeline: 2019

Capital Funding: \$500,000

28. Fund local workforce development training

Description: SBS will connect East Harlem residents to trainings provided through the Workforce1 Center System. Trainings offered are employer-informed, and prepare participants to connect to quality jobs within growth sectors such as healthcare, construction, and technology. SBS will partner with local community organizations, to recruit, serve and prepare East Harlem residents for training and quality employment opportunities within in-demand, growth sectors.

Timeline: FY 2019

Expense Funding: \$150,000

29. Protect and enhance viability of local businesses

Description: Through its Neighborhood 360° grant program, SBS has funded \$1.49M to local non-profit partners. This funding will allow local partners over the next three years to staff, plan and, implement customized commercial revitalization programs for East Harlem's primary commercial corridors. Programs will be informed by the recently-completed Commercial District Needs Assessment for East Harlem and will be responsive to recommendations from the community.

- **Partner:** Union Settlement (Union Settlement is also partnering with local groups: New Harlem East Merchants Association (NHEMA) and Hope Community Inc.)

Timeline: 2017-20 (3.5 years)

Expense Funding: \$1.49M

30. Renovations of La Marqueta

Description: La Marqueta is located along Park Avenue, between E111th Street and E119th Street underneath the Park Avenue viaduct. Since its inception in 1936, La Marqueta has steadfastly remained a landmark in East Harlem. The Speaker's Office and the New York City Economic Development Corporation (NYCEDC) have engaged in a feasibility study to develop goals and a framework for future investments at La Marqueta. This work led to a conceptual plan for Lots 1 through 8 that illustrates and reflects the goals and framework developed through the feasibility study. The next step will be to move from concept phase to design phase, which is anticipated to be in FY18, after which construction is anticipated to start in the winter of 2019.

An overview of the organizational structure for La Marqueta is included as an exhibit to this POA. Moving forward, NYCEDC is open to exploring public-private partnerships to further activate the public market.

Timeline: Construction to start winter of 2019

Capital Funding: \$25M

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Transportation and Safety

31. Improve safety for visually-impaired pedestrians

Description: Accessible Pedestrian Signals (APS) are devices affixed to pedestrian signal poles or added with a supplemental pole. These devices provide information in non-visual formats, such as audible tones, speech messages and vibrating surfaces, to alert vision-impaired pedestrians when the “walk” phase is available at a given intersection. Since August 2016, DOT has installed thirteen APSs in East Harlem, and will evaluate additional crosswalks and intersections in East Harlem for the treatment.

Intersections that receive APS installations are selected based on a ranked list of intersections city-wide. DOT will commit to evaluate a list of intersections of concern provided by the local council members and respond within four months of receiving the list of requested locations.

Timeline: 13 APSs within the last year (2016-17)

Expense Funding: Approximately \$560k (13 APS installations at \$43k / installation)

32. Fund a Safe Routes to School (SRTS) study and implement new routes in East Harlem

Description: A SRTS Study was conducted in 2007. SRTS capital work has already been performed in East Harlem as a result of that initial study: work was completed at PS 7 in 2011 and at PS 72 in 2009. In the time since the first study, DOT has made sweeping citywide safety policy changes and specific capital investments that have benefitted East Harlem. Although school safety zones created in the 2007 program brought speeds near schools to 20 M.P.H., as part of Vision Zero, the City speed limit was brought down to 25 M.P.H. everywhere. Similarly, both 1st and 2nd Avenue are Vision Zero priority corridors and the safety improvements implemented on these corridors, such as pedestrian islands, benefit children, parents and residents who walk around the neighborhood, including to and from local schools.

In a new phase of SRTS projects, planned between 2020 and 2022, DOT will construct a curb extension and pedestrian island in the vicinity of PS 83, Esperanza Prep Academy, TAG Young Scholars, PS 138 and PS 146. The curb extension is planned for 2nd Ave & 109th St across the street from PS 83 and directly in front of IS 12 and the pedestrian island is slated for 1st Ave & 106th St. The curb extension and pedestrian island will slow down vehicles and improve pedestrian visibility.

Timeline: Construction to start in 2020

Capital Funding: \$1M

33. Modify parking and commercial delivery loading / unloading regulations along 125th St

Description: DOT’s Office of Freight Mobility is in the process of developing a comprehensive plan (scheduled to be released in 2018) to improve the efficiency of truck deliveries across the five boroughs, while also reducing the environmental and community impacts of trucking. As part of this study, DOT’s consultants have evaluated various commercial corridors citywide, including in the East

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Harlem area, to assess the variability of freight flow and curb access to local businesses. This information will be used to evaluate any changes to commercial loading regulations on the street, if necessary.

Timeline: 2018 (comprehensive plan to be released)

34. Build a new SBS station on 125th St and Lexington Ave

Description: DOT works closely with the Metropolitan Transportation Authority (MTA) on SBS Routes, the City's version of bus rapid transit. In the decade since SBS began, SBS routes have seen: 10-30% faster bus speeds, 10% increase in ridership, and customer satisfaction of 95%. Select Bus Routes achieve this through off-board fare collection, all-door boarding, bus lanes, bus bulbs, curb extensions, bus shelters, and real time arrival information. Also, any buses can use the bus lanes, which is an advantage for all transit. SBS began along 125th street in 2014 with the M60. To enhance the existing SBS service at Lexington Ave and 125th St, the Department of Design and Construction (DDC) will begin installation of two new bus bulbs, bus pads and a new bus shelter. This work will provide riders more waiting space as well as shelter. Extending the sidewalk to the bus lane allows for better bus operations.

Timeline: 2018

Capital Funding: Estimated \$1.5M (this estimate comes from a larger SBS contract at DDC with a higher total project cost)

35. Construct a new East 125th Street Plaza (Park Ave between E124th and E126th St)

Description: The new East 125th Street Plaza project will be constructed under the Park Ave Viaduct between E124th and E126th St and will contain a newly-constructed plaza area with amenities to expand the space's activation options. Expanded sidewalks surrounding the Metro-North station, improved crosswalks and street lighting, and traffic signal timing changes, will improve the pedestrian experience and calm traffic movements. The plaza project's sidewalk extensions also create the opportunity to provide taxi stands along Park Avenue along both sides of the plaza, which will allow for more efficient transfers between the train and taxis in all directions to and from the station. The project is currently in final design. The New Harlem East Merchants Association (NHEMA)— recently renamed Uptown Grand Central— applied to Round 7 of the Plaza Program in 2014 and is responsible for the maintenance of the plaza and leads on all community programming. NYCEDC is providing Capital planning and will oversee project implementation on DOT's behalf.

Timeline: 2018 (Start of work will follow an adjacent Metro-North Station stair improvement that is scheduled to be completed ahead of the Plaza project also in 2018)

Capital Funding: Project budget total: \$5.55M (comprised of \$4.2M in TIGER funding (federal transportation funding) with the required \$1.35M local match comprised of \$1M from the Speaker's Office and \$350k from DOT's budget)

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36. Locate additional benches in areas that provide respite for seniors

Description: The CityBench program is an initiative to increase the amount of public seating on New York City's streets. DOT installs attractive and durable benches around the city, particularly at bus stops, retail corridors, and in areas with high concentrations of senior citizens. These benches make streets more comfortable for transit riders and pedestrians, especially for those who are older and disabled. To date DOT has installed 57 benches within Manhattan Community District 11. In response to additional interest from the community, DOT will work Council Members Diana Ayala and Bill Perkins to engage the following community stakeholders to identify appropriate locations for benches through the CityBench program.

1. Manhattan North District Council of Presidents to focus on areas around NYCHA developments
2. East Harlem Community Alliance to focus on commercial and crosstown corridors
3. Health Action Center (Dept. of Health and Mental Hygiene) to focus on areas around NORCs/Franklin Plaza and East Harlem Walking Trail

Timeline: Discussions to begin in spring 2018

37. Provide funding to the East Harlem COAD (Community Organizations Active In Disasters)

Description: NYCEM works closely with the East Harlem COAD to increase the preparedness of residents in the area. In 2018 NYCEM will be piloting a training curriculum to accompany its community planning toolkit. NYCEM will pilot this training with the East Harlem COAD before rolling it out citywide to assist the COAD in its efforts and identify the areas all stakeholders in the community, including community groups, elected officials, Community Emergency Response Teams, businesses, schools, houses of worship and other groups, are needed to work together to accomplish mutual goals.

Timeline: 2018

Expense Funding: \$15,000

38. Explore locations for a new Evacuation Center for East Harlem residents

Description: NYCEM has recently conducted surveys of potential evacuation centers for East Harlem, and identified IS 88 at 215 West 114th Street as a potential location. NYCEM and its partner agencies will continue to canvass and identify appropriate locations in areas outside of evacuation zones but close to the East Harlem neighborhood. In particular, they will survey nearby schools that are accessible (or could practically be made accessible if renovations are deemed viable) and outside of the evacuation zones. IS 88 is undergoing renovations to become accessible and the work is expected to be complete for the 2019 hurricane season, at which point OEM will determine if the school is a viable option to serve as an evacuation center. In addition, NYCEM will continue to provide Homebound Evacuation Operation (HEO) to coordinate evacuation assistance for homebound individuals in East Harlem and throughout the city.

Timeline: Ongoing

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Education

39. Create three Community Schools

Description: For the 2017-18 school year, the City created three new Community Schools in East Harlem: PS 83 Luis Muñoz Rivera (City Year), PS 108 Assemblyman Angelo Del Toro Educational Complex (The Leadership Program), and Esperanza Preparatory Academy School (Union Settlement). The three new Community Schools, which are funded for five years, bring the total number of Community Schools in East Harlem to eight.

Community Schools are neighborhood hubs where students receive high-quality academic instruction, families can access social services, and communities congregate to share resources and address common challenges. Each school has a Lead Community-Based Organization (CBO) partner that coordinates and delivers comprehensive services through a Community School Director (CSD), who is a CBO employee. In addition, the Office of Community Schools (OCS) provides support and partners with other DOE departments, city agencies, and philanthropic partners, allowing schools to efficiently access resources.

Pursuant to available funding, the DOE will explore future opportunities to create additional Community Schools in East Harlem and citywide.

Timeline: PS 83 Luis Muñoz Rivera (City Year) and PS 108 Assemblyman Angelo Del Toro Educational Complex (The Leadership Program) are recipients of 21st Century Community Learning Centers (CCLC) program grants. These grants are 5-year commitments that will begin in Fall 2018 and continue to Spring 2023

40. Roll out 3K program across East Harlem

Description: 3-K for All programs will provide free, full-day, high-quality early education for three year olds, starting in fall 2017 in District 7 and 23. As a citywide initiative, our goal is to bring 3-K to all school districts citywide, to make it a universal program.

Starting in fall 2018, the DOE will expand its 3-K portfolio to include new programs in 2 additional school districts, District 4 and District 27, and each year thereafter until 2020, for a total of 8 districts. We are working closely with the Superintendents and district school principals, as well as community based organization leaders, in School District 4 on implementation. The expansion of seats for 3-year olds in these districts will continue over two years.

Timeline: 2018 (2-year implementation)

41. Improve access to early care and education

Description: The Administration for Children's Services ("ACS") has converted vacant Head Start seats into new Early Head Start seats to serve toddlers in East Harlem. This Early Head Start program, as part of the City's EarlyLearn NYC continuum of childcare programming, offers subsidized, high quality care to families who earn up to 200% of the federal poverty level in either centers or home-based care.

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Programs operate 8-10 hours per day, year round, and offer comprehensive services including developmental screenings, family support, health and mental health services. As of July 1, 2017, ACS has converted 2 classrooms among their 28 East Harlem locations in order to serve more toddlers in the East Harlem community.

Timeline: Given the overlap of DOE's early care and education programs with ACS' EarlyLearn NYC programs, EarlyLearn NYC contracts will be transferred and integrated into DOE's Division of Early Childhood Education in 2019. This integration will bolster consistent high quality standards across the publicly-funded early childhood continuum that better transitions to elementary school. ACS has already begun collaborating with DOE to begin this integration, with a goal of completion by February 2019, and DOE will manage the contracting process thereafter.

42. Install air conditioners in all East Harlem schools

Description: As part of the 2018 Fiscal Year Budget, the City has committed to ensuring every classroom in East Harlem and across the City has air conditioning by 2022. The City has dedicated \$28.75 million over the next five years to purchase and install air conditioning units and, where needed, the SCA's five year Capital Plan includes funding for electrical upgrades to support the installation of those units, providing thousands of students with a more comfortable learning environment. DOE is currently in the planning stages of this initiative.

Timeline: 2022

Capital Funding: \$28.75M (City total; not specific to East Harlem)

43. Increase number of schools that offer Career and Technical Education (CTE) programs

Description: The Department of Education (DOE) is committed to ensuring all students, including District 4 students, have the academic and technical education resources to have a pathway to a successful career.

As such, we provide various pathways to help our students achieve that success; one pathway is our Career and Technical Education (CTE) programs. The development of a school-based CTE program requires sequenced programming and three years of development to meet New York State Department of Education CTE program approval. In order to create alternate pathways to graduation, the DOE will work with the following high schools to develop two new certified CTE programs: Heritage High School and Park East High School.

While extensive funding for a CTE program is not available,, we will provide the schools with support to ensure students have the academic and industry-recognized skills that lead to high-quality college and career pathways, including technical assistance for schools, teacher per session fees, and a small allocation for technology and program supplies.

Timeline: Ongoing

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44. Increase afterschool funding for high school students

Description: The Administration has made providing high school aged youth alternatives for out-of-school time a key priority with increased funding and a steadfast commitment to support and strengthen the overall development of young people.

In Community District 11 (CD11), we serve high school youth in after-school programs at 5 Cornerstones Programs located in community centers located in Clinton, East River, Lehman, Wagner, and Johnson Houses. These programs serve 275 high school aged youth. Additionally, there are two Beacon programs located at M.S. 224 and Coalition School for Social Change. New Beacon program contracts commenced September, 2017. DYCD awards increased funding for each of our CD11 Beacon Programs from \$400,000 to \$550,000. Both contracts together total \$1.1 million per year for 3 years and represent a 37.5% percent increase in Beacon funding in the East Harlem community.

To create the RFP, DYCD held several roundtable discussions with community stakeholders, non-profits, and advocates. The new RFP allows providers to identify the age groups of focus in each community to ensure the needs of each specific community are being met.

The RFP included three major enhancements for all Beacons: each program now has increased flexibility to identify populations to provide intensive services, every Beacon program will now have a Street Outreach Worker on staff, and each Beacon will have the option of opening during the weekend and increased late night hours during the Summer months. These enhancements allow Beacons to better target high school students for services, and provide resources for them—especially in the East Harlem community where Beacons have been mobilizing over the years to act as supports for young adults.

Timeline: Contracts issued in September 2017

Expense Funding: \$1.1M per year for a 3-year contract

Arts and Culture

45. Implement the Building Community Capacity Program in East Harlem

Description: The Building Community Capacity program will support the East Harlem community in creating a strategy capable of driving action toward the arts and culture objectives identified in the East Harlem Neighborhood Plan (EHNP). In order to satisfy the City's procurement regulations and identify a grantee, an East Harlem nonprofit organization must submit an application to DCLA for funding.

Working with DCLA, the selected grantee will (i) create a work scope and strategy based on EHNP goals; and (ii) select a consultant responsible for project management. Working with consultant, the community participants will (i) lay out project tasks; (ii) develop a volunteer infrastructure consisting of an oversight committee, leadership, and working groups; and (iii) cultivate cross-sector leaders who can catalyze efforts, provide assistance, and bring additional resources.

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Timeline: 2017-19

Expense Funding: \$100,000

46. Designate historic and culturally significant buildings as landmarks

Description: The Landmarks Preservation Commission calendared the three below properties for future consideration as landmarks (the first step in the designation process). They are:

- Public School 109, 215 East 99th Street (Property 1)
 - The former Public School 109 was constructed in 1899 and transformed in 2015 into an affordable housing complex for local artists, and is architecturally and culturally significant as a Progressive-era elementary school designed by the Superintendent of School Buildings Charles B. J. Snyder. The architecture of P.S. 109 embodies the goals of urban educational and social reform at the turn of the twentieth century.
- Benjamin Franklin High School, 260 Pleasant Avenue (Property 2)
 - Benjamin Franklin High School, now the Manhattan School for Science and Math, is a Colonial Revival school from 1942 that was built to house East Harlem's first high school. This school featured an experimental curriculum referred to as "citizen-centered community education" that was implemented and developed by the pioneering educator, sociologist, and East Harlem resident Leonard Covello, to serve the diverse immigrant community of East Harlem.
- The Richard Webber Harlem Packing House, 207-215 East 119th Street (Property 3)
 - The former Richard Webber Harlem Packing House is a historic meat market building in East Harlem, constructed in 1895 and originally part of a larger commercial slaughterhouse, meat packing and retail complex. Prominent butcher Richard Webber commissioned the architectural firm of Bartholomew & John P. Walther in 1895, to design a Romanesque Revival style building to house his operations in Harlem.

Additionally, the Landmarks Preservation Commission is expediting a detailed and comprehensive look at the First Spanish United Methodist Church (163 E111th Street) for landmark consideration due to its role in the history of the Young Lords in New York City, and will be considered by the Commission for calendaring on December 12, 2017.

Timeline: On November 14, 2017, the Commission calendared properties 1-3 for a public hearing. The public hearing for all calendared East Harlem properties will be held in Spring 2018.

[Health](#)

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47. Fund targeted local marketing for the NYC Well program

Description: DOHMH has developed an ad campaign promoting NYC Well, planned for rollout in Winter 2018. Ad placements are planned for East Harlem, and will include bus shelters, nail salons, barber shops, and LinkNYC kiosks.

Timeline: 2018

48. Expand mental health first aid training, with a focus on youth

Description: Mental Health First Aid (MHFA) training is for individuals ages 18 and older. The Youth MHFA training, offered citywide, is designed to teach adults how to address the needs of adolescents (ages 12-18).

DOHMH has recently received clearance from the National Council for Behavioral Health (the owners of the curriculum) to extend MHFA training to 17 year olds as long as they are high school seniors. DOHMH will be meeting with DOE to roll this out to high school seniors in the coming school year and will seek to target schools in East Harlem.

In addition, DOHMH will be launching a MHFA public awareness campaign in mid-December, and will include targeted marketing to East Harlem. DOHMH will continue to make MHFA trainings available to all interested community partners.

Timeline: 2017-18

49. Conduct outreach and identify new OOPP providers in East Harlem

Description: In response to requests for more Opioid Overdose Prevention Providers (OOPP's) to train East Harlem residents to administer naloxone, DOHMH has alerted community leaders to the 21 OOPP's currently working in East Harlem. Community members who would like to go to these sites to get a kit should call in advance to ensure availability. DOHMH is committed to helping additional interested organizations become OOPPs.

Timeline: 2017

50. Create DOHMH East Harlem Neighborhood Health Action Center

Description: The East Harlem Neighborhood Health Action Center provides co-located health and social services, including SNAP and Health Insurance enrollment, HIV/AIDS programs, nutrition education and cooking classes, urban gardening and physical activity programs, mental health services for children and families, as well as a Federally Qualified Health Center (FQHC) and a community kitchen. The centers are located at 158 East 115th St. and 161 East 110th St.

Timeline: Opened April 2017

Capital Funding: \$1.7M

Expense Funding: \$1M / year

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Sustainability

51. Coordinate with Agencies to incorporate green infrastructure into city projects

Description: Department of Environmental Protection (DEP) will partner with DPR, DOT, HPD, and EDC to incorporate green infrastructure into new development and public property retrofit projects when possible.

Timeline: Ongoing

52. DEP will seek opportunities in the district to connect with existing homeowners and new developers to expand the Green Infrastructure Grant Program to private properties throughout CD11

Description: DEP offers a grant program for private property owners in New York City. The minimum requirement is to manage 1" of stormwater runoff from the contributing impervious area. In order to educate properties owners on the program, DEP will partner with the councilmember of District 8 on events involving homeowner outreach for the Green Infrastructure Grant Program.

Timeline: Ongoing

Sanitation

53. Working with community stakeholders, plan for the development of an enclosed consolidated DSNY sanitation facility for M10 and M11, which meets LEED gold standards

Description: DSNY will immediately begin planning for a permanent, long-term facility to serve District 11 sanitation needs, which includes the following goals:

- Explore options for a permanent consolidated facility that could house multiple garages, including: District 11, District 10, District 9, and/or the Manhattan Lot Cleaning Unit.
- Assess suitable sites for the permanent facility that will serve residents for the next 100 years. Explore all City-owned sites and appropriate privately-owned sites in Manhattan Community Boards 9, 10, and 11, as well as potential acquisition of the entire Block 1792.

DSNY will engage with local stakeholders on a quarterly basis starting in Q4 2017. The stakeholder group will include representatives from Community Board 11, the local Council Member, the Manhattan Borough President, and additional members that the stakeholders identify. The stakeholder group will provide feedback and accountability on the following tasks:

1. Developing a shared vision with H+H for future use of existing East 99th Street DSNY facility that reflects the needs of H+H and the community.

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2. Providing ongoing community feedback on the construction and operation of the East 127th Street facility.
3. Formalizing a community-engagement process for planning a permanent consolidated facility. This process will include clear benchmarks:
 - Establish shared priorities/goals with the stakeholder group for the permanent sanitation facility (Q2 2018).
 - Share site and building program options with the stakeholder group, including a survey of viable sites, potential building programs for each site, costs associated with acquiring and building a garage on each site, and the critical path to acquiring and developing those sites (Q4 2018).
 - Community consensus and agreement on preferred alternative site (Q2 2019).
 - Contingent on the above, timeline and further milestones for site selection, budget allocation, feasibility, design, and construction (Q2 2019).
 - Contingent on establishing community consensus on a proposed site and securing the necessary funding to develop the facility. DSNY's goal is to complete a facility by 2027.

Timeline: 2017-27

Capital Funding: To be determined

Follow-up Actions

54. Integrate subway station entrances into building envelopes at East 116th Street and Lexington Avenue

Description: The City will pursue a follow-up zoning action to include provisions for the integration of subway entrances into building envelopes at East 116th Street and Lexington Avenue. Such integration is to include potential subway stair relocation and renovation requirements, subject to consultation with MTA.

Timeline: To commence in 2018

55. Study parking requirements in East Harlem

Description: City Planning will study parking requirements in the East Harlem area, and pursue follow-up action if deemed appropriate.

Timeline: Study to commence 2019

56. Establish a height limit in the R10 district on Park Ave between East 122nd and East 124th Streets

Description: The City will introduce a follow-up zoning text amendment to restrict building heights on the section of Park Avenue between 122nd and 124th Streets zoned R10. City Planning will determine

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appropriate height limits after gathering input from community stakeholders, including elected officials and a height limit of 275' will be in scope.

Timeline: Referral of zoning text by end of 2018

57. Follow up correction to height limit on Park Ave between East 115 and East 118 Streets

Description: The City will introduce a follow-up zoning text amendment to further restrict building heights in this section of Park Avenue to 125' in the R7D and 145' in the R8A district.

Timeline: Referral of zoning text by end of 2018

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Exhibit 1: La Marqueta Organizational Structure

Friends of La Marqueta

Friends of La Marqueta (FoLM) would be an independent, incorporated not-for-profit with fundraising capacity. The organization would be formed by local community leaders and be inclusive and open to the public. FoLM would engage with all stakeholders, including NYCEDC, the Market Partner (defined below), the La Marqueta Vendor Association, elected officials, key community members and groups, Community Board 11 and market customers. If FoLM is not formed within 6 months of the POA agreement date, NYCEDC shall not seek to advance a partnership with FoLM as described below.

NYCEDC expects to enter into a Memorandum of Understanding (MOU) with FoLM to outline the expected scope and obligations of FoLM as NYCEDC works towards redevelopment of La Marqueta.

The roles and responsibilities of FoLM would include:

- Develop strategic vision in consultation with NYCEDC;
- Develop goals and metrics for evaluating market performance;
- Partner with NYCEDC to advance the WXY conceptual redevelopment plan through design development;
- Identify opportunities for local community engagement;
- Develop selection criteria for leasing/permitting and receive blind briefings prior to NYCEDC or the City entering into leases or permits for vendor stalls at the retail market;
- Provide prompt feedback when responding to requests for meetings or materials given for comment;
- NYCEDC will develop the goals of the Market Partner RFP, described below, in consultation with FoLM; and
- NYCEDC will provide FoLM with blind briefings on responses to the Market Partner RFP before NYCEDC makes a selection.
- To maintain the collaboration, FoLM must meet performance metrics and benchmarks outlined in the MOU with NYCEDC

Market Partner

This independent local non-profit would be selected through a competitive RFP process conducted by NYCEDC, and would participate in FoLM. NYCEDC will seek to enter into a funding agreement or operating agreement with the selected respondent, respectively as needed.

The roles and responsibilities of the Market Partner would consist of:

- Marketing, events, and cultural programming duties;
- Leasing/permitting: Market Partner shall have 90 days to exclusively seek to find and suggest, to NYCEDC and the City, vendors for vacant stalls;
 - Provided the Market Partner (i) selects vendors that meet the selection criteria established by the City, NYCEDC and FoLM, and (ii) such vendors are approved by NYCEDC in its sole discretion, NYCEDC and the City will seek to enter into negotiations with those vendors for agreements for space at the public retail market.
 - Upon stabilization of the market, which will be defined as one year post-construction completion on the market, if the vacancy rate increases to 10%, or net operating income (NOI) decreases to \$50,000 per year for the public retail market (the “NOI Requirement”), NYCEDC reserves the right to end the

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aforementioned exclusive period with the Market Partner and pursue leasing/permitting directly. The NOI Requirement will increase each year the greater of 3% or CPI, with periodic resets to market.

- Small business incubation support and capacity building;
- On-site staff engagement;
- Stakeholder engagement;
- Reporting: Market Partner shall submit to NYCEDC an annual market report detailing performance of the scope above, with such performance being measured according to specific metrics determined by NYCEDC in its sole discretion.

Vendor Association

The vendor association would be an independent non-profit organization established by the market vendors. It is anticipated that NYCEDC would enter into an MOU with the Vendors Association, which will include an established scope and may include the possibility of funding from NYCEDC. The Vendors Association would participate in FoLM.

The roles and responsibilities of the Vendor Association would consist of:

- On-site vendor engagement;
- On-site staff engagement;
- Assistance with marketing and market events;
- Coordination of vendor participation in marketing and market events.