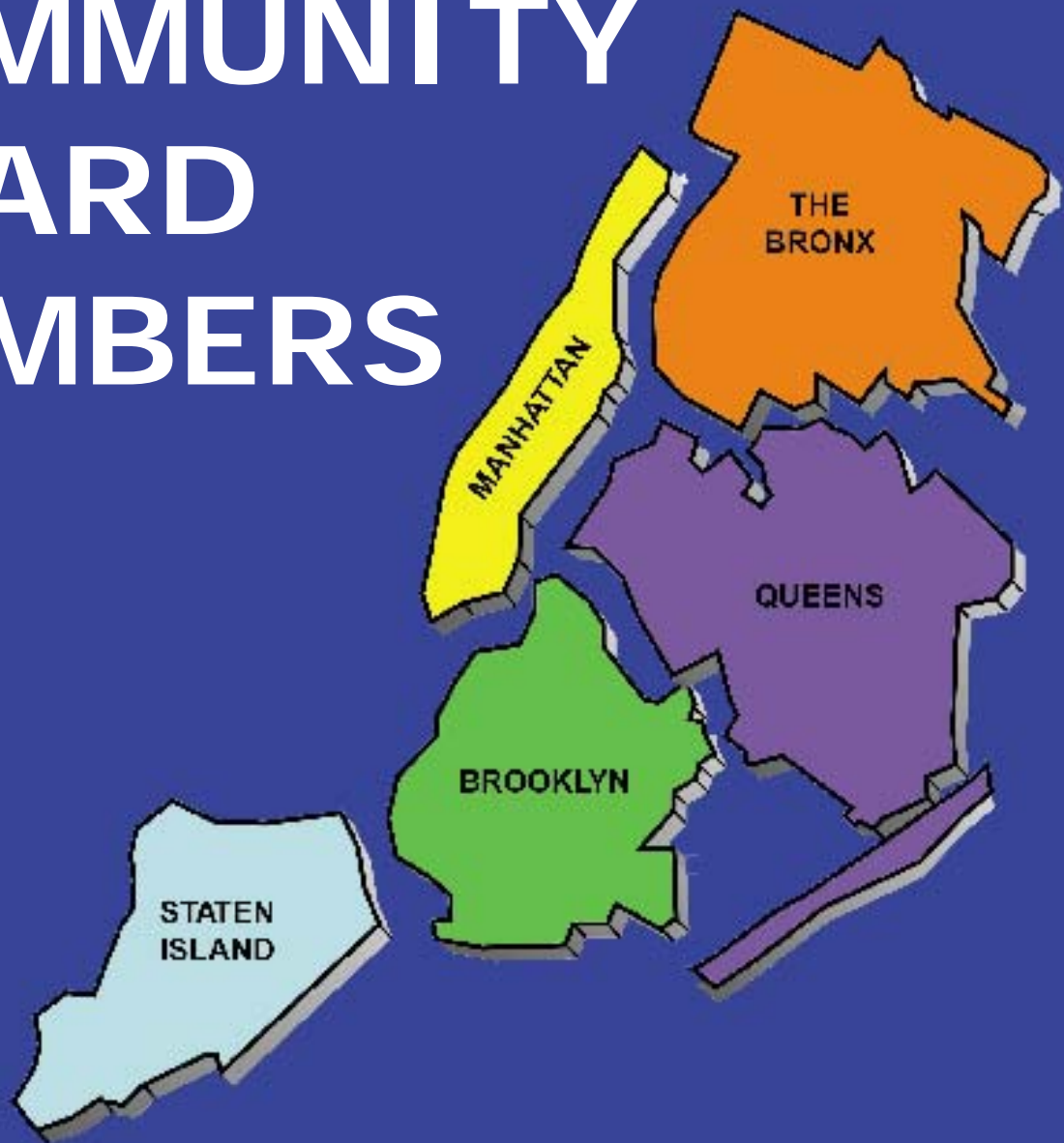


HANDBOOK FOR COMMUNITY BOARD MEMBERS



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ACKNOWLEDGEMENTS

The 2006 Handbook for Community Board Members is based on a handbook originally prepared in 1978 by the Community Board Assistance Unit of the Mayor's Office. It has been extensively expanded, rewritten and edited over the many years since that first edition. Most importantly, it has been read and used as a reference by thousands of community board members over those same years.

The Community Assistance Unit wishes to gratefully acknowledge the hard work of all the individuals and City agencies, both past and present, in the rewriting, editing and production of this handbook. The current edition has been a work of the staff of the Mayor's Community Assistance and the agencies that participate in the community board orientations.



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HISTORICAL PERSPECTIVE

1



HOW COMMUNITY BOARDS EVOLVED

The adoption of the 1975 City Charter, which gave the city's Community Boards a formal role in decisions on land use, in the preparation of the capital and expense budgets and in the monitoring of local service delivery, marked the culmination of twenty-five years of experimentation with neighborhood governance. The experiment began in 1951, when Robert F. Wagner, then Manhattan Borough President, established twelve "Community Planning Councils." The Councils, consisting of 15 to 20 members each, were charged with advising the Borough President on planning and budgetary matters.

The 1963 City Charter, adopted during Wagner's third term as Mayor, extended the neighborhood governance concept to the other boroughs, establishing "Community Planning Boards" throughout the city. Eventually, these came to be known simply as "Community Boards."

While the role of Community Boards in local planning had its genesis in Wagner's 1951 initiative, their role in monitoring service delivery can be traced to the "Little City Halls" established on an experimental basis in just a few Community Districts by former Mayor John Lindsay. These outposts were headed by a "District Manager" appointed by the Mayor to oversee the delivery of City services in the district. Among the District Manager's specific duties was chairing a "Service Cabinet" comprised of officers of varying rank from key City agencies. Today the District Manager has much the same role, but is selected by the Community Board rather than the Mayor.

Community Boards today represent a blending of the Wagner Community Planning Councils and the Lindsay "Little City Halls." The issues the Boards deal with are as varied as the communities they represent, from studying the impact of a multi-million dollar waterfront development proposal to getting a "No Parking" sign replaced.

In 1989, the voters of New York City ratified new Charter provisions, changing how City government deals with the budget, land-use matters, and service delivery. The Community Board's important roles in all of these areas were either expanded or reaffirmed by the new Charter.

CITY GOVERNMENT

2



KEY CITY OFFICIALS AND BODIES

INTRODUCTION

New Yorkers elect the Mayor, Borough Presidents, City Council members, Public Advocate, and Comptroller. These officials are collectively responsible for overseeing City government, either directly or through their appointees. The *City Charter* defines the authority of each official or body and the relationships among them.

THE MAYOR

The Mayor is the City's chief executive officer. He sets the agenda for the City and its finances: what services the City will provide and how they will be financed. He appoints Deputy Mayors and heads of agencies who carry out City policies. The Mayor has specific responsibilities in relation to Community Boards, including:

- ◆ Ensuring that City agencies cooperate with Community Boards in all matters affecting local services and the handling of citizen complaints.
- ◆ Proposing the level of financial support for the Community Boards.
- ◆ Considering Community Board priorities in the Expense and Capital Budgets.
- ◆ Ensuring that agencies provide representatives who can facilitate solutions to local problems and serve on the Boards' District Service Cabinets.
- ◆ Providing general assistance and mechanisms for answering Community Boards' questions and helping to solve their problems.

The Mayor issues several reports that Community Boards can use to evaluate and plan for the needs of their districts, such as:

- ◆ The Mayor's Management Report, published in preliminary form each January and in final form each September, which sets performance goals for City programs, reports on actual performance relative to these goals, and explains significant changes;
- ◆ The Strategic Policy Statement, summarizing the most pressing long-term issues facing the city and the strategies proposed to address them, issued every four years;
- ◆ The Annual Report on Social Indicators, an analysis of the social, economic and environmental health of the city, issued sixty days before the Community Boards submit their budget priorities for the next fiscal year; and
- ◆ The Citywide Statement of Needs, identifying plans to open, close, expand or reduce the size of City facilities over the next two fiscal years, issued each November.

The Community Assistance Unit (CAU) serves within the Office of the Mayor to aid the city's 59 Community Boards in carrying out their Charter-mandated responsibilities, strengthening the lines of communication and dialogue between City government and communities. Further, CAU serves as the focal point for coordinating City policies that relate to Community Boards as well as assisting City agencies with activities that relate to communities

CAU also provides other services to Community Boards including liaison with city oversight agencies, computer assistance, and street activity permit information. If your Board would like to avail itself of any of these services, the Chairperson or District Manager should call the CAU coordinator for your borough.

THE CITY COUNCIL

The City Council is the City's legislative body. There are 51 elected Council Members, one from each Council District. Besides enacting legislation, including tax and revenue measures, the City Council approves the City's budget, and has oversight powers over the activities of City agencies. The Council also has the power to review many land use actions of the City Planning Commission.

The Council Members are closely involved with the Community Boards in the districts they represent.

- ◆ Council Members are "ex-officio" non-voting members of the Community Boards whose districts they represent.
- ◆ Council Members are members of their Boards' District Service Cabinets.
- ◆ Council Members are members of the Borough Board.
- ◆ Council Members submit nominations for membership on the Community Boards to the Borough President, half of whose appointments must be made from such nominations. These appointments must be in proportion to the percentage of the district's population that each Council Member represents.
- ◆ The Council receives the advice of Community Boards on the Expense and Capital Budgets and helps determine the funding level for the Boards.

THE BOROUGH PRESIDENT

The Borough President must be consulted in the preparation of the Mayor's Executive Budget, may reallocate certain resources within the borough after budget adoption, prepares a strategic policy statement for the borough, monitors service delivery and complaint handling by City agencies, can have legislation introduced in the Council, proposes changes in the zoning resolution, reviews contracts and franchises, and appoints a member to the City Planning Commission. The Borough President is an important participant in land use review and in the "Fair Share" process for locating City facilities.

In relation to the Community Boards, the Borough President:

- ◆ Appoints the members of Community Boards for two-year terms. At least half of these appointments must be nominees of the Council Members representing the Community District.
- ◆ Along with the Community Boards, reviews and makes recommendations on ULURP applications.
- ◆ Maintains planning and budget offices, administers training to Community Board members and provides technical assistance to the Community Boards.
- ◆ Serves as Chairperson of the Borough Board and Borough Service Cabinet.

THE BOROUGH BOARD

The Borough Board consists of the Borough President, as chairperson, all the Council Members for the borough, and the chairpersons of all the Community Boards in the borough (who may vote only on matters directly affecting their Community Districts). Its responsibilities include:

- ◆ Shares with the affected Community Boards the opportunity to advise on zoning, variances, the City Map, franchises, City-property transfers and other land use matters which directly affect more than one Community District.
- ◆ Can initiate and review comprehensive or special purpose plans for the borough.
- ◆ Prepares a comprehensive statement of the expense and capital budget priorities and needs of the borough.
- ◆ Can evaluate the progress of capital developments and the quality and quantity of services in the borough.
- ◆ Cooperates with Community Boards and mediates any disputes and conflicts among them.

THE BOROUGH SERVICE CABINET

The Borough service Cabinet consists of the Borough President as chairperson, and includes borough officials appointed by the head of each City agency which delivers services in the borough. In most boroughs, District Managers are invited to attend. Its responsibilities include:

- ◆ Coordinates, at the borough level, service delivery functions and programs of agencies that provide services in the borough.
- ◆ Considers interagency problems and impediments to the effective and economic delivery of services in the borough.

- ◆ Plans and develops programs to address the needs and priorities of the borough and its residents.
- ◆ Consults with residents of the borough and representatives of the Community Boards about service problems and activities.

THE CITY PLANNING COMMISSION

The City Planning Commission is responsible for planning for the orderly growth, improvement, and development of the city. Thirteen commissioners, seven appointed by the Mayor, one by the Council President, and one by each Borough President, sit on the City Planning Commission. The Chairperson of the Commission is appointed by the Mayor and serves at the Mayor's pleasure. The Commission Chairperson is Amanda Burden.

The Chairperson of the City Planning Commission is also the Director of the Department of City Planning, which serves as the Commission's administrative and professional staff, among other responsibilities.

Both the Commission and the Department work closely with the Community Boards:

- ◆ The Commission, in accordance with the Uniform Land Use Review Procedure (ULURP), receives and reviews the advice of Community Boards, Borough Presidents, and in some cases, Borough Boards on zoning, the City Map, site selection, Requests for Proposals related to franchises, City property dispositions and acquisitions, and other land use matters. It conducts public hearings, votes its recommendations, and forwards approvals to the City Council.
- ◆ The Commission establishes rules governing the land use and environmental review procedures, as well as criteria for the location of City facilities.
- ◆ The Commission receives and reviews the advice of Community Boards on area plans, whether initiated by a Community Board, a Borough Board, a Borough President, the Mayor or the Department of City Planning, and forwards approved plans to the Council for final action. The Commission also sets standards for such plans.
- ◆ The Commission receives Community Board advice submitted to the Board of Standards and Appeals on variances and special permits, and may react to that advice in public hearings before the Board of Standards and Appeals.
- ◆ The Department provides professional assistance to Community Boards in planning for their communities.
- ◆ The Department receives all applications subject to the Uniform Land Use Review Procedure and related documents and refers them at the appropriate time to the affected Community Boards, Borough Boards, Borough Presidents, and the City Council for public hearing and advice.

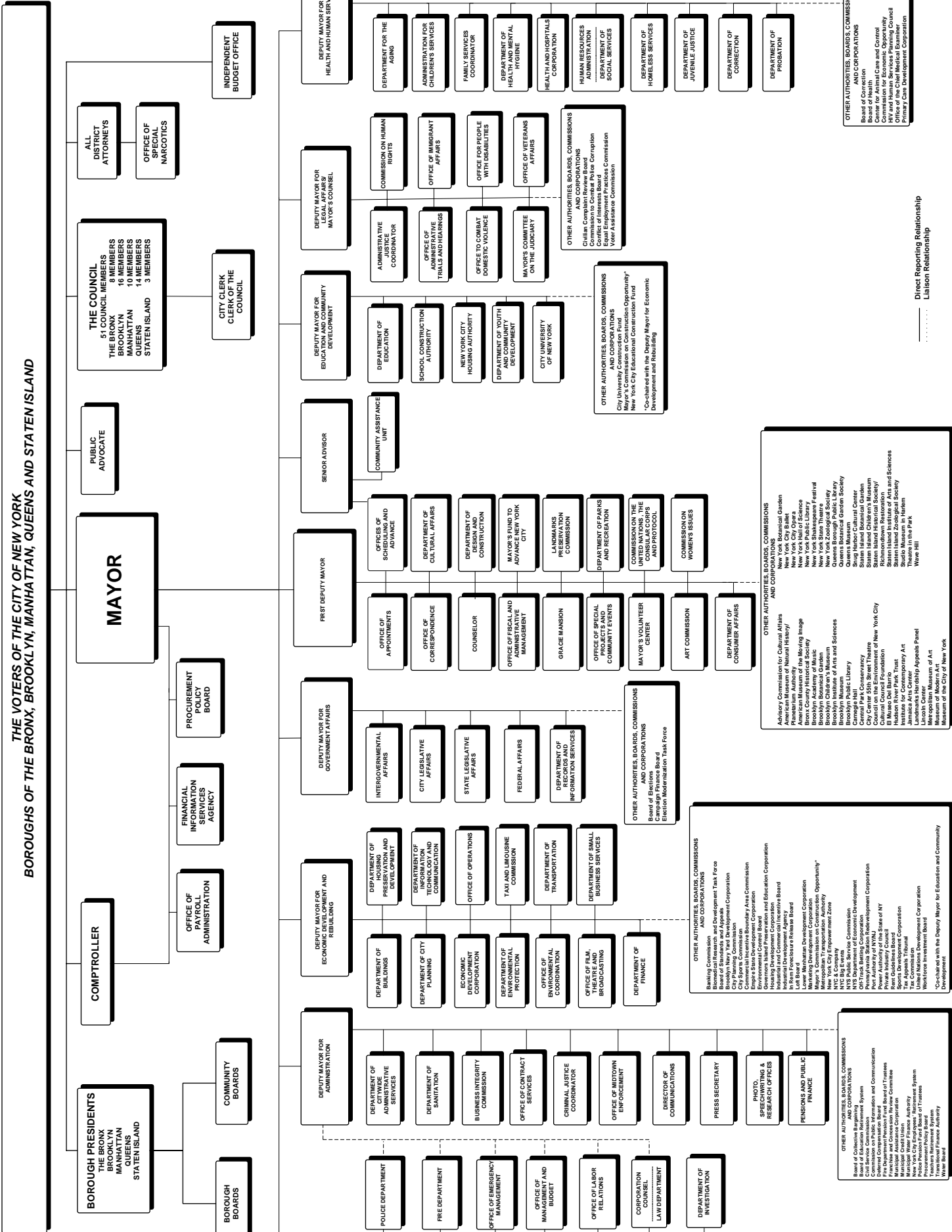
THE COMPTROLLER

The Comptroller is the chief auditing and accounting officer for Community Boards, as for all City agencies. The Comptroller of the City of New York is William C. Thompson, Jr.

THE PUBLIC ADVOCATE

The Public Advocate presides over the City Council, reviews and investigates complaints about city services, and oversees the citywide information and complaint network. The Public Advocate of the City of New York is Betsy Gotbaum.

THE VOTERS OF THE CITY OF NEW YORK
BOROUGH OF THE BRONX, BROOKLYN, MANHATTAN, QUEENS AND STATEN ISLAND





NOTES

THE ROLE OF THE COMMUNITY BOARDS

3



THE ROLE OF COMMUNITY BOARDS IN CITY GOVERNMENT

The 1975 City Charter revisions allocated greater responsibility to Community Boards, especially in relation to municipal service delivery, the City budget, and land use, and the 1989 Charter revisions affirmed their role in those processes. The first section of this chapter gives an overview of the structure and roles of the Community Board as defined in Chapter 70 of the revised Charter (see Appendix A). Subsequent sections provide more detail on specific roles.

BOARD COMPOSITION AND MEMBERSHIP

Membership - There is one Community Board for each of the City's 59 Community Districts. Each has up to 50 voting members who serve for staggered terms of two years; one-half of the membership is appointed each year. Members of the Community Boards serve without compensation but may be reimbursed for actual, necessary out-of-pocket expenses in connection with attendance at regularly scheduled meetings.

Eligibility - Members must be New York City residents who live in or have a business, professional or other significant interest in the district. No more than 25 percent of the members may be City employees.

Appointments - The Borough President appoints the Community Board members. At least one-half of the members must be selected from the nominees of the district's Council Members, in proportion to the share of the district's population represented by those Council Members. The Borough President must ensure adequate representation from different geographic neighborhoods in the district, and must consider whether all segments of the community are represented. Community Boards and civic and other community groups may submit nominations to the Borough President or to the Council Members.

Ex-Officio Members - All City Council Members whose districts form part of the Community District are non-voting Board members.

Removal - Members may be removed for cause by the Borough President or by a majority vote of the Board in accordance with due process. ("Cause" is not precisely defined in the Charter. However, one example of cause specifically noted in the Charter is substantial non-attendance at Board or committee meetings over a period of six months).

Vacancies - The Borough President fills vacancies for the remainder of the unexpired term in the same way as regular appointments are made.

Committees - Board committees may be structured in any way deemed best to serve the needs of the community. Different communities may require different committee structures in order to address their needs. Some possible structures are:

Functional Committees deal with the specific needs of the community or carry out specific Charter mandates. Such committees may be a Land Use Review Committee, Budget Committee, Education Committee, or Public Safety Committee.

Agency Committees relate to specific agencies. These might include: Police Committee, Sanitation Committee, Consumer Affairs Committee, etc. Sometimes one committee will cover several agencies, e.g., a Health, Hospitals and Social Services Committee. Such a committee structure is useful during budget and service consultations with the agencies.

Area Committees handle issues in a specific part of the Community District. This structure tends to spread a variety of work among the members.

Many Boards have adopted a mixture of the above styles - for example, using agency committees when close relationships must exist with specific agencies, such as during the budget process, but having a parallel structure of area committees, to ensure that all matters which come before the Board can be fully considered. However, Boards should take care not to create too many committees, which may require too much of the members' time and so be ineffective.

Non-Board Members on Committees - The Charter permits community residents who are not Board members to serve on Board committees. This is a good way of drawing on additional expertise and manpower. It is also a method of recruiting potential Board members. A Board member must chair each committee.

THE RESPONSIBILITIES OF THE COMMUNITY BOARD

Section 2800-d of the Charter (see Appendix A) defines an extensive range of responsibilities for Community Boards. The key responsibilities are listed here, with the actual Charter language in italics. The order has been changed to group similar responsibilities together.

Address the Welfare of the District

- ♦ *Consider the needs of the district which it serves.*
- ♦ *Cooperate with, consult, assist, and advise any public officer, agency, local administrators of agencies, legislative body, or the Borough President with respect to any matter relating to the welfare of the district and its residents.*

Community Boards have a broad **advisory role** with respect to any matter affecting the district, but they do not generally have final decision-making authority

- ♦ *Cooperate with the Boards of other districts with respect to matters of common concern.*

The Borough Board provides an important opportunity for the leaders of different Community Boards to work together on shared concerns. Certain parks, waterways, major government installations, and similar land uses that lie between two or more Community Districts (such as Flushing Meadows Corona Park or Columbus Circle) are designated **joint interest areas**. Neighboring Community Boards must work together to address issues affecting these areas. Sometimes Community Boards form a joint committee comprised of members of several Boards to deal with common issues.

Communicate with the People of the District

- ♦ *Assist City departments and agencies in communicating with and transmitting information to the people of the district.*

- ◆ *Conduct substantial public outreach, including identifying the organizations active in the community district, maintaining a list of the names and mailing addresses of such community organizations, and making such names and, with the consent of the organization, mailing addresses available to the public upon request.*

Participate in the Budget Process and the Capital Program

- ◆ *Consult with agencies on the program needs of the community district to be funded from the expense budget, review departmental estimates, hold public hearings on such needs and estimates, and prepare expense budget priorities for the next fiscal year.*

(See the section on the budget process in this chapter.)

- ◆ *Consult with agencies on the capital needs of the district, review departmental estimates, hold public hearings on such needs and estimates and prepare and submit to the Mayor capital budget priorities for the next fiscal year and three succeeding fiscal years.*

(See the section on the budget process in this chapter.)

- ◆ *Assist in the planning of individual capital projects funded in the capital budget to be located in the community district and review scopes of projects and designs for each capital project....*

(See the section on capital project implementation in this chapter.)

- ◆ *Evaluate the progress of capital projects within the community district based on status reports to be furnished to the Board.*
- ◆ *Conduct public hearings and submit recommendations and priorities to the mayor, the council and city planning commission on the allocation and use within the district of funds earmarked for community development activities under city, state or federal programs.*

Plan for Needs of the District

- ◆ *Prepare and submit to the Mayor an annual statement of community district needs, including a brief description of the district, the board's assessment of its current and probable future needs, and its recommendations for programs, projects or activities to meet those needs.*

Community District Needs Statements are submitted by the Community Boards every June. The Department of City Planning publishes an annual compilation of all the Needs Statements which also includes demographic data for each district.

- ◆ *Prepare comprehensive and special purpose plans for the growth, improvement and development of the community district.*

(Section 197-a of the Charter spells out the procedure for Community Board initiated plans.)

- ◆ *Be authorized to assign a representative to attend any meeting held by a city agency to determine, in advance of drafting, the form and content of any environmental impact statement required by law for a proposal or application for a project in such board's district.*

This paragraph authorizes Community Boards to be represented at "scoping meetings" held in the course of the City Environmental Quality Review process.

- ♦ *Exercise the initial review of applications and proposals of public agencies and private entities for the use, development or improvement of land located in the community district, including the conduct of a public hearing and the preparation and submission to the city planning commission of a written recommendation.*

(Charter Section 197-c gives a detailed description of the Community Board's role in the Uniform Land Use Review Procedure. See the section on land use in this chapter.)

Monitor and Evaluate the Delivery of Services

- ♦ *Assist agencies in the preparation of service statements of agency objectives, priorities, programs and projected activities within the community district and review such statements.*
- ♦ *Evaluate the quality and quantity of services provided by agencies within the community district.*
- ♦ *Disseminate information about city services and programs, process complaints, requests and inquiries of residents of the community district.*

The task of receiving and resolving complaints, requests and inquiries about City services is generally handled by the District Manager and office staff, under the oversight of the Community Board, its officers, or committees.

Conduct Community Board Business

- ♦ *Elect its own officers; adopt, and make available for reasonable public inspection, by-laws and statements of the duties assigned by the board to its district manager and other professional staff; keep a public record of its activities and transactions, including minutes of its meetings and majority and minority reports and all documents the board is required by law to review which shall be made available in accordance with law to elected officials upon request and for reasonable public inspection.*

(For more information, see the section on Community Board meeting procedures in this chapter.)

- ♦ *At its discretion, hold public or private hearings or investigations with respect to any matter relating to the welfare of the district and its residents, but the Board shall take action only at a meeting open to the public.*

Regularly scheduled Community Board meetings and committee meetings are also subject to the State Open Meetings Law. See the section on meeting procedures in this chapter.

- ♦ *Request the attendance of agency representatives at meetings of the Community Board.*
- ♦ *Render an annual report to the mayor, the council and the borough board . . . and such other reports to the mayor or the borough board as they shall require.*

COMMUNITY BOARD MEETING PROCEDURES

The actions and procedures of Community Boards and their committees are governed by the

applicable provisions of the City Charter (*Charter language is in italics*) and the New York State Open Meetings Law (OML, Sections 100-111 of the New York State Public Officers Law) and Freedom of Information Law (FOIL, Sections 84-90 of the Public Officers Law). Community Boards are defined as public bodies and governmental agencies under these laws, which supersede any contrary provisions of an individual Community Board's by-laws or Robert's Rules of Order.

Quorum Requirement - *A majority of the appointed members of any community board shall constitute a quorum of such board.* A quorum must be present in order for a Board or committee meeting to convene or for any vote to be valid. For the full Board, a quorum consists of a simple majority, i.e., more than half of the appointed members. If a Board has fifty members, a quorum is twenty-six. If a Board has forty-nine members, a quorum is twenty-five. If a Board has forty or forty-one members, a quorum is twenty-one. Public members and ex-officio members are not counted toward a quorum for the full Board. For a Board committee, a quorum consists of a majority of the total membership of the committee, including public members.

Tabulating Votes - *Whenever any act is authorized to be done or any determination or decision made by any community board, the act, determination or decision of the majority of the members present entitled to vote during the presence of a quorum, shall be held to be the act, determination or decision of such board.* When a vote is taken, all Board members who are present and entitled to vote must either vote or abstain. No member may be marked "present but not voting." Absentee ballots, proxies and telephone votes are not permitted. In order for a motion to pass, a majority (more than half) of the members present who are entitled to vote must vote in the affirmative. That means there must be more "yes" votes than the total of "no" votes and abstentions combined in order for a motion to carry. The use of a two-thirds or other "super-majority" vote to approve any action is not permitted, unless specifically required by law. (See Appendix E on Conflicts of Interest for an explanation of when Board members are not entitled to vote.)

Open Ballots - All Community Board votes, including the election of officers, must be conducted by open ballot. Elections may be conducted using signed paper ballots, by roll call, or by any other means by which each Board member's vote is recorded and can be made public. The Board must record each member's vote and make the record available to the public by including it in the minutes of the meeting. (See Corporation Counsel Opinion No. 9-91 in Appendix F).

Chairperson Voting - Community Board Chairs have the same voting rights and obligations as other members. If a chairperson is entitled to vote on a matter, he or she must either vote or abstain. A Board's by-laws may not exclude the chairperson from voting on matters before the Board, nor may they restrict the Chairperson to voting only to break a tie.

Meeting Schedule, Public Hearings, and Public Sessions - *Each Community Board shall meet at least once each month within the community district, and conduct at least one public hearing each month. . . . At each public meeting, the board shall set aside time to hear from the public.*

Each Community Board should establish and publish a meeting schedule. Community Boards are mandated to meet at least once a month. A Board's workload might necessitate more than one monthly meeting.

Community Boards may hold public hearings on any matter relating to the welfare of the district (City Charter Section 2800-d-3). Boards are required to conduct two public hearings during the budget process, and one during their review of the Citywide Statement of Needs. There is no Charter requirement for the presence of a quorum in order for a Community Board to hold a public hearing, except for public hearings held in accordance with the Uniform Land Use Review Procedure (ULURP). ULURP requires the attendance of 20 percent of the Board's appointed

members or seven members (whichever is greater). Any action or vote taken by a Community Board, however, may occur only in the presence of a quorum.

The mandate to hear from the public at every public meeting requires that a public session be conducted even if a Community Board has held a public hearing on a specific issue that month. The Charter does not specify how much time should be set aside to hear from the public. Some Community Boards hold these sessions before Board business is conducted, while other Boards hold them at the conclusion of their meetings. In either case, the presence of a quorum of Board members is required for this session.

Open Meetings Law and Closed Meetings - The Open Meetings Law (OML) requires all meetings of public bodies to be open to the public (with certain exceptions not applicable to Community Boards), but permits public bodies to close portions of their meetings ("go into executive session") when certain types of issues are to be discussed and the correct procedure to close a meeting is followed.

The subjects that may be discussed in closed meetings are:

- ◆ matters which will imperil the public safety if disclosed;
- ◆ any matter which may disclose the identity of a law enforcement agent or informer;
- ◆ information relating to current or future investigation or prosecution of a criminal offense which would imperil effective law enforcement if disclosed;
- ◆ discussions regarding proposed, pending or future litigation;
- ◆ Medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.

The OML requires a specific procedure in order to close a meeting to the public. First, the motion to enter into executive session must be made during an open meeting, and the motion must identify "the general area or areas of the subject or subjects to be discussed." Then, the motion must be carried by a majority vote of the total membership of the Board or committee. (This is an exception to the Charter requirement for passage by a simple majority vote.) Also, when a Board or committee, in the course of its business, votes to go into executive session to discuss a topic consistent with section 105 of the OML, it should limit its discussion in the closed session to that topic and then reconvene in open session to continue the meeting.



THE ROLE OF THE COMMUNITY BOARDS IN THE BUDGET PROCESS

INTRODUCTION

Under the City Charter, Community Boards are given a broad range of responsibilities for advising the City about local budget needs and priorities. The Charter mandates that the Community Boards consult with agencies on the capital and expense budget needs of the district, hold public hearings, prepare capital and expense budget priorities for the next fiscal year and comment on the funding choices presented in the preliminary budget. To meet these mandates, a dynamic formal structure was created which allows the City's communities to make their needs known to agency decision makers and the Mayor. This ensures that local neighborhood opinion is considered when the City allocates its resources and services.

The Office of Community Board Relations within the Office of Management and Budget (OMB), oversees procedures that assure the Community Boards' active and effective participation in forming the City's budgets. The following outlines the essential features of this process. For more information, consult the Manual for Public Participation in the Budget Process available from the Office of Community Board Relations, (212) 788-5930.

THE CITY'S BUDGETS

New York City's budget year begins on July 1st and ends on June 30th. The total budget consists of three components. First comes the Revenue Budget, which is the City's best estimate of how much money will be available during the fiscal year to support operating expenditures and capital improvement projects. These include all tax and non-tax funds expected to be received during the fiscal year.

- ◆ **The Expense Budget** covers all the City's day-to-day operations such as salaries and supplies as well as debt service. It is supported by City taxes, fees and other local revenue as well as state and federal aid.
- ◆ **The Capital Budget** covers the cost of the City's long-term construction program, purchases of land and large equipment. Reconstruction of streets, sewers, parks and buildings are examples of capital projects. Capital budget items are financed by the sale of municipal bonds as well as by state and federal grants.

In addition, the **Community Development Program** allocates federal money for long-term physical improvements and related activities that chiefly benefit low and moderate income persons.

AN OVERVIEW OF THE COMMUNITY BOARD BUDGET PROCESS

As representatives of local communities, Boards are naturally concerned with City spending that affects the quality of life for residents and workers in their districts. The process by which the Community Boards participate in formulating the City's budgets has six major elements.

1. Consultations between Community Boards and City agencies that deliver local services.

From May through September, Community Boards have two formal opportunities to consult with agency officials about budget needs and the funding of programs and projects. The agencies that formally consult with the Boards are the Departments for the Aging; Buildings, Small Business Services, Economic Development, Environmental Protection, Fire, Homeless Services, Housing Preservation and Development, Parks and Recreation, Police, Sanitation, Transportation, and the Human Resources Administration. Consultations take place at two levels:

- ◆ District level - In late spring, District Managers and Community Board committee members meet with the agencies' local representatives to discuss the needs of the district, the current level of service delivery and the resources needed to meet those needs.
- ◆ Borough level - During the month of September and October, Boards in each borough meet with agency commissioners to discuss long range needs, important budget requests, operational issues, agency policy choices and fiscal constraints. Borough Consultations let Community Boards present their needs and budget suggestions while at the same time letting top agency decision makers explain the difficult spending choices they must make in times of fiscal constraints.

These formal meetings give both the agencies and the Boards an opportunity to openly discuss the criteria used in making difficult spending choices.

2. Public hearings held by the Community Board. Community Boards hold at least two public budget hearings each year.

- ◆ September/October - At the time the Board is developing specific budget priorities to submit to City agencies, the public has the chance to identify community district needs and the Board gets community input.
- ◆ January/February - An opportunity for the public to react to the policies in the just released Preliminary Budget. This hearing forms the basis for the Community Board's Statement on the Preliminary Budget, which tells City officials how the community feels about the City's budget choices.

3. Formal budget submissions. By the date announced by OMB, usually late October, Boards formally submit their budget requests to City agencies and the Office of Management and Budget as the agencies begin to prepare their next year's budget. Budget submissions consist of three components:

- ◆ Requests for funding in the Capital Budget for physical improvements to the City's infrastructure and public facilities, for land acquisition and major equipment.
- ◆ Requests for funding in the Expense Budget for programs and personnel.
- ◆ Community Board Service Program Rankings where Boards indicate the importance of services to their community by ranking 85 programs provided by 24 agencies.

Both the capital and expense budgets impact on community districts, so Community Boards develop and vote separate priorities for up to 40 capital requests and up to 25 expense budget requests.

4. Agency review of Board budget requests. After Community Boards submit their requests, City agencies review them thoroughly. Agency funding recommendations are reflected in the City's

Preliminary Budget and Departmental Estimates which are published by January 16th. Agency responses to each Community Board budget request are published by OMB in the Register of Community Board Budget Requests for the Preliminary Budget. Boards then have the opportunity to respond to agency decisions in their Statement on the Preliminary Budget, which is due one month later.

5. **OMB review of Board budget requests.** For the Mayor's Executive Budget published on April 26th, these same budget requests are evaluated by the Office of Management and Budget. OMB funding recommendations are published in the Register of Community Board Budget Requests for the Executive Budget.

6. **Public hearings at which the Boards testify.**

- ◆ February - Hearings held by Borough Boards prior to submitting Borough Board Budget Priorities and Borough President submissions to the Executive Budget.

OMB hearings on the City's Community Development Program Application.

- ◆ March and May - City Council hearings on the Preliminary and Executive Budgets.

Testifying lets the Boards try to advance projects which have not been recommended by the agencies or the Mayor's Office of Management and Budget.

The budget process described above represents a real opportunity for Boards to affect the decisions that are made about projects and programs for their community.

The Community Boards find out the final disposition of the budget requests they submitted in October in the Register of Community Board Budget Requests for the Adopted Budget, which is published after the City Council finalizes the budget.

ASSESSING COMMUNITY DISTRICT NEEDS

As you see, the Community Boards' participation in the budget process is a year-round activity. Even before the budget is adopted, the simultaneous process of considering budget requests for the next cycle begins.

Assessing community needs is one of the most important and useful activities performed by Community Boards in determining the district's service and budget requests. This should be an on-going activity which requires the involvement of each Board member and committee. Personal observations, published surveys, public hearings, discussions with local service chiefs and the use of such community records as minutes from the District Service Cabinet and the district office complaint log can all help in identifying patterns or areas of problems within the community.

The Board can then determine whether the identified problem can be addressed by reallocating existing resources or through a request for capital or expense budget funds. Throughout this process, an understanding of overall City and agency funding priorities and constraints will help your Board as you match Board budget proposals to available funds. The Board's long range needs are presented to City decision makers in the Statement of Community District Needs which is published by the Department of City Planning within a framework of information detailing demographics and community facilities.

GEOGRAPHIC INFORMATION FOR COMMUNITY BOARDS

The more the Boards know, the more effectively they can participate in developing the City's budgets. To this end, OMB publishes expense budget and service information sorted two ways - by agency and by local service district. The first gives the Citywide picture for the agency and the second shows community and borough allocations of money, personnel and equipment. Boards can find out how many people are assigned to their district, what they do, how much they are paid, the equipment assigned to the district and contract services for agencies which provide local level services. Indicators of agency performance are also included. This information is found in the District Resource Statement and the Geographic Reports for the Expense Budget.

OMB also publishes several forms of geographic capital information so that Community Boards know which projects are being funded in their districts, how much they will cost and when implementation is planned for each phase of a project. The Geographic Reports for the Capital Budget are published with the release of each budget phase. The Capital Commitment Plan and the Capital Budget Detail Data Report delineates the projects planned for the next four years. The planned timing and the cost of each phase of a project is available to the Community Boards. Combining formal budget participation mechanisms with increased availability of geographic information gives the Community Boards the opportunity to influence agency and OMB budget decisions about the allocation of scarce resources.

BUDGET PROCESS TIMETABLE FOR COMMUNITY BOARDS

New York City's fiscal year (FY) - i.e., budget year - runs from July 1 of one calendar year through June 30 of the next. These two pages describe all the steps in the budget adoption process.

- **June/July** - The budget process begins with district consultations between agency local service chiefs (Police Precinct Commanders, Sanitation Superintendents, etc.) and Community Boards (CBs) to discuss local service needs.
- **August** - CBs assess district needs and prepare District Needs Statements (a narrative description of their communities and their needs). CBs' District Needs Statements are submitted to the Department of City Planning.
- **By Aug. 15** - Fourteen major agencies submit a policy statement describing major goals and priority programs for the coming year to the Community Board Unit.
- **September/October** - CBs hold public hearings on budget priorities and district needs. In each borough, consultations are held between CBs and top managers of fourteen agencies that deliver local services.
- **By late October** - CBs submit their budget requests to OMB.
- **By early November** - OMB sends CBs' budget requests to agencies for evaluation while they prepare their departmental estimates (the agencies' budget requests for the coming year).
- **By Jan. 16** - In odd-numbered years, the City Planning Commission holds a public hearing on a draft of the Ten-Year Capital Strategy (a plan for how the capital budget should be used), to be submitted by the Mayor every two years.
- **By Jan. 16** - Release of the Mayor's Financial Plan and Preliminary Budget, which includes the departmental estimates. OMB sends the CBs the Register of Community Board Budget Requests (the submitted Board requests accompanied by agency funding recommendations). They are also available at <http://www.nyc.gov/omb>.
- **By Feb. 15** - CBs hold public hearings on the Preliminary Budget and send a Statement on the Preliminary Budget reflecting CB reaction and public testimony to the Mayor, City Council, Borough President and Borough Board.
- **By Feb. 25** - Borough Boards hold public hearings as a basis for their comments on the Preliminary Budget and for the Borough Presidents' recommended modifications to the Preliminary Budget.
- **By March 10** - Borough Presidents submit capital and expense budget allocations and modifications to Mayor for inclusion in Executive Budget.
- **By March 25** - City Council holds public hearings on Preliminary Budget.

- **By April 26** - Release of the Mayor's Executive Budget. OMB sends the CBs the Register of Community Board Budget Requests with OMB funding recommendations, and the proposed Community Development Statements of Objectives and Budget. They are also available at <http://www.nyc.gov/omb>.
- **By May 6** - Borough Presidents modify Executive Budget submissions when necessary.
- **By May 25** - City Council holds public hearings on Executive Budget.
- **By May 30** - OMB holds public hearing on the Community Development Grantee Performance Report (federal funds that are given to the City).
- **By June 5** - City Council adopts budget.
- **By June 21** - Mayor, Comptroller and City Clerk certify budget.
- **JULY 1 - FISCAL YEAR BEGINS.**
- **After July 1** - OMB sends the CBs the **Register of CB Budget Requests** with the final disposition of requests. They are also available at <http://www.nyc.gov/omb>.
- **By one month after budget adoption** - Agency heads for six programs submit plans for allocation of personnel and resources to Borough Presidents. Within 30 days of receiving such plans, Borough Presidents may propose a reallocation of staff and resources, providing the modification does not increase or decrease personnel or resources for any Community District by more than 5 percent.



THE ROLE OF COMMUNITY BOARDS IN LAND USE REVIEW

INTRODUCTION

The Community Board's role in land use planning represents a major opportunity to shape and manage the development, growth and, ultimately, the future of the Community District. Community Boards participate in a variety of ways in long-range planning for their districts and the city as a whole.

The City's land use decision-making procedure provides a uniform path for the review of applications, within set time limits, from community-level scrutiny to the City Council, which, after a public hearing, may take final action on many land use matters. Under a mechanism known as the **Uniform Land Use Review Procedure (ULURP)**, Community Boards exercise the initial review and assess the community impact of such items as changes in the City's map, amendments to the Zoning Map, the adoption of special permits, selection of sites for capital projects, and the granting of franchises.

LONG-RANGE PLANNING

Community Boards deal with ULURP items on a case-by-case basis, but it is also important for them to establish an overall framework within which each review can take place. An overall land use plan for the district can provide greater consistency in land use decision-making. It can serve as a model with which to compare pending proposals and can guide developers and others by providing a blueprint of what the Board views as the community's future.

Section 197-a of the City Charter provides a mechanism for Community Boards, as well as other public officials and bodies, to plan for the development, growth and improvement of their districts. The City Planning Commission (CPC) has adopted rules for the processing of plans pursuant to Charter Section 197-a. A Community Board that wishes to propose a 197-a Plan must hold a public hearing on it before submitting it, along with a recommendation, to the City Planning Commission. CPC reviews the plan to verify that it meets established standards and is consistent with sound planning policy.

When the plan and any necessary environmental review (the City will pay for environmental review of plans initiated by a Community Board) are complete, the Department of City Planning forwards it to any other affected Community Boards, the Borough President and the Borough Board for review and recommendations. Next, CPC holds a public hearing and either approves the plan as is, approves it with modifications, or disapproves it. Approved plans are referred to the Council for final action, subject to Mayoral veto and Council override. The Council may review plans CPC disapproved only if requested to do so by the Mayor. A two-thirds vote of the Council is required to override a Mayoral veto or to approve a plan that CPC disapproved. Community Boards also review 197-a plans for their districts that have been proposed by the Mayor, the City Planning Commission or Department, the Borough Presidents, and the Borough Boards. CPC is required to consider all approved 197-a plans in preparing a citywide zoning and planning report issued every four years.

THE FAIR SHARE PROCESS

Another type of planning in which Community Boards participate is the process for locating City facilities. Each year, by November 15, the Mayor is required to publish a Citywide Statement of Needs describing all plans to open, close, expand or reduce the size of City facilities in the next two fiscal years. The Statement identifies the locations of proposed facilities by borough and, if known, by community district. The Statement is accompanied by maps indicating the current uses of all City-owned properties.

Preparation of the Citywide Statement includes consideration of needs identified by City agencies after reviewing Community Board District Needs Statements and budget priorities. (See section on Community Board participation in the budget process.) It also takes into consideration the Criteria for the Location of City Facilities (commonly known as the "fair share" criteria), which are designed to further the fair distribution among communities of the burdens and benefits of City facilities.

After the release of the Citywide Statement of Needs each Community Board has 90 days in which to:

- make the Statement available to the people in the district,
- hold a public hearing on the Statement, and
- submit comments on the Statement to the Department of City Planning.

Although Community Boards are free to comment on any aspect of the Statement, they may find it most useful to identify those facilities that are best suited to or needed in their districts, and to comment on facilities that would not be appropriate in parts or all of their district, explaining their concerns.

The City Planning Department provides City agencies with copies of the Community Boards' comments, which the agencies must consider as they develop their facility plans. If the Statement identifies the community district where a facility is slated to go, the Community Board may invite an agency representative to the public hearing. If the community district has not been identified in the Citywide Statement of Needs, when a site is ultimately selected, the agency must notify the Community Board and offer to meet for discussion. The hearing and any subsequent meetings are opportunities for the Community Board and agencies to discuss ways to make the facility best fit in with the community.

Community Boards will want to convey their comments to their Borough President, who themselves may comment on the Statement of Needs and may propose alternate sites for facilities listed in the Statement.

Community Boards have the authority to establish a committee that will monitor a facility once siting or expansion has been approved. The committee may monitor one or several facilities approved for the district. As an alternative, the responsibility may be given to an existing Board committee. Facility monitoring committees are described in the Criteria for the Location of City Facilities. As this section shows, Community Boards play a role in applying the fair share criteria at several points: in their comments on the Citywide Statement of Needs, in their consultations with City agencies about specific facilities, and in the ULURP process described below.

THE UNIFORM LAND USE REVIEW PROCEDURE (ULURP)

Most land use proposals over which the City government has discretion must undergo ULURP. ULURP does not apply, however, to projects that are "as-of-right" (i.e., the City has no discretion) or to State and Federal projects. The charts at the end of this section should help you to follow the ULURP route.

When the Department of City Planning receives a ULURP application, it must send it, within five days, to the Community Board and Borough President who have jurisdiction over the land involved. Internal reviews and checks for completeness then begin, including an assessment of whether the proposed action would have an impact on the environment. If a significant impact is identified, the applicant must prepare an Environmental Impact Statement (EIS). Each Community Board and Borough President that is affected by the proposal may send one representative to meetings between the City and the applicant to define the scope of the EIS.

The process of determining whether a proposed action will have an impact on the environment, what that impact would be, and what actions can be taken to mitigate negative impacts is called City Environmental Quality Review (CEQR). When the Department of City Planning is satisfied that an application is complete and, if necessary, a draft EIS has been submitted, the Department "certifies" the application. There is no time limit for the pre-certification process, since applications differ in both quality and the degree of analysis required. However, if an application has not been certified within six months of filing, the applicant (and in certain cases the Borough President) can appeal to CPC for certification.

Following certification, the Community Board is sent the complete application and backup material and must within 60 days:

- ◆ Notify the public of the proposal.
- ◆ Conduct a public hearing with sufficient public notice via the City's official publication, The City Record, and other local newspapers, fliers, etc. The Community Board must have at least 20 percent, but no fewer than seven, of its members present at the public hearing.
- ◆ Prepare and submit a written recommendation to the City Planning Commission, the Borough President and the applicant.

The recommendation must be adopted at a public meeting of the Board having a quorum of the Board present. (A Board can waive the public hearing and choose not to make a recommendation on applications for leases and franchises, if no substantial land use interest is involved.) The Board's recommendation should include a summary of the public hearing and review the issues raised.

A Community Board may ask to review an application that does not involve land in its district if it believes the application might significantly affect its welfare. Such a request does not trigger Borough Board review, nor does it affect the ULURP "clock"; the application moves to the next stage of review when the Community Board with actual jurisdiction acts or its 60 days are up.

The Borough President has 30 days to review each ULURP application and submit a recommendation or waiver, beginning when the Community Board submits its recommendation, or at the end of the 60-day period for Community Board review if the Community Board does not act. If a project involves land in more than one community district, the Borough Board may also hold a public hearing and adopt a recommendation within the same 30 days.

Next, the City Planning Commission considers the application and reviews the process to ensure that it has been followed correctly. Within 60 days of the end of the Borough President's review period, the City Planning Commission, after public hearing and discussion, may send its recommendation for approval or modification of the application to the City Council. Disapproval of a ULURP application by the City Planning Commission is final except in the following cases:

- ◆ Disapproved zoning changes are reviewed by the City Council if the Mayor certifies that they are necessary. The Council must then vote by a two-thirds majority to approve the change.
- ◆ State law currently mandates that Urban Renewal Plans must be reviewed by the legislative body, even if they are disapproved by the City Planning Commission.

Some types of applications approved by CPC are automatically subject to City Council review, while for other applications, the Council has the option of assuming jurisdiction. Through a process called "triple no," Community Boards and Borough Presidents have a role in requiring Council review of items where that review would ordinarily be optional. If the Community Board and the Borough President both recommend against an application (first and second "no"s), but CPC approves it, the Borough President can file a written objection with the Council and CPC within five days of the CPC vote (third "no"). The Council must then review the application. In order for this process to take effect, the Community Board must have held its public hearing and voted in a manner that complies with all ULURP requirements.

The City Council generally has 50 days to review applications, including 20 days to assume jurisdiction when that is required. If the Council wishes to modify an application, it must first refer it back to the City Planning Commission, adding 15 days to the review period. Council action on land use applications is subject to Mayoral veto. A two-thirds vote of the Council can override a veto.

BOARD OF STANDARDS AND APPEALS PROCEDURE

The Board of Standards and Appeals (BSA) has jurisdiction over variances to the zoning resolution and certain special permits. The review procedure for these items roughly follows that of ULURP with the following exceptions:

- 1) The Community Board is free to waive a public hearing and recommendation if it wishes. (If no public hearing is held, no recommendation may be made.)
- 2) The Community Board reports to BSA instead of to the City Planning Commission. (It should, however, send a copy of any recommendation to City Planning, since it is a party to all zoning matters before BSA and could help support the Board's position.)
- 3) The Borough Presidents are not required to review BSA items.
- 4) There is no specific timetable for final BSA action on the variance or special permit. Environmental review, therefore, may not be completed until after the Community Board has made its formal recommendation.

- 5) The BSA action is final.

Under Section 72-21 of the zoning resolution, BSA must make five findings before granting a variance:

- 1) That there are "unique physical conditions" inherent in the parcel that would present "practical difficulties" in complying strictly with the terms of the resolution.
- 2) That because of these physical conditions, the variance is necessary to enable the owner to realize a reasonable return from his property.
- 3) That the variance will not alter the "essential character of the neighborhood."
- 4) That the "practical difficulties" claimed by the owner as a basis for the variance request are not self-imposed. The purchase of a property with
 - 1) practical difficulties, which the purchaser knows to exist, will not of itself render the difficulties "self-imposed" or prevent the granting of a variance.
- 5) That the variance applied for is the minimum necessary to afford relief. Under this finding, the BSA may require the applicant to redesign or cut back the size or type of project proposed.

The Community Board is obviously in the best position to comment on the impact of a variance on the "essential character of the neighborhood." The Board should understand that BSA is limited in its flexibility and must grant a variance if the five findings are met. Therefore, a Community Board, in order to be successful, should focus on these five areas and make its recommendations to BSA so that they address those considerations. The written recommendations of the Community Board should be reinforced, if regarded as important, by personal appearances at BSA hearings.

LAND USE PLANNING RESOURCES

Various resources exist to assist you and your Board in setting up procedures to review land use matters:

- ◆ Your Borough President's Planning Office can provide technical assistance in land use matters.
- ◆ Your Borough Office of the Department of City Planning can provide staff and other professional and technical assistance.
- ◆ CAU can provide training and technical assistance.
- ◆ The Community Board office should have copies of the City Planning Commission's rules for ULURP, environmental review, and 197-a Plans.



THE ROLE OF COMMUNITY BOARDS IN SERVICE DELIVERY

INTRODUCTION

While the District Manager must, on a day-to-day basis, monitor and deal with City services, the Community Boards have the ultimate responsibility for assessing and determining the service needs of their districts. The Charter states that the Community Board shall "evaluate the quality and quantity of service provided by agencies within the community district" (Section 2800.d19). This assessment process requires the continuous evaluation of services delivered by City agencies.

The Boards will do much of this work through their various committees. (See section on Board structure.) Once the committee structure is established, their tasks and goals need to be well-defined by the Board's leadership.

While at first glance assessing service delivery needs may seem like a very simple task ("if the streets are dirty, the Department of Sanitation isn't doing its job"), it is, in fact, a complex matter. To evaluate the delivery of services, the Community Board must gather and understand information from a number of sources.

SOURCES OF INFORMATION

A primary source of information for the Board will be its District Manager. Under the Charter, the District Manager is mandated to chair the District Service Cabinet and to process service complaints for the district (Section 2800-f).

As chairperson of the Cabinet, the District Manager will have an ongoing relationship with the local service chiefs. Through this relationship, the District Manager should be familiar both with problems that exist and successes that are occurring. Cabinet agendas will reflect issues raised by service chiefs, the District Manager, the Board Chairperson, committee chairpersons and local residents. Seeing how effectively these issues are resolved at the local level will provide the District Manager with information to use in evaluating service delivery.

Other information which the District Manager can compile to evaluate service delivery comes from the record of complaints and requests received. An analysis of these requests, gathered over a period of time, will highlight deficiencies in service delivery. The complaint log maintained by the District Manager and staff should reflect those issues which have produced the most complaints over any given time period. The District Manager can break down these statistics geographically or by category (e.g., potholes, heat complaints, missed street sweeping or refuse pickups, percent of catch basins cleaned within 60 days of being reported), and present them to the appropriate Board committee and service agency for discussion and action.

The Board Chairperson and the committee chairpersons can be excellent sources of information. As a member of the Cabinet, the Board Chairperson will often participate in Cabinet meetings. This will allow him or her to become familiar with interagency projects and problems. The committee chairs will also keep the Board informed through their work in specific service areas and their interaction with the service chiefs.

The service chiefs themselves are a primary source of information. Because they supervise workers responsible for delivering services daily, they are acutely aware of the problems and what is required to solve them. Their knowledge of agency structure and procedures will be extremely helpful to Board members.

Another source is communication between the Board and the community. Board members gather information through personal observation, conversations with neighbors, written statements by individuals or civic groups, local newspaper articles, and appearances by residents at monthly Board meetings. Also, a Board can schedule public hearings where community residents may speak about their priorities for service delivery in the district.

One of the most valuable sources of information about current district activities and resources is the District Resource Statement discussed in the Budget Consultation section of this handbook (page 31). In addition, citywide information on agency performance, programs and goals is provided in the bi-yearly Mayor's Management Report.

ESTABLISHMENT OF CRITERIA FOR EVALUATING SERVICES

As important as information gathering is for the Board and its committees, the really difficult tasks are deciding what all the data mean and how they can be used. Criteria used to judge the effectiveness of service delivery vary among agencies and programs. For example, the Sanitation Department uses "Project Scorecard" - a measure of street cleanliness prepared by the Mayor's Office of Operations - as a prime indication. In other areas, such as social service, easily accessible criteria may not be readily available.

In terms of social services, for example, you may find that 500 people a month use the services provided; but that figure by itself does not tell you how effective the service is. In these cases, the Board must work with the agency very closely to understand the programs and the statistics. No matter how difficult it may be in some cases, the Board must develop and agree on criteria it will use to measure the quality of services.

DEVELOPMENT OF PLANS FOR IMPROVING SERVICES

When the issue of how to improve services is discussed, the answer given most often is to increase manpower and equipment. There can be no doubt that in many cases this is the answer. However, by digging a bit deeper, you may find the problem to be manageable within present budget conditions. The following is a sample list of questions you should consider when you are attempting to plan for service improvements:

- ♦ Why has this service fallen below acceptable performance criteria?
- ♦ Can the service issue be handled by the local service chief? If not, what level of the agency can handle it?
- ♦ Can the problem be handled by shifting existing manpower and equipment?
- ♦ Can a volunteer agency or community groups be employed in resolving the issue?
- ♦ Is the issue one in which only parts of the district are affected?

- ◆ Does the budgetary condition of the City generally, or of the specific agency, seriously constrain possible solutions?

As was stated, the key to either monitoring service delivery or planning for the improvement of those services is the relationship the Board has with the City agencies, community groups and the general public. Creating a continuous dialogue, so that the needs of the community are discussed, can lay the foundation for real improvement.

One publication that contains helpful suggestions for the Community Board role in service delivery is Sanitation - A Guide to Community Board Participation in Planning and Delivery of City Services. Although written specifically about sanitation services, it spells out a process for assessing service needs and planning for their improvement in a Community District.



COMMUNITY BOARDS' ROLE IN CAPITAL PROJECT IMPLEMENTATION

INTRODUCTION

The Community Board's role in capital projects like road reconstruction or park renovation does not end with the submission of capital budget priorities for its district. The Charter also gives the Boards important responsibilities in planning and reviewing capital projects for their districts (Charter Sections 219, 222, 223, 2800-d). To assist you with those responsibilities, the Office of Community Board Relations at OMB has prepared a guide to help Community Boards monitor capital projects entitled [It's Ten O'Clock: Do You Know Where Your Capital Projects Are?](#)

Adoption of a project in the capital budget triggers a process leading to its implementation. Unless some special reason or problems appear, the project will proceed in a progression of stages through construction. At every stage the Community Board should be kept informed and has an opportunity to review and comment on the project's development.

The steps in Community Board's involvement in the Capital Project Process are described in this section.

CAPITAL BUDGET STATUS (Sec. 230)

Through the budget process, Community Boards identify and advocate specific capital projects for their districts and are authorized to submit a statement of their capital budget priorities. Although a Board may advocate a project for several years, the project cannot be initiated until it is included in the capital budget.

PROJECT INITIATION; COMMITMENT PLAN (Sec. 219)

If sufficient planning funds have been allocated, inclusion of a capital project in the adopted capital budget constitutes a direction to the agency to prepare a scope of the project. Beginning with inclusion in the capital budget and continuing until the completion of the project, the agencies are required to make periodic reports to the Mayor on each project's progress, including schedules and a clear explanation of any delays. The Mayor is required to publish such reports three times each year and send them to the affected Community and Borough Boards, the Borough Presidents, the Council and the City Planning Commission. These reports, known as the Capital Commitment Plan, are distributed to the Community Boards with the Preliminary and Executive Budgets and after the Adopted Budget by OMB. The information contained in the Commitment Plan includes: project description, substantial changes or revisions to the project, schedule of activities (e.g., scope, design and construction) with estimated completion dates and any changes in those dates, estimated costs, expenditures and other relevant information required as part of the scope.

Since one of the duties of Community Boards is to "review scopes of projects and designs for each capital project; and evaluate the progress of capital projects" (Sec. 2800.d.14 and 15), the Board will likely want to have its appropriate committee monitor the project throughout the process. The Capital Commitment Plan is one good tool for the Board's committees to use.

SCOPE (Sec. 210.4; 222)

By the date set in the adopted Capital Budget, a plan for the project including estimated cost and completion dates, called a "scope of project" or "proposed scope of project," is to be prepared by the relevant agency.

The scope includes a description of the project, the purpose of the project, the population to be served, programs to be conducted in the facility, amounts of space and bulk for buildings and areas for different functions, estimates of completion dates for activities, project costs, expenditures and projected operating costs.

Although the scope is only a general plan for the project, the final design will be reviewed to determine its conformance to the approved scope. It is therefore very important for the Community Board to carefully consider what is included in the scope (e.g., the streets included in a proposed scope of a reconstruction project; whether a park rehabilitation will or won't include a park house).

In preparing the proposed scope, the responsible agency is required to consult with the Community Boards. Every scope proposed by an agency should be reviewed promptly by the appropriate Board committee to be reported on for action to the full Board. The Board may want the committee to hold a public hearing or meeting with the affected community residents at this stage. Depending on the project, the committee may want to invite appropriate agency representatives to meet with it or obtain input from the relevant local agency service chiefs through the District Manager.

When the scope is completed, it is submitted to the Mayor, relevant Council committee, Borough President and Community Board. Any delays, along with an explanation and a revised schedule must also be reported. The Mayor has 60 days to approve, modify or disapprove the scope, notifying the agency, relevant Council committee, Borough President and Community Board.

SITE SELECTION (Sec. 218, 222-c)

In most cases when the scope is initiated, a site is already available. If the site of a project needs to be determined, the Charter provides that it be approved under the Uniform Land Use Review Procedure (ULURP). In most cases review and approval of the scope of a project will be simultaneous with site selection.

DESIGN (Sec. 219-b,c; 223; 2800-d.14)

If sufficient funds have been appropriated in the budget, approval of the scope of a project gives direction to the responsible agency to have designs prepared. Preliminary and final designs of each project must be submitted by the agency to the relevant Council committee, Borough President and Community Board for review. The Mayor or a designated representative reviews the final design to determine its conformance with the approved scope.

The Board's review can follow a similar procedure as suggested earlier for the scope. At the preliminary design stage the Board may want its committee to arrange with the responsible agency a public presentation or information meeting to familiarize the community with the design plans and projected scheduling.

The Community Board should again do a careful review at the preliminary design stage. When the final design review is done, it should primarily be used to ensure that the Board's earlier input has been considered. Significant design changes should not be made at final design. They will probably be resisted

by the agency, since such changes are expensive and can delay implementation of the project.

Once the design is approved, assuming sufficient funds have been appropriated, the agency proceeds to prepare bids and make awards for construction.

PRE-CONSTRUCTION AND CONSTRUCTION

During the late stages of final design the Mayor's Traffic and Construction Coordinating Committee (MTCCC) meets to address traffic concerns (e.g., bus rerouting) and establish stipulations to minimize disruption during construction. The Community Board is invited to send a representative, usually the District Manager, to these meetings.

Once a capital project is under construction, the Board may want the District Manager to coordinate regular meetings with the contractor. The Board may also want to consider establishing a mechanism to monitor construction activity. On larger projects the Board may wish to meet at regular intervals and include representation of the agency, contractor, local officials and organizations, and the Board. On smaller projects monitoring may be handled directly by the relevant Board committee. In either case the District Manager should be an integral part of the process.

THE DISTRICT MANAGER AND DISTRICT SERVICE CABINET

4



THE DISTRICT MANAGER

INTRODUCTION

The Charter requires each Community Board to appoint a District Manager (DM), who serves at the pleasure of the Board. District Managers are at once municipal managers, service coordinators, ombudspersons, complaint monitors, information sources, community organizers, mediators, advocates and much more. They have important working relationships with community residents and businesses; with the members of the Community Board, which hired the DM and directs the DM's activities; with the rest of the Community Board staff, whom the DM supervises; and with agency officials, particularly the District Service Cabinet, composed of the local service chiefs of different agencies.

The District Manager's role as broadly defined by the Charter is to: (1) process service complaints; (2) preside at meetings of the District Service Cabinet; and (3) perform such other duties as may be assigned by the Community Board (Sec. 2800-f). One of the most important single acts which each Community Board performs is the appointment of a District Manager. The Board will want to set the highest possible standards for this selection. Administrative qualifications, education, training, experience, initiative and resourcefulness are all qualities a Board will want to look for in selecting a District Manager.

RESPONSIBILITIES OF A DISTRICT MANAGER

District Managers have many important responsibilities beyond the description in the Charter. The following informal job description evolved when District Managers themselves participated in an exercise to define their jobs as part of a program organized by the Fund for the City of New York.

District Manager

Under the executive direction of the Community Board and with wide latitude for independent judgment, a District Manager:

- serves as the administrator of the Community Board office.
- makes policy recommendations to the Community Board and executes the policy set by the Community Board.
- cooperates with, consults, assists, and advises any public officer, agency, local administrators of agencies, legislative bodies or the borough president with respect to any matter relating to the welfare of the district and its residents.
- acts as liaison between the Community Board and all governmental agencies and the community at large.
- is responsible for coordinating all service related actions and operations within a Community Board District.
- presides over the District Service Cabinet and, in conjunction with the District Service Cabinet, plans for improved service delivery to the Community Board District.

- assists the overhead agencies with the implementation of management decentralization and geographic based budgeting.
- makes recommendations to the Community Board on district priorities for the Capital and Expense Budgets of the City of New York and monitors their implementation.
- administers the internal budget of the Community Board.
- makes recommendations for the hiring of administrative staff, supervises the staff and manages the day-to-day operation of the district office.
- exercises or delegates to staff the dissemination of information about City services and programs.
- exercises or delegates to staff the processing of service delivery complaints.
- performs such other functions as are assigned by the Community Board or other provisions of law.

There are now two levels of District Managers recognized by the Department of Personnel: one is a managerial position while the other is sub-managerial. While every District Manager performs the responsibilities listed above to one degree or another, the City's official job descriptions are written to reflect different degrees of autonomy and authority for each level. Regardless of the level of day-to-day autonomy a District Manager has, it is clearly understood that a DM must follow the overall policies set by the Community Board.

RELATIONSHIP WITH THE COMMUNITY BOARD

This section examines some approaches District Managers may use to meet their job responsibilities and some of the difficulties they may encounter.

The District Manager can be an idea person for the Community Board because she/he views the community's problems every hour of the working day. Specifically, the DM should be able to formulate ideas about community needs for consideration by the Board or to provide it with a sample of the feelings and concerns of the area's residents based on service requests received.

Some community projects adopted by the Community Board may require both public and private resources. The DM may be responsible for coordinating these projects at the Board's request.

The DM is the Community Board's expert on, and pipeline to, technical and administrative information on agency operations in the community (e.g., street sweeping schedules or the number and scope of senior programs). A report by the DM at each Board meeting is a useful tool for communication with the Board.

Making recommendations on the budget is a Board responsibility, but fully understanding the budget process requires a good deal of experience and training. The Community Board might decide that obtaining this knowledge is a priority for the DM so she/he may assist the Board in that process.

Since each Board and District Manager must work comfortably and effectively together, it is

important to establish clearly the relationship of one to the other and to specify exact tasks for the DM. A memorandum of agreement should be considered to define those relationships.

THE OFFICE ENVIRONMENT

The DM organizes and monitors a system to record service complaints received from the community. The DM must be able to transmit these complaints smoothly and efficiently to the correct agency official and follow up to make certain the complaint has been resolved. While handling service complaints is the pivotal responsibility of the DM, much of this work may be assigned to other staff.

A DM should have the patience and versatility to work with business people, senior citizens, youngsters, and elected officials. The DM should realize that every problem is a priority to the person who has it. Everyone will demand immediate attention. The DM must be prepared to deal with this situation.

RELATIONSHIP WITH THE DISTRICT SERVICE CABINET

Chairing the District Service Cabinet and presiding at Cabinet meetings is the responsibility of the District Manager. It is the DM's job to insure that sessions avoid items pertaining to only one agency, and instead focus on interagency matters or issues of general concern. Good meetings demand preparation by the participants, something a good DM can encourage by preparing specific agendas and by making preparatory phone calls.

Most communication on a day-to-day basis with the Cabinet members is done orally, although it is necessary on occasion to prepare formal correspondence about community issues. While personal interaction produces the best results, written records make it easier to follow up on service requests. The DM must determine which method of communication best suits the given situations.

Good DMs use peer group dynamics at the Cabinet to maximize cooperative action. Finding the proper balance requires time and skill. The DM should be careful about going over the heads of the Cabinet representatives. Cabinet officials should always be given the opportunity to respond or to explain why a response is not possible before any higher official is contacted. If a Cabinet member is pushed inappropriately too hard, the DM may face dilatory tactics such as postponed action or claims that the representative has to go "upstairs" for approval.

Experienced DMs use their working relationships with Cabinet members and knowledge of the district to secure the highest possible levels of service delivery in the community. They credit Cabinet members who respond. Giving credit when it is due in either written form or orally to agency's representative or their superior can be an effective tool in making things happen!

The DM should also cooperate when an agency representative requests help. For example, the police receive many inquiries on non-police matters. The Commanding Officer should be able to forward these inquiries to the DM with confidence that they will be handled.

Neither the Board nor the DM should view City agencies as adversaries, even if a specific service request cannot be met. Cooperative relationships with Cabinet members should be maintained always. The Board and the Cabinet have the same goal - the efficient and effective delivery of services to the community.

If a Board member wishes a Cabinet official's presence at a meeting, that request should come

through the District Manager. A DM's rapport with the Cabinet will be improved if the Board channels all communications to the service chiefs through the DM. Confusion is inevitable if a cabinet member must be prepared to respond individually to all 50 Community Board members. Committee chairs should also consult with the District Manager prior to making an official contact with a service chief.



THE DISTRICT SERVICE CABINET

INTRODUCTION

The City Charter establishes a District Service Cabinet in each community district, to be composed of agency officials responsible for local service delivery (Sec. 2705-a).

MEMBERSHIP AND COTERMINALITY

The District Manager of the Community Board chairs the District Service Cabinet (DSC), whose members include representatives of the agencies that deliver local services to the Community District.

Services that are subject to **coterminality** (Charter Section 2704) should be represented on the Cabinet. Coterminality requires that the boundaries of certain agencies' local service districts coincide with the boundaries of the Community Districts. Some services must be coterminous with individual Community Districts, while others may be coterminous with aggregates of Community Districts.

The head of each agency subject to coterminality must appoint a **local service chief** to each service district. The local service chief should have authority over the agency's personnel, programs and facilities within the district. The granting of authority to local service chiefs is a Charter mandate often referred to as **management decentralization**. In general, the local service chief should be a member of the District Service Cabinet. For some services, however, this has been unfeasible, either because the local service chief has too many districts to cover or because the agency delivers diverse services that would not be effectively represented by the local service chief. The chart below shows the local service chiefs and District Service Cabinet representatives of the services subject to coterminality. The Mayor's Community Assistance Unit annually publishes a list of the names, titles, and addresses of the local service chiefs of the various agencies.

Agency	Local Service Chief	Representative to the District Service Cabinet
<u>One-to-one Coterminality:</u>		
Department of Parks and Recreation		Principal Parks Supervisor
• Maintenance and Operations	Principal Parks Supervisor	
• Recreation	Borough Recreation Staff	
Police Department	Precinct Commander	Precinct Commander
Department of Sanitation	District Superintendent	District Superintendent, Enforcement Zone Coordinator
Fire Department		Fire Chief

Human Resources Administration		Community Affairs Representative
Aggregate Coterminality	Handbook for Community Board Members, 63	
Department of Transportation		
• Bureau of Highway Operations	District Supervisor	District Supervisor
• Bureau of Traffic Operations	Borough Engineer	Borough Engineer or Representative
Department of Environmental Protection		
• Sewer Maintenance and Repair	District Supervisor	Management Staff/Division Head
Department of Health	Borough Manager	District Health Manager
Department of Housing Preservation and Development		Agency Representative

In addition to the agencies which are to be coterminous, the Cabinet includes representatives of other agencies that provide local services on a regular basis in the community district. These agencies include but are not restricted to: the Fire Department, Department for the Aging, Department of Consumer Affairs, and Department of Buildings. Some of these representatives may not need to attend every meeting of the Cabinet, but should be available to the District Manager and the Cabinet when an issue arises relevant to their agencies.

Other Cabinet members include Council Members whose districts make up any part of the community district, the chairperson of the Community Board (or a representative), and a representative from the Department of City Planning. The Cabinet also includes a liaison from the Mayor's Community Assistance Unit (CAU) who can serve as a bridge between the Cabinet and the Mayor's Office. The liaison reports special problems to the Mayor's Office or to agency commissioners for resolution, and serves as a resource person on the provisions of the City Charter relating to Community Boards and District Service Cabinets. One of the functions of the Community Assistance Unit is to transmit and explain new techniques, ideas and solutions developed in one Cabinet to other Cabinets throughout the city.

The Board may wish to invite other agencies to its Cabinet meetings. These invitations will depend upon the needs of the community and priorities set by the local Cabinet. They may include voluntary hospitals and non-profit service providers in the district.

DUTIES OF A DISTRICT SERVICE CABINET

The following are the responsibilities of District Service Cabinets as mandated by the Charter (Sec. 2705-b). Actual Charter language is in italics.

- *Coordinate service functions and programs of the agencies that deliver services in the community district.*

The District Service Cabinet is the primary mechanism through which local service delivery issues can be raised, discussed and resolved. If used effectively, the Cabinet can

provide the basis for a comprehensive approach to service delivery within the community district.

For instance, the Highways District Supervisor, whose service district must be coterminous with one or more community districts, may find it helpful to get the observations of Cabinet members about street conditions as he develops priorities for street repaving. The Department of Sanitation District Superintendent, whose personnel sweep the streets regularly, is a particularly valuable source of information about street conditions. Another example of interagency cooperation is the assistance that the Office of Code Enforcement (HPD) can give to the Health Department in its efforts to locate and control occurrences of lead paint poisoning.

Each Cabinet representative comes to the meeting with clearly defined duties already assigned by Department policy and regulations. The Police Department Precinct Commanding Officer has definite sectors that must be patrolled; the Department of Sanitation District Superintendent has sections where refuse collection schedules must be maintained. It takes planning, tact and determination to motivate Cabinet members to participate jointly in additional assignments which require an adjustment of personnel and equipment.

- *Consider interagency problems and impediments to the effective and economic delivery of services in the district.*

Many service delivery issues involve more than one agency. The Cabinet provides the setting for agencies to resolve these problems. For example, at one Cabinet meeting, Police, Traffic, Highways, General Services and Con Edison worked together to remove a street light pole from a dangerous intersection. Some Cabinets have chosen to form task forces to handle specific problems. Such task forces have been most effective when formed on a short-term basis and disbanded when the issue has been resolved.

- *Plan and recommend joint programs to meet the needs and priorities of community districts and their residents.*

In most cases, the Cabinet will implement these programs. Such joint programs might be a health fair or a joint inspection of a building. Cabinet members might recommend to their supervisors that a special concentration of programs and resources, drawn from several agencies, be placed in the district for a season.

When a multi-agency project is placed on the agenda, it is vital that the need for the project, its importance to the community and the value of its completion be clearly and accurately explained by the District Manager. This process assumes that the flow of the project has been from the Board to the Cabinet. However, the Board must also be prepared to accept and support projects and systems initiated by the Cabinet. The Board and the District Service Cabinet must be mutually receptive and supportive. In some cases, the proposed project cannot possibly be handled by the available public and private resources within the community. The Community Board must then consider alternate methods of securing the essential resources.

When a multi-agency project is planned, there should be assignment of responsibilities to each agency participating. This must be agreeable to all agencies since the District Manager has no line authority over the Cabinet, and one agency cannot commit the resources of another.

- *Consult with residents of the community district and their representatives about local service problems and activities.*

In most districts, primary community input to individual Cabinet members will be through the District Manager, the Board Chairperson who sits on the Cabinet, or Board committee chairpersons. A productive approach might be to schedule a particular service chief for meetings with a functioning Community Board committee once or twice a year in addition to meeting at District Consultations during the budget process.

- *Keep a public record of its activities and transactions, including minutes of its meetings.*

While DSC meetings are not subject to the New York State's Open Meetings Law and therefore need not be open to the public, it is a Charter requirement that a public record of the meeting be maintained.

POWERS AND LIMITATIONS OF THE DISTRICT SERVICE CABINET

With the authority granted in the Charter, Cabinet members can work on many community problems and make the necessary decisions to resolve these problems. However, resolution of some problems necessitates going beyond the authority of a Cabinet member. These more involved problems can be presented to the Borough Board by the Community Board Chairperson, or to the Borough Cabinet, or referred directly to the central agency if citywide policy is involved.

The District Manager and Community Board must realize that while Cabinet members have some managerial authority, they cannot be expected to take actions or make commitments which go against their agencies' policies, regulations, or collective bargaining agreements.

The Charter specifically authorizes the heads of agencies to assign or reallocate personnel, equipment or other resources outside of a Community District to meet emergency needs, special situations, or temporary conditions. For instance, police officers and Department of Parks and Recreation employees are often shifted to the beaches during the summer to meet special needs there. Also, if certain communities are unusually hard hit by snow, Department of Sanitation workers and plows may be brought in from other districts.

RESPONSIBILITIES OF AGENCIES TO CABINETS

As mentioned earlier, many agencies are mandated by the Charter to appoint responsible personnel to the District Service Cabinet. These members should be able to make decisions regarding scheduling and the allocation of personnel and equipment. They also should have line authority over agency programs, personnel, and facilities within the district.

Agencies are also responsible for providing the Cabinet with pertinent information so it can effectively conduct its business. The Cabinet can only deal intelligently with an issue if given all required information by the involved agency or agencies.

This sharing of information also helps the Cabinet understand the problems and limitations faced by the agency representative.

THE CABINET MEETING

Most Cabinets meet monthly on the same weekday and at the same time. Experience has shown that Cabinet meetings work better when held at about 9:00 or 9:30 A.M. This allows most Cabinet members to begin their day with the meeting, and also enables representatives from the Departments of Police and Sanitation to arrive after their staffs begin the morning shift. Cabinet meetings usually last about 1-1/2 hours.

District Managers should encourage cooperation between Cabinet members if they are to work effectively together toward resolving local service delivery problems. This makes the method of conducting the meeting extremely important. The expertise and suggestions of each Cabinet member must be respected. The District Manager should make an effort to involve the entire Cabinet in the discussion and resolution of an issue, but should not embarrass any reticent service chief by forcing him or her to participate. A good Cabinet meeting is one in which an agency chief also makes recommendations to improve services in areas outside of his or her field. A Cabinet is most effective when its members think beyond their individual areas of expertise and consider the needs of the entire district.

The District Manager, as chairperson of the Cabinet, may decide to invite representatives of community groups to present specific issues directly to the Cabinet. On such occasions, community representatives can augment the Cabinet's understanding of the nature of a problem or can provide important details of the situation. The District Manager may invite community residents as observers. However, experience with the Cabinets in districts throughout the city indicates that they tend to function most effectively when the public does not participate in the meetings. If Cabinet meetings become a forum for citizens to voice individual complaints about City services, it will be impossible for members to frankly discuss the issues before them. The proper place for handling individual complaints is either in the Community Board office or at public hearings which the Board may call to elicit such community input. District Service Cabinet meetings are not subject to the provisions of the Open Meetings Law.

An agenda, prepared and distributed to Cabinet members in advance, is a necessity for a productive meeting. Not only does it help the District Manager maintain the flow of the meeting, but it also gives the representatives an opportunity to come prepared to discuss particular issues. As chairperson of the Cabinet, the District Manager is responsible for preparing the agenda. This works best when done in consultation with the Board Chair, committee chairs and the service chiefs themselves. It is important for all parties to feel comfortable about recommending agenda items.

Attendance should be taken at every meeting. This identifies the properly designated representative and assures the service chief that his or her presence is on record.

Minutes are another essential Cabinet element. They should be taken by the Board's staff, then transcribed and duplicated. Since the District Manager is responsible for follow-up on Cabinet discussions and decisions, the minutes should be available to a wide range of community groups and City officials as well as Cabinet and Board members.

It is often helpful to have a large map of the district available at the meeting. This enables Cabinet members to pinpoint exact locations where problems exist. Useful maps may be obtained from the Department of City Planning.

Experience across the city has demonstrated that the District Service Cabinet process works and represents a unique opportunity for service agencies and the community to join in resolving

problems of mutual concern. There are numerous instances where interagency projects have been successfully initiated or completed by the Cabinet structure. These include: (1) transferring Parks property (despite complex legal problems) to Highways, in order to permit the widening of a roadway that was the scene of frequent accidents; (2) gaining the cooperation of the Bureaus of Highways and Traffic, Con Edison, and other private agencies to redesign and construct a traffic island on a street where numerous accidents were occurring; (3) arranging for the Fire Department to flood a Parks mini-pool to create an ice-skating rink for the children of the community; (4) changing sweeping schedules to provide more parking for a community, an action requiring approval from Sanitation, Traffic, and Police; (5) scheduling "one stop" social service programs so community residents can secure information and assistance for rent problems, Social Security questions, food stamp inquiries and other related services in the same office on the same day.

Of course, the actual delivery of services is conducted away from the conference table. The monthly Cabinet meeting supplies the opportunity for the service chiefs, District Manager, and Board Chairperson to share information and plan joint endeavors. It works as well as it does because all participants are committed to delivering services to the district.

MAPS OF COMMUNITY DISTRICTS

5

NYC COMMUNITY BOARDS



BOUNDARIES OF THE BRONX COMMUNITY DISTRICTS

DISTRICT 1

North 145th Street Bridge, East 149th St, Park Ave,
East 159th Street, Third Avenue, East 161st St.
East Prospect Avenue, East 149th Street, East River
South East River
West Harlem River

DISTRICT 2

North East 169th Street, East 167th Street,
Westchester Avenue
East Bronx River
South East River (includes North Brother Island,
Brother Island)
West East 149th Street, Prospect Avenue

DISTRICT 3

North Cross Bronx Expressway, Park Ave, East 174th
St., Washington Avenue, Cross Bronx Expwy,
Arthur Ave, Crotona Park North, E. 175th Street,
Southern Boulevard, Cross Bronx Expressway
East Sheridan Expressway
South Westchester Avenue, East 167th Street, East
169th Street, Prospect Ave, East 161st St., Third
Ave., East 159th St.
West Park Avenue, Webster Avenue

DISTRICT 4

North Washington Bridge, Cross Bronx Expressway
East Webster Avenue, Park Avenue
South East 149th Street, East 145th Street Bridge
West Harlem River

DISTRICT 5

North Western Prolongation to Harlem River of Hall of
Fame Terrace, Hall of Fame Terrace, University
Ave, West 183rd Street, Jerome Avenue, East
Fordham Road
East Webster Avenue
South Cross Bronx Expressway, Washington Bridge
West Harlem River

DISTRICT 6

North Bedford Park Boulevard
East Western and Southern Boundary of Bronx Park,
Bronx River Parkway
South Cross Bronx Expwy, Southern Blvd, East 175th
St., Crotona Park North, Arthur Ave., Cross
Bronx Expwy, Washington Ave, E. 174th St.,
Park Ave, Cross Bronx Expwy
West Webster Avenue

DISTRICT 7

North Southern Boundary of Van Cortlandt Park,
Bainbridge Ave, E. 211th St., Prolongation of E.
211th St.
East New York-New Haven Railroad, Bedford Park
Blvd, Webster Ave
South East Fordham Rd, Jerome Ave, West 183rd
Street, University Avenue, Hall of Fame Terrace,
Western Prolongation of Hall of Fame Terrace to
Harlem River
West Harlem River, Broadway, W. 225th Street, West
Kingsbridge Rd, Reservoir Ave, Goulden Ave,
Mosholu Pkwy

DISTRICT 8

North City Line
East Western and Southern Boundary of Van
Cortlandt Park, Mosholu Parkway, Goulden
Avenue, Reservoir Avenue
South West Kingsbridge Road, West 225th Street,
Broadway, Harlem River
West Hudson River

DISTRICT 9

North Cross Bronx Expwy, Bronx River Pkwy, E.
Tremont Ave,
East Northern Prolongation of Westchester Creek to
East Tremont Avenue, Westchester Creek
South East River
West Bronx River, Westchester Avenue, Sheridan
Expressway

DISTRICT 10

North New England Thruway, Eastern Prolongation of
Park Drive, Park Drive, Long Island Sound, City
Line
East Western Boundary of Pelham Bay Park,
Eastchester Bay, Long Island Sound (including
City Island and Hart Island)
South East River
West Westchester Creek, Northern Prolongation of
Westchester Creek to E.Tremont Ave, East
Tremont Avenue Hutchinson River Parkway, New
England Thruway

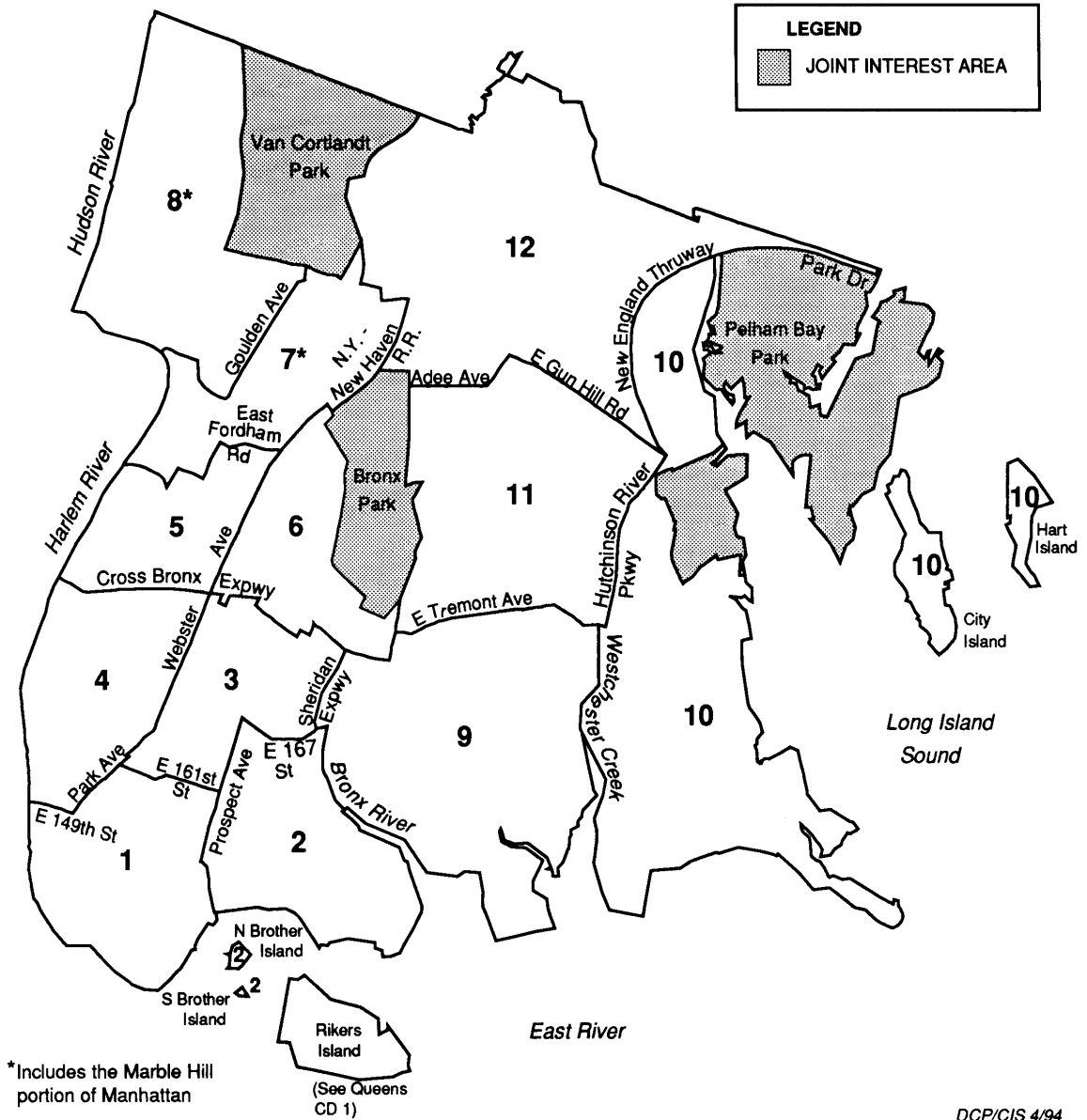
DISTRICT 11

North Adea Avenue, Boston Road, East Gun Hill Road
East Hutchinson River Parkway
South East Tremont Avenue,
West Bronx River Parkway, Eastern Boundary of Bronx
Park

DISTRICT 12

North City Line
East Long Island Sound, Park Drive, Western
Prolongation of Park Drive, New England
Thruway
South East Gun Hill Road, Boston Road, Adea Avenue
West Eastern and Northern Boundary of Bronx Park,
New York-New Haven Railroad, E. 211th St,
Bainbridge Ave, Jerome Ave, East 233rd St, Van
Cortlandt Park East

COMMUNITY DISTRICT (CD) MAP: BRONX



BOUNDARIES OF THE BROOKLYN COMMUNITY DISTRICTS

DISTRICT 1

North Newtown Creek
East Newtown Creek, English Kills, Brooklyn-Queens
Borough Line
South Flushing Ave
West Williamsburgh Street, Kent Ave, Division Ave,
Wallabout hannel, East River

DISTRICT 2

North East River
East Wallabout Channel, Division Ave, Kent Ave,
Williamsburgh St, Fushing Ave, Classon Ave
South Atlantic Ave, Vanderbilt Ave, Pacific St, 4th Ave,
Warren St, 3rd Ave, Wyckoff St, Nevins St, Warren
St, Bond St, Hoyt St, Warren St., Court St,
West East River

DISTRICT 3

North Flushing Ave, Broadway
East ... Saratoga Ave
South Atlantic Ave
West Classon Ave

DISTRICT 4

North Flushing Ave
East ... Brooklyn-Queens Borough Line
South Vermont Ave, Highland Boulevard, Bushwick Ave,
Conway St
West Broadway

DISTRICT 5

North Conway St, Bushwick Ave, Highland Boulevard,
Vermont Ave, Brooklyn-Queens Borough Line
East Brooklyn-Queens Borough Line
South Gateway National Recreation Area
West Prolongation of Louisiana Ave to Gateway National
Recreation Area, Louisiana Ave, Stanley Ave, Van
Sinderen Ave, Broadway

DISTRICT 6

North Atlantic Ave, Court St, Warren St, Hoyt St, Wyckoff
St, Bond St, Nevins St, Wyckoff St, 3rd Ave, Warren
St, 4th Ave, Pacific St
East 6th Ave, Northern & Eastern property line of 78th
Pct, Bergen St, Flatbush Ave, Plaza St West,
Prospect Park West
South 15th St, Hamilton Ave (Gowanus Expressway),
Gowanus Creek, Gowanus Bay
West Upper NY Bay, Buttermilk Channel, East River

DISTRICT 7

North Gowanus Bay, Gowanus Creek, Hamilton Ave
(Gowanus Expressway) 15th St
East Prospect Park Southwest, Coney Island Ave
South Caton Ave, Fort Hamilton Parkway, 37th St, 8th
Ave, Long Island Rail Road, Gowanus Expwy, 64th
St, 3rd Ave, 65th St, 2nd Ave, Shore Parkway, Bay
Ridge Railroad Yards
West Upper New York Bay, Gowanus Creek

DISTRICT 8

North Pacific St, Vanderbilt Ave, Atlantic Ave
East Ralph Ave, East New York Ave, Rochester Ave
South Eastern Parkway
West Plaza St East, Flatbush Ave, Bergen St, Eastern &
Northern property line of 78th Pct, 6th Ave

DISTRICT 9

North..... Eastern Parkway
East..... Rochester Ave, East New York Ave, Utica
Ave
South Clarkson Ave, Flatbush Ave, Parkside Ave
West..... Ocean Ave, Empire Boulevard, Washington Ave

DISTRICT 10

North Bay Ridge Railroad Yards, Leif Ericson Drive (Shore
Pkway), 2nd Ave, 65th St, 3rd Ave, 64th St,
Gowanus Expressway, Long Island Rail Road
East 14th Ave, Cropsey Ave, Bay 8th St, Prolongation of
Bay 8th St to Lower New York Bay
South Lower New York Bay, The Narrows
West Upper New York Bay

DISTRICT 11

North 61st St, 24th Ave
East McDonald Ave
South Ave U. Stillwell Ave, 26th Ave, Prolongation of 26th
Ave to Gravesend Bay, Lower NY Bay
West Bay 8th St, Cropsey Ave, 14th Ave

DISTRICT 12

North 8th Ave, 37th St, Fort Hamilton Pkwy, Caton Ave
East Coney Island Ave, 18th Ave, Ocean Parkway, Ave F,
McDonald Ave, Long Island Rail Road, Coney Island
Ave
South Ave P, McDonald Ave
West 24th Ave, 61st St, Long Island Rail Road

DISTRICT 13

North Gravesend Bay, Prolongation of 26th Ave, Stillwell
Ave, Ave U, 86th St, Shell Road, Ave Y
East Coney Island Ave, Guilder Ave, Cass Place, Corbin
Place, Brightwater Ave, Eastern boundary of Park
South Atlantic Ocean
West Lower New York Bay, Gravesend Bay

DISTRICT 14

North Parkside Ave, Flatbush Ave, Clarkson Ave
East ... Bedford Ave, Foster Ave, Nostrand Ave,
Glenwood Rd, East 32nd St, Flatbush Ave, Ave I,
Nostrand Ave
South Kings Highway, Avenue P
West Coney Island Ave, Long Island Rail Road, McDonald
Ave, Ave F, Ocean Parkway, 18th Ave, Coney Island
Ave

DISTRICT 15

North Avenue P. Kings Highway
East Nostrand Ave, Burnett St, Fillmore Ave, Western
boundary of Brooklyn Marine Park
South Gateway Nat. Recreation Area, Atlantic Ocean
West Eastern Boundary of Park, Brightwater Ave, Corbin
Pl, Cass Pl, Guilder Ave, Coney Island Ave, Ave Y,
Shell Rd, 86th St, Ave U, McDonald Ave

DISTRICT 16

North Broadway
East Van Sinderen Ave, New Lots Ave
South Long Island Rail Road
West East 98th St, East New York Ave, Ralph Ave,
Atlantic Ave, Saratoga Avenue

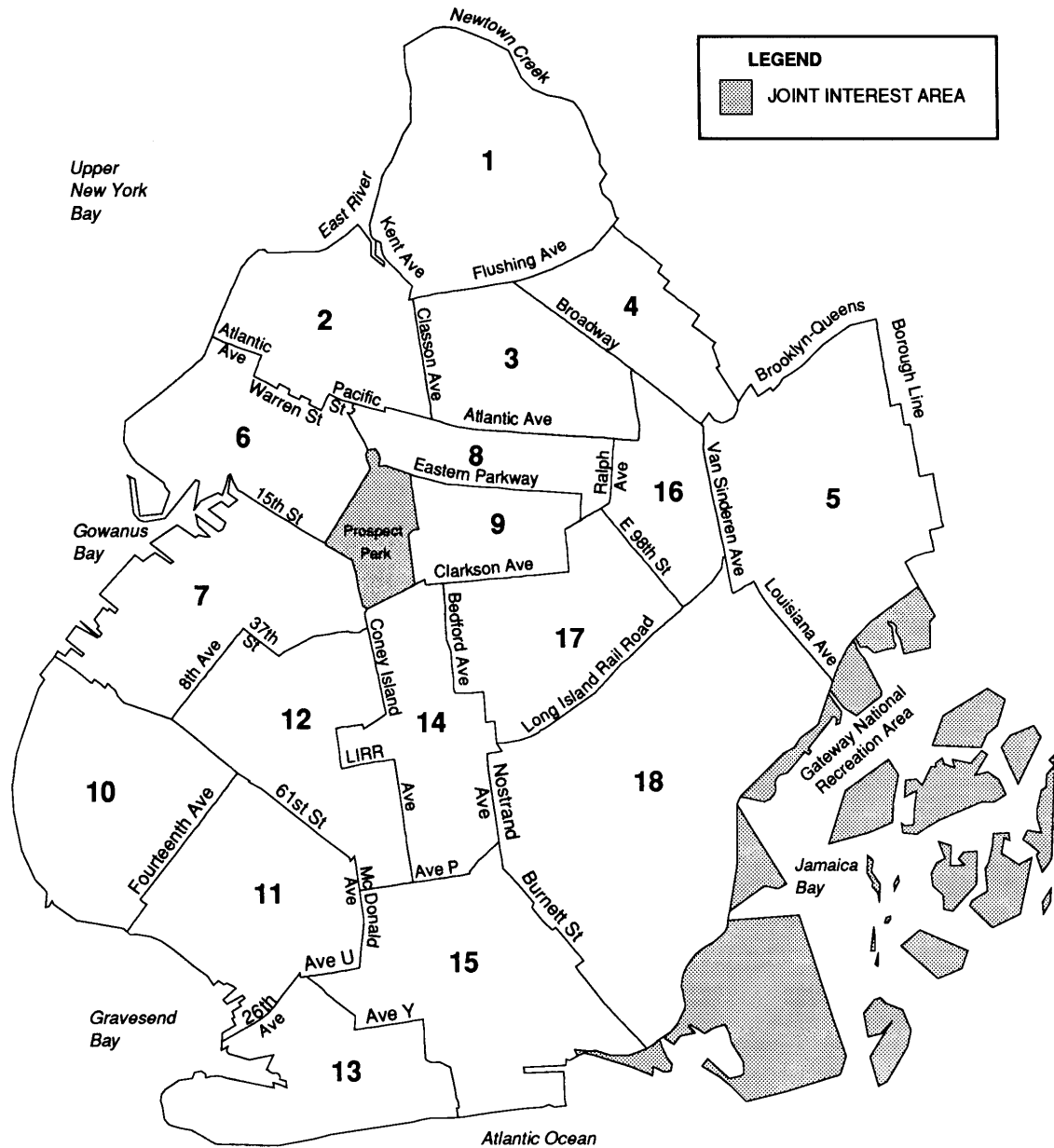
DISTRICT 17

North Clarkson Ave, Utica Ave, East New York Ave
East East 98th St
South Long Island Rail Road
West East 32nd St, Glenwood Road, Nostrand Ave, Foster
Ave, Bedford Ave

DISTRICT 18

North Long Island Rail Road, New Lots Ave
East Van Sinderen Ave, Stanley Ave, Louisiana Ave,
Prolongation of Louisiana Ave to Gateway National
Recreation Area
South Gateway National Recreation Area
West Western boundary of Brooklyn Maine Park, Fillmore
Ave, Burnett St, Nostrand Ave, Ave I, Flatbush Ave

COMMUNITY DISTRICT (CD) MAP: BROOKLYN



DCP/CIS 4/94

BOUNDARIES OF THE MANHATTAN COMMUNITY DISTRICTS

DISTRICT 1

North Canal Street
East Baxter Street, A New Street, Pearl Street,
Brooklyn Bridge, East River
South Upper New York Bay (includes Governors Island,
Liberty Island, Ellis Island)
West Hudson River

DISTRICT 2

North West 14th Street, East 14th Street
East Bowery, Fourth Avenue
South Canal Street
West Hudson River

DISTRICT 3

North East 14th Street
East East River
South Brooklyn Bridge
West Pearl St, A New Street, Baxter St, Canal St,
Bowery, Fourth Avenue

DISTRICT 4

North West 59th St, Columbus Ave, West 60th St
East Northern and Eastern Boundary of
Columbus Circle, Eighth Avenue, West 26th
Street, Avenue of the Americas
South West 14th Street
West Hudson River

DISTRICT 5

North Central Park South, East 59th Street
East Lexington Ave, East 40th St, Madison Ave, East
34th St, Lexington Ave, East 21st Street,
Gramercy Park West, East 20th St, Irving Pl.
South East 14th Street, West 14th Street
West Avenue of the Americas, West 26th Street,
Eighth Avenue, Southeastern Boundary of
Columbus Circle

DISTRICT 6

North East 59th Street
East East River
South East 14th Street
West Irving Pl, East 20th St, Gramercy Park West,
East 21 Street, Lexington Ave, East 34th St,
Madison Ave, East 40th St, Lexington Ave

DISTRICT 7

North Cathedral Parkway
East Central Park West
South Northern Boundary of Columbus Circle, West
60th Street, Columbus Ave, West 59th St
West Hudson River

DISTRICT 8

North East 96th Street
East East River (District includes Mill Rock Island,
Franklin D. Roosevelt Island)
South East 59th Street
West Fifth Avenue

DISTRICT 9

North West 155th Street
East Edgecombe Ave, W. 145th St, Bradhurst Ave,
West 141st St, St. Nicholas Ave, Manhattan Ave,
W 123rd St, Morningside Ave, Manhattan
Avenue
South Cathedral Parkway
West Hudson River

DISTRICT 10

North Harlem River
East Fifth Ave, W 124th St, Mount Morris Park West,
W 120th Street, Fifth Avenue
South Central Park North
West Manhattan Avenue, Morningside Avenue, W
123rd St, Manhattan Ave, St. Nicholas Ave, W
141st St, Bradhurst Ave, West 145th St,
Edgecombe Avenue, Harlem River Dr

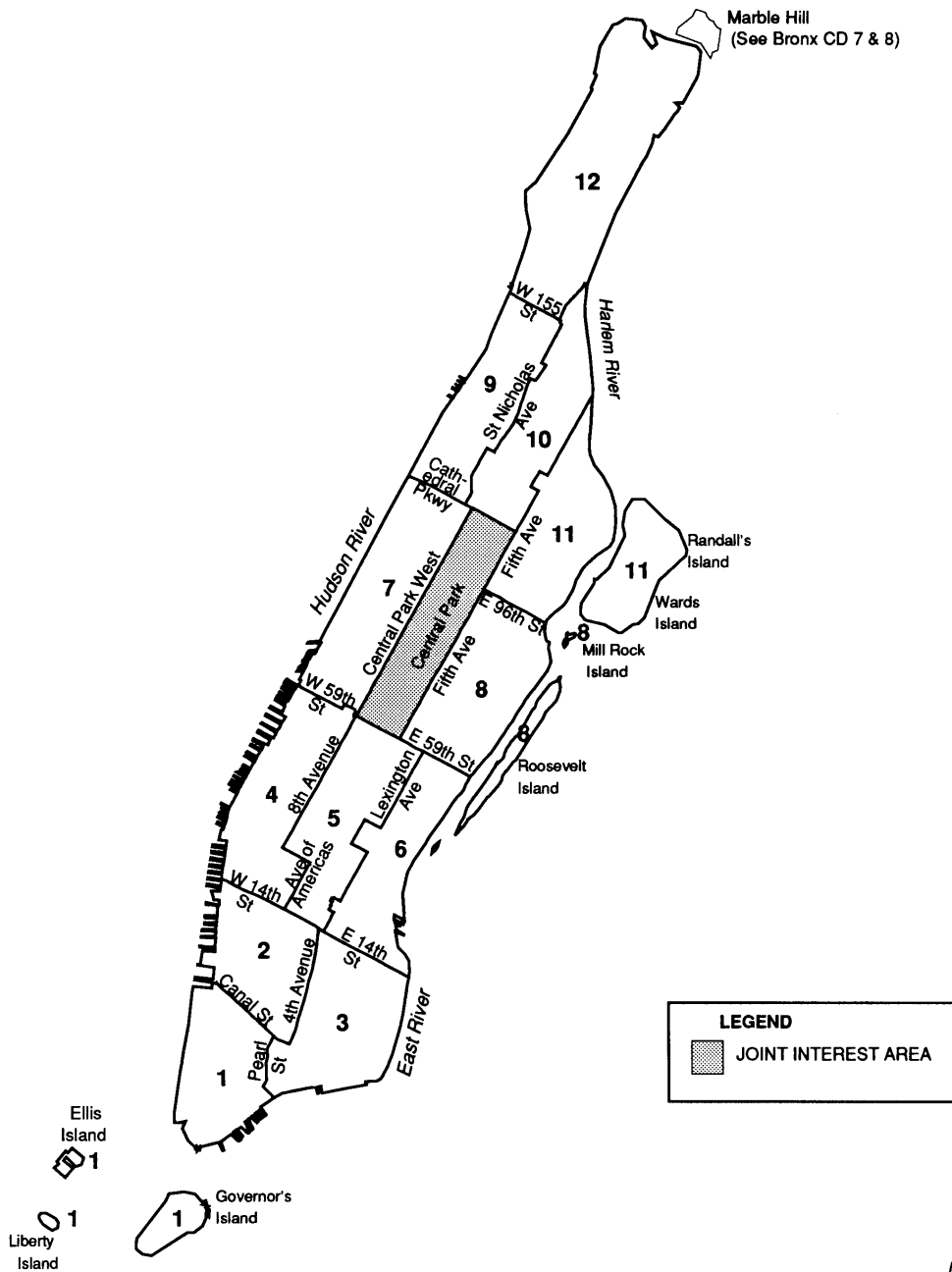
DISTRICT 11

North Harlem River
East East River (including Randall's and Wards Island)
South East 96th Street
West Fifth Ave, W 120th St, Mt. Morris Park West,
West 124th Street, Fifth Avenue

DISTRICT 12

North Harlem River
East Harlem River, Harlem River Drive
South West 155th Street
West Hudson River

COMMUNITY DISTRICT (CD) MAP: MANHATTAN



DCP/CIS 4/94

BOUNDARIES OF THE QUEENS COMMUNITY DISTRICTS

DISTRICT 1

North East River and Bowery Bay (includes Rikers Island)
East LaGuardia Airport, Grand Central Parkway, Bklyn-Qns Expwy East, Bklyn-Qns Expwy
South Northern Boulevard, Woodside Avenue, Northern Property Line of Sunnyside Yards Queens Blvd, Queens Plaza North, Western Prolongation of Queens Plaza North to East River
West East River

DISTRICT 2

North Western Prolongation of Queens Plaza North to East River, Queens Plaza North, Queens Boulevard, Northern Property Line of Sunnyside Yards, Woodside Avenue, Northern Boulevard
East Brooklyn-Queens Expressway, New York Connecting Railroad
South Calamus Ave, Maurice Ave, Maspeth Ave., 49th St., Maspeth Creek, Newtown Creek
West East River

DISTRICT 3

North Grand Central Parkway
East Western Boundary of Flushing Meadows, Corona Park
South Roosevelt Avenue
West New York Connecting Railroad, Queens Expressway, Bklyn-Qns Expressway East

DISTRICT 4

North Roosevelt Avenue
East West Boundary of Flushing Meadows, Corona Pk, North/West Border of Flushing Meadow Pk
South Horace Harding Expwy (Long Island Expwy)
West New York Connecting Railroad

DISTRICT 5

North Maspeth Creek, 49th Street, Maspeth Avenue, Maurice Ave, Calamus Ave, New York Connecting Railroad, Queens Midtown, Expressway (Long Island Expwy)
East Long Island Rail Road, Woodhaven Blvd
South Western and Northern Boundary of Forest Park, Queens-Brooklyn Borough Line
West Queens-Brooklyn Borough Line

DISTRICT 6

North Horace Harding Expwy (Long Island Expwy)
East West Border of Flushing Meadows, Corona Park
South Union Turnpike, Park Lane, Northern Boundary of Forest Park
West Woodhaven Blvd, Long Island Rail Road

DISTRICT 7

North East River
East Little Neck Bay, Prolongation of 24th Ave to Little Neck Bay, 24th Ave, Bell Blvd, 26th Ave, Utopia Parkway, 46th Avenue, Fresh Meadow Lane, Eastern Boundary of Kissena Park and Eastern Boundary of St. Mary's Cemetery, Fresh Meadow Lane
South Horace Harding Expwy (LIExpwy), Reeves Ave, Main St, Northern Boundary of Mt. Hebron Cemetery, Horace Harding Expwy (LI Expwy)
West Eastern Boundary of Flushing Meadows Corona Park, Flushing Bay

DISTRICT 8

North Horace Harding Expwy (L I Expwy), Northern Boundary of Mt. Hebron Cemetery, Main Street, Reeves Ave, Horace Harding Expwy (L I Expwy)
East Oceania Street, 210th Street, Oceania Street, Richland Ave, Hollis Court Blvd, Union Turnpike, Clearview Expressway
South Hillside Avenue
West Van Wyck Expressway

DISTRICT 9

North Southern and Eastern Boundary of Forest Park, Park Lane, Union Turnpike
East Van Wyck Expressway
South 103rd Avenue, Liberty Avenue
West Queens-Brooklyn Borough Line

DISTRICT 10

North Liberty Avenue 103rd Avenue
East Van Wyck Expressway
South Northern and Western Boundary of J F. K International Airport, Northern Boundary of Gateway National Recreation Area
West Queens-Brooklyn Borough Line

DISTRICT 11

North 26th Avenue, Bell Boulevard, 24th Avenue, Prolongation of 24th Avenue to Little Neck Bay, Little Neck Bay
East City Line
South Grand Central Pkwy, Clearview Expwy, Union Turnpike, Hollis Court Blvd, Richland Ave, Oceania St, 210th St, Oceania St, Horace Harding Expwy (Long Island Expwy)
West Fresh Meadow Lane, Eastern Boundary of St. Mary's Cemetery, Eastern Boundary of Kissena Park, Fresh Meadow Lane, 46th Ave, Utopia Pkwy

DISTRICT 12

North Hillside Avenue
East Francis Lewis Boulevard, Springfield Boulevard
South Southern Parkway
West Van Wyck Expressway

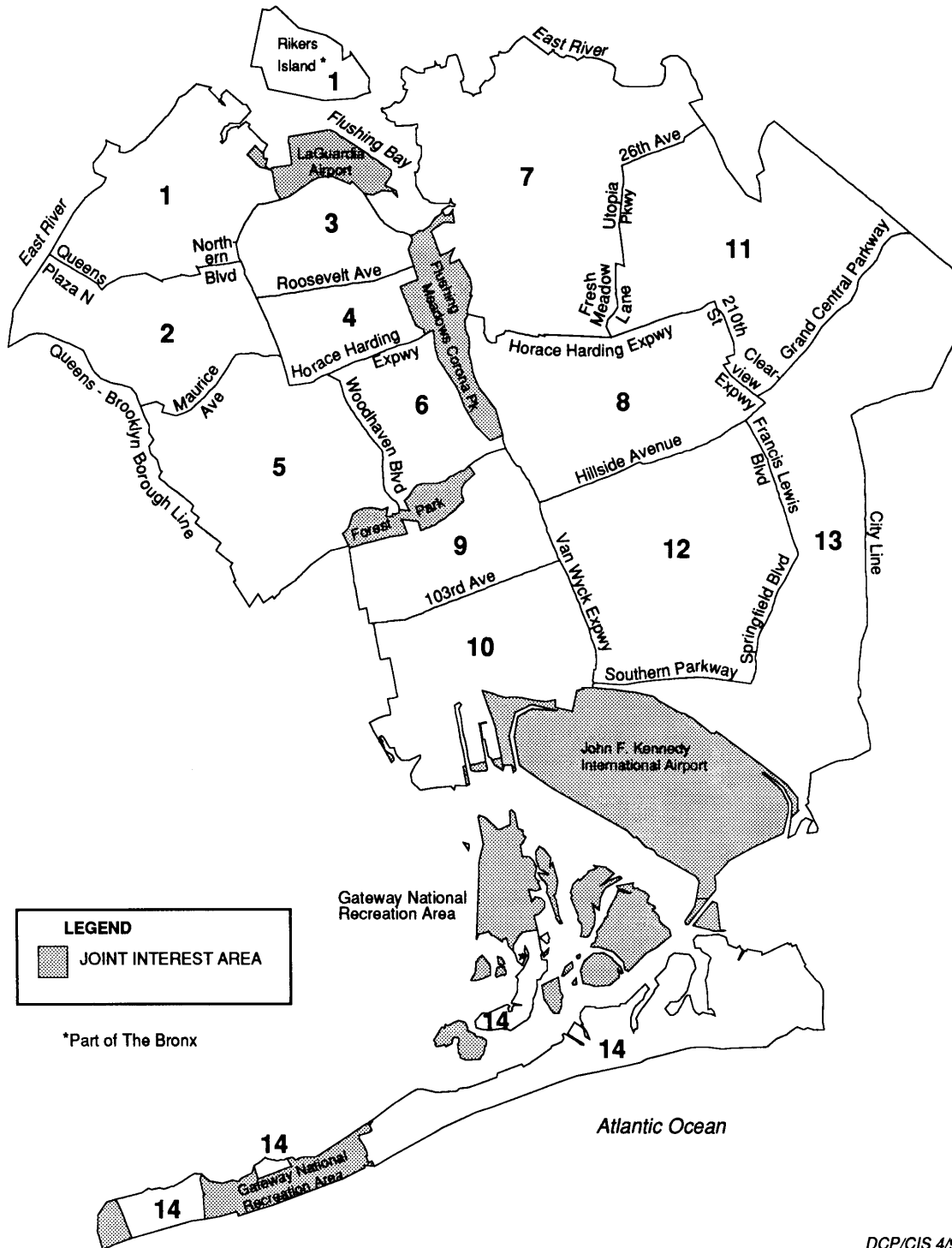
DISTRICT 13

North Hillside Ave, Clearview Expwy, Grand Central Parkway
East City Line
South Northern Boundary of John F. Kennedy International Airport
West Van Wyck Expressway, Southern Parkway, Springfield Boulevard, Francis Lewis Boulevard

DISTRICT 14

North Southern Boundary of Gateway National Recreation Area
East City Line
South Atlantic Ocean, Eastern Northern and Western Boundaries of Gateway National Recreation Area, Atlantic Ocean
West Gateway National Recreation Area

COMMUNITY DISTRICT (CD) MAP: QUEENS



DCP/CIS 4/94

BOUNDARIES OF THE STATEN ISLAND COMMUNITY DISTRICTS

DISTRICT 1

North Newark Bay (includes N.Y.C. Portion of Shooters Island), Kill Van Kull
East Upper New York Bay, The Narrows, Gateway National Recreation Area
South Goethals Bridge, Goethals Bridge Viaduct, Staten Island Expressway
West Arthur Kill

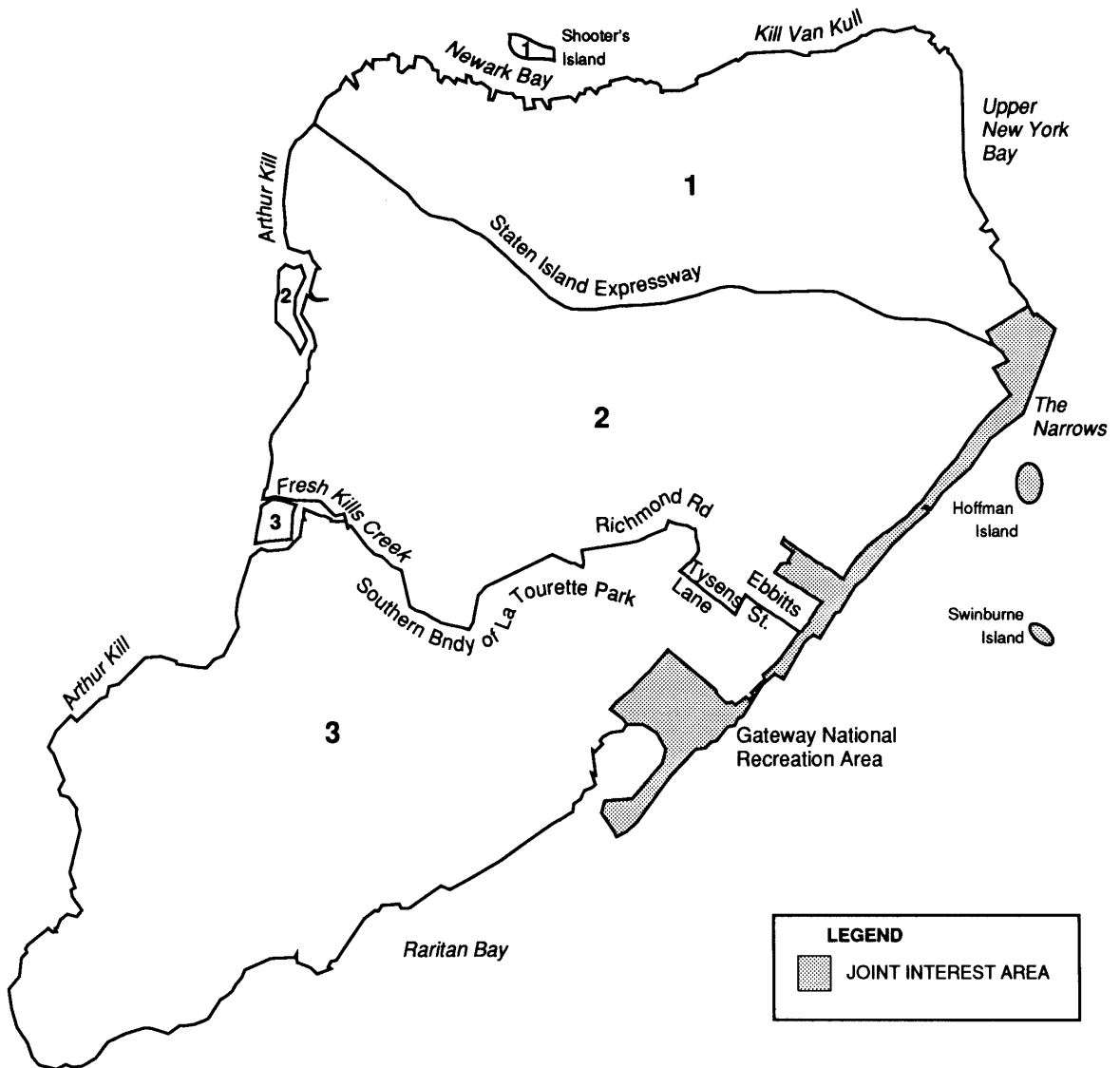
DISTRICT 2

North Staten Island Expressway, Goethals Bridge Viaduct, Goethals Bridge
East Gateway National Recreation Area (includes Hoffman and Swinburne Islands)
South Eastern Prolongation of Ebbitts Street to Gateway National Recreation Area, Ebbitts St, Ebbitts Avenue, Property Line between Tysens Park Apartments & Tysens Park ... Shopping Center, Tysens Lane, Amboy Road, Richmond Road, Eastern Boundary of Latourette Park, (South and Eastern Boundary of Richmondtown Restoration), Southern Boundary of Latourette Park, West Shore Expressway, Fresh Kills Creek, Little Fresh Kill
West Arthur Kill

DISTRICT 3

North Little Fresh Kill, Fresh Kill Creek, West Shore Expwy, Southern Boundary of Latourette Park, (Southern & Eastern Boundary of Richmondtown Restoration), Eastern Boundary of Latourette Park, Richmond Road, Amboy Road, Tysens Lane, Property Line between Tysens Park Apts. and Tysens Park Shopping Center, Ebbitts Avenue, Ebbitts Street, Eastern Prolongation of Ebbitts Street to Gateway National Recreation Area
East Raritan Bay, Lower N.Y. Bay, Gateway National Recreation Area (includes Hoffman and Swinburne Islands)
South Arthur Kill
West Arthur Kill

COMMUNITY DISTRICT (CD) MAP: STATEN ISLAND



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