

# CAPITAL FUNDING SEMINAR FY19

January 11 and January 18, 2018 www.nyc.gov/culture

## Why We Are Here

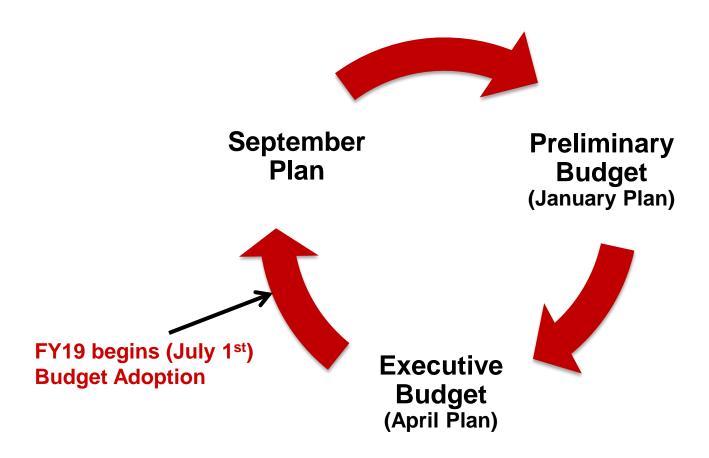
- Funding Basics
- Capital Eligibility
- FY19 Request Process
- Key Dates
- Question & Answers



## The City's Budget Cycle

Each plan updates the City's budget to reflect current project funding needs.

There are three major updates during the course of a fiscal year.



## DCLA's Goals for Capital Funding

## To enhance the public's experience of cultural life in New York City through projects that:

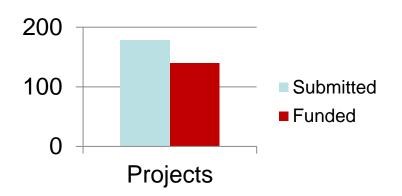
- Increase public access to cultural programming throughout the City
- Contribute to the vibrancy and diversity of the City's communities
- Preserve and promote the highest quality cultural facilities, programs, and collections
- Maximize the effectiveness of public/private partnerships
- Address priorities as identified in the CreateNYC Cultural Plan including: accessibility for people with disabilities, environmental sustainability, and creating affordable workspace for artists

## Fun Fact #1: Funding is limited

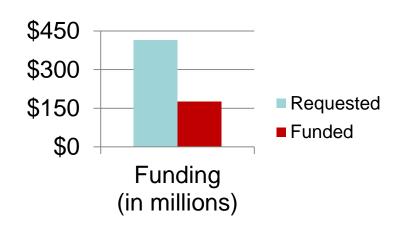


Submitting an accurate and comprehensive request is extremely important to ensure your project receives every consideration.

## **FY18 Capital Funding**



Out of 179 projects submitted 140 were approved 78% of all requested projects



Out of \$414 million funding requested
Only \$175 million was funded
42% of the total requested funding

Most projects were funded, but most of those projects received less than the requested amounts

## **Capital Funding Basics**

New York City allocates capital funding to cultural organizations on an annual basis.

Capital appropriations are allocated by the:

- 1. Borough Presidents
- 2. City Council
- 3. Mayor / DCLA
- Unlike DCLA programmatic funding (CDF) which is an application process, the Capital funding process is known as a request
- This means your request is reviewed and evaluated by DCLA and discussed with the elected officials from whom you request funds
- All funds, regardless of source, are administered by DCLA

A single project is often funded by a combination of funding sources

## Fun Fact #2: Cast a Wide Net

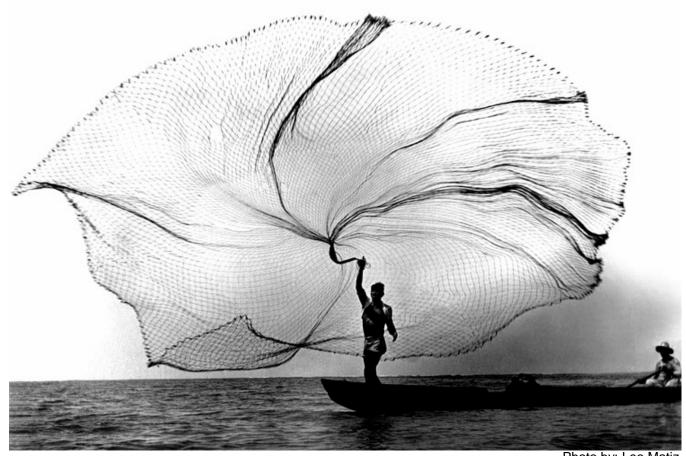


Photo by: Leo Matiz

You should be discussing your project with your Borough President, City Council and DCLA.

## **Baseline Requirements**

#### Baseline requirements for requesting capital funding are:

- Your organization is a <u>not-for-profit</u> with documented tax-exempt status pursuant to Section 501(c)(3) of the Internal Revenue Service Code or able to designate a fiscal conduit with such status
- Your organization received <u>CDF funding</u> from the Department of Cultural Affairs in one of the past three fiscal years, i.e. <u>in FY2016</u>, <u>FY2017</u>, <u>and/or FY2018</u>
- Your organization guarantees that any capital funding received from the
  City will <u>not</u> be used to advance or support sectarian activity, including (but
  not limited to) religious worship, instruction or proselytizing
- Your organization must demonstrate the <u>capacity</u> to take on the capital project for which funding is requested
- Your organization must demonstrate <u>site control</u> for the duration of design/ construction in addition to the useful life of the project

## Capital Funding Eligibility

Capital funds are secured by Government Bonds and are restricted for use through the Comptroller's Accounting Directive 10 (AD10 or Directive 10).

- Charges to the capital funds can only be made for projects that provide for a comprehensive betterment, defined as:
  - extensive, [physically] connected, and typically involved in all four trades (electrical, plumbing, HVAC, and general construction)

A copy of Accounting Directive 10 is accessible at the Comptroller's website: <a href="https://comptroller.nyc.gov/wp-content/uploads/documents/Directive-10">https://comptroller.nyc.gov/wp-content/uploads/documents/Directive-10</a> CapitalProjectsFund.pdf

Frequently Asked Questions & Example Scenarios can be found here: <a href="http://comptroller.nyc.gov/wp-content/uploads/2014/09/FrequentlyAskedQuestionsExample-ScenariosDirective10.pdf">http://comptroller.nyc.gov/wp-content/uploads/2014/09/FrequentlyAskedQuestionsExample-ScenariosDirective10.pdf</a>

## Fun Fact #3: City funding is not a blank check



Do not expect to be reimbursed.

The City cannot pay for work completed prior to the appropriation.

## Types of Capital Projects

#### Based on Directive 10, the types of capital projects eligible for funding are:

#### Construction/Renovation

- Construction of a new facility
- Expansion of an existing facility
- Significant upgrade or renovation of existing contiguous space
- Upgrade or replacement of a building system, e.g. HVAC



MCC Theater Construction

#### Equipment/Vehicles

- Equipment systems (e.g. theatrical lighting) or
- Standalone equipment (e.g. a piano or copier)
- Vehicles (10+ person capacity)



DCTV: Shared Media Storage System

## **Project Requirements**

To determine if your project is eligible for City capital funding, it needs to meet the following requirements:

Comprehensive

- Creates new asset/systems
- Significant upgrade of an existing asset

City Purpose

 Provides public benefit for improvement's or equipment's useful life

Long-Term Investment

- Equipment = 5 to 15 years
- Construction/Renovation = 10 to 30 years

## **Project Financial Requirements**

# 1. The minimum City contribution to a capital project on non-city owned property must be at least:

- \$35k for equipment/\$250k for minimally attached equipment
- \$500k for construction/renovation (on non-City owned property)

If your total project cost is less, your project is not eligible for capital funding

#### 2. The project must be fully funded before it starts:

Any gap between funds available and total project cost must be closed through secure private or non-City sources such as capital campaign, endowment, general fund, state or foundation grants

#### 3. For construction/renovation projects, the total project cost must include:

- 15% Design and 15% Construction contingencies
- Interfund Agreement Fee (IFA), an administrative fee of 2-15% that is deducted from your capital funding allocation
- Escalation to account for cost increases between the moment budget is developed and actually spent (DCLA recommends: 2% per month)

## NOT Eligible for Capital Funding

#### Maintenance

- Repair/Maintenance work, e.g. roof patching
- Painting & carpeting unrelated to capital project
- Extended warranties
- Maintenance agreements & service contracts

#### Operational

- Employee salaries
- Administrative expenses
- Training

#### **Studies**

- Environmental assessments (as a stand-alone item)
- Feasibility studies

## Fixtures/ Equipment

- Fixtures or equipment that require attachment to the property are ineligible <u>without</u> a restrictive covenant or security agreement
- Organization-specific signage/donor plaques

#### Other

- Fundraising, financing, owners rep or legal fees
- Work performed prior to the capital appropriation
- Custom databases
- Unique or excessively expensive

## **Completed Projects**



South Street Seaport Museum – Wavertree Ship Renovation



ART New York - Building Renovations

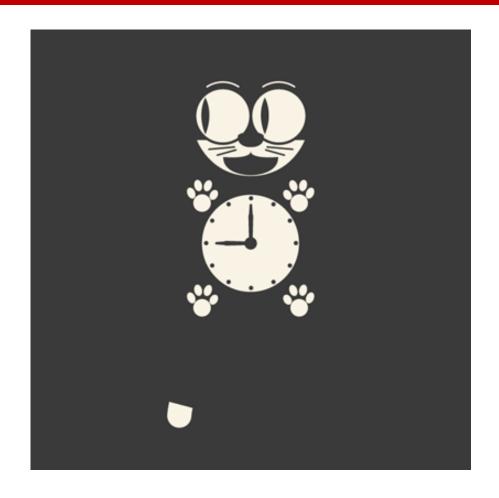


Museum of the Moving Image – Gallery Renovation



Isamu Noguchi Foundation – Courtyard Renovation

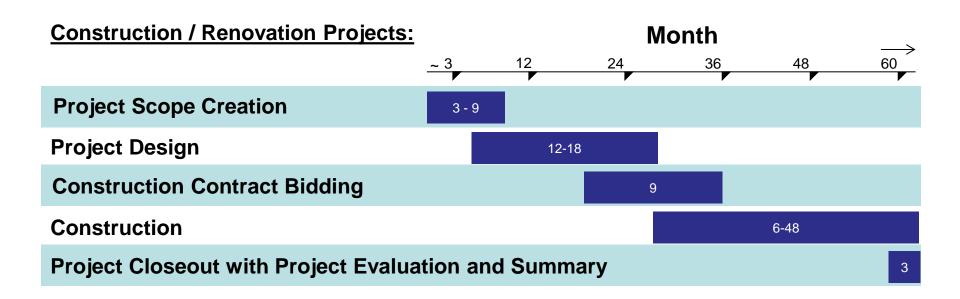
## Fun Fact #4: City-funded Projects Take Time



Do not expect the project to follow your preconceived timeline.

### Construction/Renovation Timeline

In most cases, the City will manage your construction project. Average timelines are:



Timeframes depend on the scale, budget and complexity of the project. The timeline shown represents optimal durations without delays, and is based on complete submissions + timely actions

**RESTRICTIVE COVENANTS** may require additional time to the schedule

## Legal Requirements

#### There are also legal requirements your organization <u>must</u> agree to:

#### City Interest

- Property must be either City-owned, or
- If not City-owned, a Restrictive Covenant or Security Agreement must be executed

# Restrictive Covenant

- Required when Capital funds are spent towards renovation or new construction project
- Ensures the City has first rights on the property; if it is owned by a third party (e.g. landlord, bank), the Restrictive Covenant must be agreed to and signed by that third party

## Security Agreement

- Required when capital funds are being used for moveable equipment systems that are not purchased by DCLA directly
- Establishes the City's legal interest in the equipment and ensures that City-funded equipment is used in furtherance of a public purpose

## Legal Requirements

#### **Use Restriction**

 The improved property or purchased equipment must be used consistently with the mission of the organization for the duration of the useful life\* of the improvement or equipment

# Recorded against (real) Property

 Any current and future owners (or lessors) of property are bound by use restriction (during the covenant term)

#### First Property Lien

 Other liens against property (mortgages, financing, loans, etc.) <u>must</u> be subordinated to the City's interest\*\*

<sup>\*</sup> The useful life of a project is based on its estimated physical life and the NY State Local Finance Law.

Under Directive 10, the City may not fund any assets with a useful life that is less than five years.

Your lease term must be equivalent to or longer than the useful life period defined for your project plus design and construction duration

<sup>\*\*</sup> If the property is owned by a third party (e.g. landlord, bank), the lien subordination must be agreed to and signed by that third party

## **Local Laws and City Policies**

## City-funded projects must meet certain Local Laws and City Policies. Here are three that typically apply to cultural capital projects:

Local Law 86: Green Buildings Law

- Sustainable design intended to reduce energy and water consumption
- Applies to capital projects impacting 50% of the facility's total area, with City contribution over \$2M or >50% of project costs
- <a href="http://www1.nyc.gov/site/oec/green-building/green-building/green-building/green-building-basics.page">http://www1.nyc.gov/site/oec/green-building/green-building/green-building-basics.page</a>

Local Law 58: Accessibility/ADA

- Mandates that the design and construction of buildings accommodate the accessibility needs of people with disabilities, including appropriate routes of movement in the interior and exterior of the building, interior room modifications, and adjustment of facilities
- http://www.nyc.gov/html/mopd/html/laws/local.shtml

Local Law 1: M/WBE

- Sets specific goals for participation of minority or women owned construction and professional service firms in City projects
- http://www.nyc.gov/html/law/html/opportunities/opportunities.shtml

## NEW - Local Law 51, Installation of Induction Loops

- Effective Date: Local Law 51 takes effect on January 1, 2018, and applies to projects for which an application for construction document approval is filed with DOB on or after January 1, 2018
- <u>Threshold</u>: Requires that any city-funded capital project with an estimated baseline construction cost of **\$950,000** or more involving the construction or reconstruction of one or more "assembly areas" include the installation of an induction loop assistive listening system in at least one assembly area and "microlooping" each security, information or reception desk used for check-in
- <u>Definition of Assembly Area</u>: Includes rooms/areas for assembly "in which audible communication is integral to the use of the space" - for example, areas used for entertainment, education or civil gatherings, including lecture halls, auditoria, theaters, concert halls, playhouses, centers for the performing arts, convention centers
- <u>Exemptions/Carve-Outs</u> Law does not apply:
  - (i) to classrooms in schools, facilities to deploy first responders, courthouses, and outdoor facilities such as athletic fields and stadiums;
  - (ii) to reconstruction of an assembly area if the estimated cost of installing an induction loop system or alternative system exceeds 5% of the baseline construction cost of the project;
  - (iii) to assembly areas that are <u>not</u> owned by the City, <u>unless</u> 50% or more of the estimated cost of the project is funded by the City treasury or the City provides \$1M or more in funding

## Fun Fact #5: Go with the flow



There are administrative processes that need to be followed. Please be responsive and as detailed as possible.

## **Equipment Systems and Vehicles**

#### **Equipment Systems**

- To be capitally eligible, equipment systems must be composed of a group of related elements. The elements are considered related if they are mutually dependent upon each other, and physically connected or connected through a wireless network.
- Each system must be at **least \$35K** (or \$250,000 if minimally attached)
- Each system must have a minimum useful life of 5 years
- Systems must be used onsite, i.e. the building for which you have shown site control
- OMB has final determination over capital eligibility

## Types of Systems

- Information Technology (IT)
- Audio Visual
- Sound
- Theatrical Lighting
- Seating
- Telephone
- Vehicles and Heavy Equipment
- Standalone systems
  - i.e. Piano or Copier



For examples on eligible equipment, please visit: http://www1.nyc.gov/site/dcla/cultural-funding/capital-forms.page

## **Equipment List – Pre-review**

#### **Equipment Pre-Review**

- Before submitting your equipment request through CapGrants, please reach out to <u>capitalrequest@culture.nyc.gov</u>; we will prereview your equipment list to ensure you are requesting eligible items and systems
- The pre-review is for the request process only; please note that further scope development will occur should your organization receive funding for equipment

## **Equipment Timelines**

In most cases, the City will procure the equipment for your organization. Average timelines are:

#### **Equipment Systems or Standalone Equipment Projects**

18-26 months from Scope Development to Project Close

Scope Dev	OMB Review	Procurement	Delivery & Payment
4 - 6 mths	2 - 6 mths	6 mths	6 – 8 mths

#### **Vehicle Projects**

20-26 months from Scope Development to Project Close

Scope Dev	Legal Review	OMB Review	Registration	Delivery & Payment
4 – 6 mths	6 – 8 mths	4 – 6 mths	3 - 4 mths	3 mths

Timeframes depend on the scale, budget and complexity of the project. The timeline shown represents optimal durations without delays, and is based on complete submissions + timely actions

## **Submitting Your Request**



- Download Request
- Complete Request
- Specific Requirements
- Upload Request

The FY19 Capital Request forms are available for download on DCLA's website: <a href="http://www1.nyc.gov/site/dcla/cultural-funding/capital-funding-request-page-1.page">http://www1.nyc.gov/site/dcla/cultural-funding/capital-funding-request-page-1.page</a>

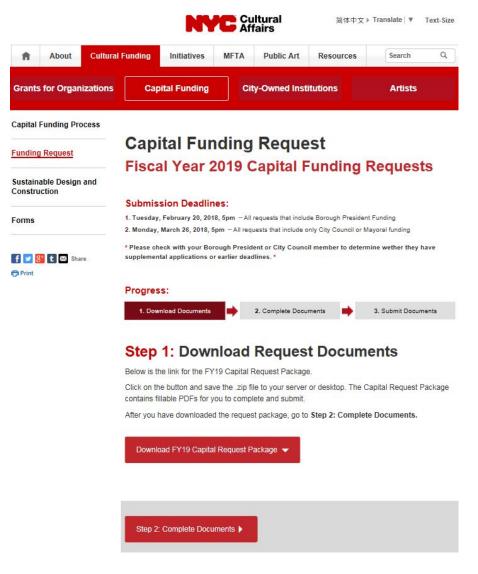
## Preperation

- Clearly define your capital project. Draft the preliminary scope and gather cost estimates
- Prepare a detailed five year organizational operating budget (for FY17-21)
- Prepare an impact budget of the capital project on your organization
- Talk to your elected officials (Borough President, City Council, Mayor/DCLA) and present your project to them
- Prioritize your projects if you submit more than one request
- Contact a DCLA Capital Project Manager. We can offer valuable feedback on eligibility and project scopes



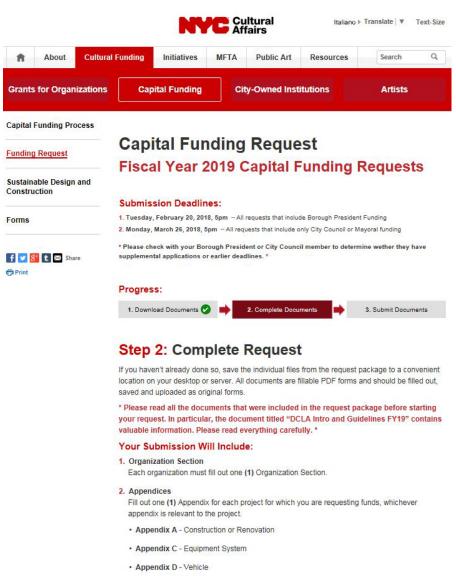
## **Download Request Forms**

- Click on the download button and save the zip file to a convenient location
- All Request forms are fillable pdf documents: To properly enter information, you need the most recent version of Adobe Reader (<u>free download here</u>)
  - Mac users: Open the forms in Acrobat Reader itself or by a mouse right click and "open with Acrobat Reader" (A double click will open a preview document that does not allow you to enter or save information)
  - Character count in text boxes is limited: Be as clear and concise as possible in your answers



## **Complete Capital Request Forms**

- The Capital Funding Request asks for detailed information including organization history, project scope, budget, private contributions, operating projections, etc. as relevant to your project
- The download package consists of:
  - 1. Application Instructions
  - 2. DCLA Intro and Guidelines
  - 3. Organization Section
  - Project Section Appendices



#### Introduction & Guidelines

# Please read the Introduction & Guidelines section <u>before</u> completing the request forms as they contain:

- Valuable information on capital eligibility
- A glossary of commonly used City administration terms for capital projects
- Templates for some required documents
- Sample legal documents (e.g. Restrictive Covenant, License Agreement, Personalty Agreement)



#### DCLA Intro and Guidelines FY19 Table of Contents

In this document, you will find the following:

- Funding Requests Introduction
- Capital Funding Guidelines
- Exhibit 1 Restrictive Covenant Landlord Acknowledgement
- Exhibit 2 Equipment System Landlord Acknowledgement
- Exhibit 3 Personalty Agreement
- Exhibit 4 Form of Declaration of Restrictive Covenant
- Exhibit 4A Form of Subordination Agreement
- Exhibit 4B Form of Exclusion Agreement
- Exhibit 5 Form of Restrictive Covenant Certification
- Exhibit 6 Equipment Catalog
- Glossary of Terms

## Organization Section

#### THE CITY OF NEW YORK



CAPITAL FUNDING REQUEST FORM FOR NOT-FOR-PROFIT CULTURAL ORGANIZATIONS

FUNDING REQUESTED FOR CITY FY 2019 (FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019)

NAME OF ORGANIZATION

'DOING BUSINESS AS' NAME OF ORGANIZATION

	Amount Requested (Round to the Nearest \$1,000)	
Borough President -	\$	,000.00
City Council -	\$	,000.00
Department of Cultural Affairs	S	,000.00
Total Amount Request in City FY 2019 <sup>1</sup>	\$	0,000.00

The Requested AMOUNT is ADDITIVE AND SHOULD NOT EXCEED THE TOTAL PROJECT(5) COST. For example: if you are requesting funds for a lobby renovation and a plano purohase, that together total \$600,000, then the Itemized requests for each funding source, should total \$600,000. - Individual projects will be addressed in the appendices.

#### Project List(s)

Please provide a prioritized list of your requested project(s) including individual project costs. (500 Character Limit):

#### Organization Section:

Provides background information on your organization

#### **Amount Requested:**

Please list the total amount of funding you are requesting for **all** projects

#### **Project List(s):**

List your projects in order of priority

Only <u>one</u> Organization
Section is required, even if
you submit multiple projects

## Organization Section Required Documents

#### DCLA requires the following ATTACHMENTS to be submitted:

#### **Organizational Chart**

A diagram of your organization's leadership and management structure, including the key positions in the organization and the **names** of personnel who currently hold those positions, paying particular attention to those roles that affect the capital project

#### **Board of Directors**

A current list of all board members and their professional affiliations

#### Strategic Plan and/or Business Plan

A narrative explaining how the capital project fits into your organization's long term strategy, and, if applicable, capital plan, highlighting goals and the strategies to achieve them, both in terms of programming and budgeting; key figures, such as increased attendance or programming, should be explained

#### **Five-Year Operating Plan and Budget**

Complements the strategic plan with detailed hard numbers for <u>Fiscal Years 17-21</u>, in an Excel file format (or export thereof), with detailed financial information (actual and projected), not to be confused with the Impact on Operating Budget spreadsheet

## Organization Section Legal Requirements

The Mayor's Office of Contract Services (MOCS) is the City's compliance and oversight agency for procurement and requires the following be submitted as Attachments:

#### **Doing Business Accountability Project (DBAP)**

Enables the City to collect accurate, up-to-date identification information about organizations that have business dealings with the City. Local Law 34 limits municipal campaign contributions from principal officers, owners, and senior managers of these organizations. The form must be completed, regardless of whether the people associated with it make or intend to make campaign contributions.

#### **Certificate of No Conflict of Interest**

The organization affirms, to the best of its knowledge, that no City Elected Official, nor any person associated with any City Elected Official, is an employee, Director or Trustee, Officer or consultant to/of, or has any financial interest, direct or indirect, in the organization, or has received or will receive any financial benefit, directly or indirectly, from the organization or from this funding.

#### **City Council Lobbying Certification**

If requesting City Council capital funds. This certification must be completed and signed by the Chief Executive Officer (or equivalent) of the Organization.

If you have any questions or concerns about these three forms, Please visit MOCS website: www1.nyc.gov/site/mocs/resources/forms.page

Only <u>one</u> Organization Section is required, even if you submit multiple projects

## **Project Appendices**

If you are requesting capital funds for multiple construction/renovation projects and/or multiple equipment systems, you are required to prepare separate Appendices (Appendix A, C and/or D).

- We strongly suggest <u>prioritizing your requests</u> as funding will be extremely limited
- We strongly suggest you <u>consider phasing larger projects</u> so that you can begin a discrete scope even if you do not receive the full amount of your request
- <u>Each project should be a separate Appendix</u>, e.g. **two** equipment systems (piano and lighting system) should be **two** Appendix C documents
- The online submission database allows for organizations to submit multiple appendices

Submitting a funding request does not guarantee a capital allocation in whole or in part

Multiple projects do <u>not</u> increase chances in receiving funding

## **Project Appendices Supporting Documents**

# DCLA requires the following ATTACHMENTS be submitted in the Project Section for <u>each</u> project:

#### **Appendix A – Construction or Renovation Project:**

Scope of Work & Project Cost Estimate

Impact on Operating Budget Spreadsheet

**Current Certificate of Occupancy** 

If applicable: Proof of site control throughout useful life

If applicable: Restrictive Covenant - Landlord Acknowledgement

#### **Appendix C – Equipment Project**

Moveable Property List

Lease (Term must be at least 7 years from time of funding)

If applicable: Equipment/Standalone System – Landlord Acknowledgement

#### **Appendix D – Vehicle Project**

Vehicle List

Vehicle Specifications

Impact on Operating Budget Spreadsheet

## **Appendices Supporting Documents**

#### **Impact on Operating Budget – During and After Construction**

Include a detailed financial spreadsheet that reflects:

- Changes to income and operating expenses <u>during</u> construction
- Changes to income and operating expenses once the project is <u>complete and for a</u> <u>period after</u>

#### **Restrictive Covenant – Landlord Acknowledgement**

If you do not have a current restrictive covenant on the space for which you are requesting funds:

 Your landlord will need to acknowledge, in writing, that they are aware you are requesting funds from the city that will require them to sign a Restrictive Covenant

#### **Equipment/Standalone System – Landlord Acknowledgement**

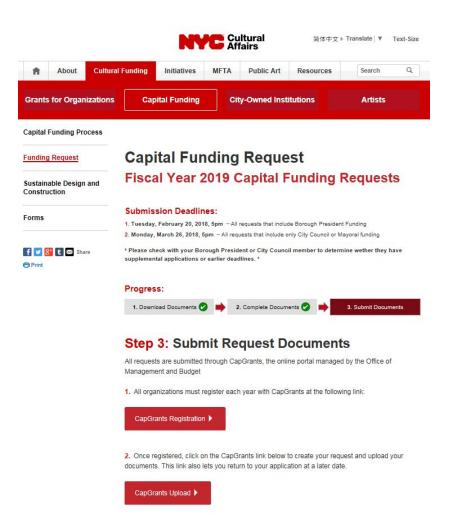
If you rent your space, your landlord will need to acknowledge in writing:

- That they are aware you are requesting funds from the city for equipment that will reside on their property
- That the equipment will remain the property of the City

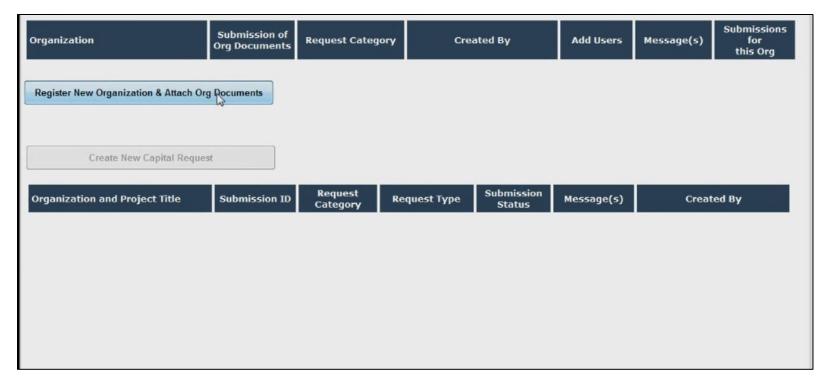
## Submitting the Request

## Applications are submitted through the Office of Management and Budget's (OMB) CapGrants site – link found through DCLA website

- Each year, you <u>must</u> register as a new user and set up a new organization
- Make sure to share the user name and password with anyone working on the request
- The CapGrants website allows for multiple users to work on the same submission. You can save your work and return to the request at any time
- Applications submitted through any other portal will <u>not</u> be considered



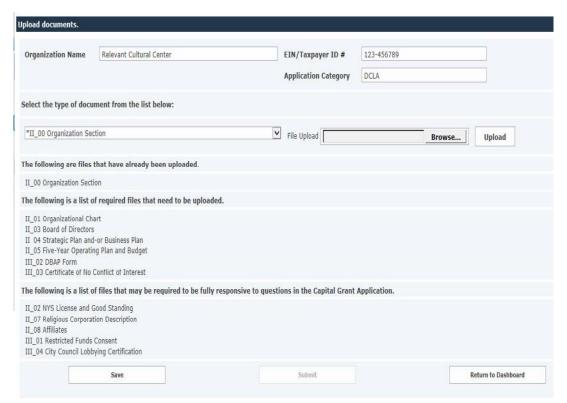
## Capital Request Forms - Upload Details



- Complete the new organization section before creating a new capital request
- All attachments must be uploaded before you can move to the next step

Please ensure all your documents are complete and correct before uploading your submission

## Capital Request Forms - Upload Details



- Each section has required documentation
- You will not be able to submit until all required attachments are uploaded
- Attachments should be uploaded in the original electronic file format; Word, Excel, etc. (do <u>not</u> submit scanned PDFs)
- Once all required and completed documents are attached to your submission, you may submit your request to the City's secure server
- You can SUBMIT the organization section and each capital project only once

Please ensure all your documents are complete and correct before uploading your submission

## Capital Request Forms - Submit Request

#### Each successful project submission will receive a <u>Submission Code</u>

#### Submission Confirmation

Your submission with respect to your capital funding request has been received.

Your Submission ID = 123456789-G3135 for Ambulance Purchase.

Please make a note of the Submission ID as you will need it to reference your application. You will also get an email with the Submission ID.

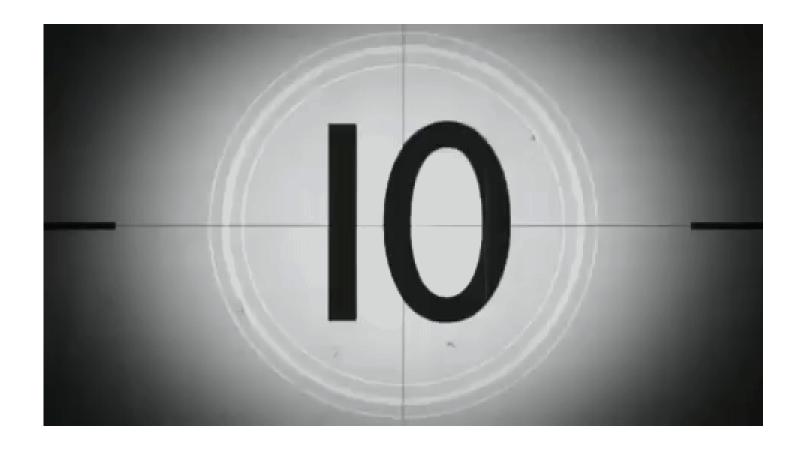
For technical assistance only, email capitalrequests@omb.nyc.gov.

Click here to return to the User Dashboard where you can fill out another Capital Grant Application

How-to videos are at: http://www.nyc.gov/html/capgrants/howto.html

Please ensure all your documents are complete and correct before uploading your submission.

## Fun Fact #6: Don't wait until the last minute



We recommend allowing extra time to submit your request due to the expected high volume of submissions on the deadline dates.

## Capital Request - Key Dates

#### Request Form

Live December 15, 2017

Available for upload (Forms available; CapGrants accepting submissions)

#### **Borough President (BP)**

February 20, 2018, 5pm\*

Submission deadline for all requests that include BP Funding (i.e. BP funds **only** or BP **and** DCLA/CC)

If your request is to all three sources, the deadline is February 20, 2017.

#### City Council (CC) & DCLA

March 26, 2018, 5pm\*

Submission deadline for CC and/or DCLA (Mayoral) funds

Please check with your Borough President or City Council member to determine whether they have supplemental applications or earlier deadlines

\*5pm deadline: There will be no technical support after this time.

You will not have the opportunity to submit your request after the deadline

We recommend allowing extra time to submit your request due to the expected high volume of submissions on the deadline dates

### **Useful Links**

DCLA - for downloading the Capital Funding Request Package and additional information

OMB's CapGrants - for submitting your FY19 Capital Funding Request

Find your organization's Community Board / Block & Lot / Council Member:

- In GOAT, the Geographic Online Address Translator, by NYC Planning: <a href="http://a030-goat.nyc.gov/goat/Default.aspx">http://a030-goat.nyc.gov/goat/Default.aspx</a>
- In **ACRIS**, the Automated City Register Information System by NYC's Department of Finance: <a href="https://acrisweb.csc.nycnet/cp/">https://acrisweb.csc.nycnet/cp/</a>

Borough President's offices: Bronx - Brooklyn - Manhattan - Queens - Staten Island

City Council: <a href="http://council.nyc.gov/html/members/members.shtml">http://council.nyc.gov/html/members/members.shtml</a>

The Speaker's office: SpeakerScheduling@council.nyc.gov

## We're here to help

#### Questions? Talk to us!

Andrew Burmeister

Assistant Commissioner (212) 513-9333 aburmeister@culture.nyc.gov

**Darren Brannon** 

Capital Project Manager - Equip (212) 513-9368 dbrannon@culture.nyc.gov

**Angela Blocker** 

Director (212) 513-9337 ablocker@culture.nyc.gov

**David Bryant** 

Capital Project Manager (212) 513-9334 dbryant@culture.nyc.gov

**Carolyn Sarkis** 

Capital Budget Analyst (212) 513-9360

csarkis@culture.nyc.gov

**Victor Metoyer** 

Deputy Director **(212) 513-9332** 

vmetoyer@culture.nyc.gov

Sara Minard

Capital Project Manager (212) 513-9306

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