Rockaway West
Planning Committee Meeting #9

March 10, 2014
Agenda

1. Program Update 7:00 – 7:10
2. Public Meeting Debrief 7:10 – 7:25
3. Priority Projects Review 7:25 – 8:10
4. Voting Process 8:10 – 8:45
5. Next Steps 8:45 – 9:00
Committee Meeting 9: Finalize Projects and Vote

Objectives:

• Review public feedback
• Answer any outstanding questions
• Conduct Straw Vote to review process and discuss results
• Submit final project voting
# NY Rising Community Reconstruction Program Schedule & Key Dates

## Key Dates

- **March 10:** Vote on final priority/featured projects
- **March 25:** Final edits from Committee
- **March 31:**
  - On-line application for Rising to the Top from Committee
  - Final drafts of Reconstruction Plans submitted to the State

## Deliverables & Key Dates

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<tbody>
<tr>
<td>Preliminary Project Reporting</td>
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<td><strong>Dec. 31</strong></td>
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<td>Confirm Priority Projects</td>
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<tr>
<td>Project Analysis &amp; Final Priority Project Selection</td>
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<td><strong>Mid-March</strong></td>
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<td>Final Community Reconstruction Plan</td>
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<td><strong>Mar. 31</strong></td>
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<td>Final Conference &amp; Public Meeting</td>
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Rising to the Top Competition

Online application due by March 31 from Committee

Possible additional funds ($3 million per category)

1. Regional Collaboration
2. Use of Technology in the Planning Process
3. Community Involvement
4. Inclusion of Vulnerable Populations
5. Use of Green Infrastructure
6. Innovative and Cost-Effective Financing
7. Infrastructure Investment with Multiple Co-Benefits
8. Approach to Resilient Economic Growth
Regional Update

Jamaica Bay Working Group Update
• USACE letter requesting expedited study of Jamaica Bay
• NPS letter requesting project support
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4. Voting Process 8:10 – 8:45
5. Next Steps 8:45 – 9:00
Public Meeting #3 Debriefing

92 individual attendees over three days

Comments focused on

• Coastal protection and need to incorporate more green solutions
• Permanent ferry service as an emphasized need, along with supportive development
• National Grid program recommendation (residential vs. no new residential uses on the site)
• Parking
• Greening Rockaway Beach Blvd and other locations
• Need for emergency medical services
Total Dollars Allocated by the Public in Funding Exercise

- (E) Support Long-Term Ferry Operations
  - (A) Implement Targeted Coastal...  
  - (K) Issue RFP for Expansion of Health...
  - (I) Build Harbor Park at B108th Street
    - (B) Drainage Projects
  - (H) Streetscape Improvements at B108th...
  - (C) Create Rockaway West Relief Center...
    - (J) Support National Grid Site...
  - (D) Create Rockaway West Relief Satellites
    - (G) Create Bus Circulator Service
  - (F) Create a Rockaway Bike Share Program
Number of Unique Voters for Each Project in Funding Exercise

- (E) Support Long-Term Ferry Operations
- (I) Build Harbor Park at B108th Street
- (K) Issue RFP for Expansion of Health Services
- (A) Implement Targeted Coastal Protection at Beach 88th Street
- (B) Drainage Projects
- (H) Streetscape Improvements at B108th Street & Beach Channel Drive
- (F) Create a Rockaway Bike Share Program
- (C) Create Rockaway West Relief Center Hub(s)
- (J) Support National Grid Site Redevelopment
- (D) Create Rockaway West Relief Satellites
- (G) Create Bus Circulator Service
# Public Allocation Across $21M in Funding Exercise

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>PUBLIC ALLOCATION</th>
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<tr>
<td>(E) Support Long-Term Ferry Operations</td>
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## Public Allocation vs. Estimated Project Costs in Funding Exercise

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<th>PROJECT</th>
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<th>ESTIMATED COST</th>
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<td>(B) Drainage Projects</td>
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<td>(D) Create Rockaway West Relief Satellites</td>
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<td>(F) Create a Rockaway Bike Share Program</td>
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<td>(G) Create Bus Circulator Service</td>
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<td>(I) Build Harbor Park at B108th Street</td>
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<td>(J) Support National Grid Site Redevelopment</td>
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<td>(K) Issue RFP for Expansion of Health Services</td>
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<td><strong>$1,919,000,000</strong></td>
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Current List of Key Projects

**Strategy 1: Improve Coastal Protection and Drainage**
(A) Implement Targeted Coastal Protection at B88th Street
(B) Drainage Projects

**Strategy 2: Build or Identify Relief Centers and Emergency Services**
(C) Create Rockaway West Relief Center Hub(s)
(D) Create Rockaway West Relief Satellites
(K) Issue RFP for Expansion of Health Services

**Strategy 3: Build up B108th Corridor and Support Ferry Operations**
(E) Support Long-Term Ferry Operations
(F) Create a Rockaway Bike Share Program
(G) Create Bus Circulator Service
(H) Streetscape Improvements at B108th Street and Beach Channel Drive
(I) Build B108th Street Harbor Park
(J) Support National Grid Site Redevelopment
Strategy 1: Improve Coastal Protection and Drainage

(A) Implement Targeted Coastal Protection at B88th Street

Project Description:
Provide coastal protection from more frequent flooding events in the Hammets neighborhood between Beach 88th Street and the A train crossing:
1. Restore approximately 2.5 acres of wetlands from Old Beach 88th Street to the Marina
2. Construct a 850 ft long, 4 ft high berm from Old Beach 88th Street to the Marina
3. Retain or raise 350 ft of bulkhead along the bay at the Marina to Beach 84th Street
4. Install deployable floodwalls or a ramp at the Marina slip to allow access to the bay
5. Construct a 200 ft long, 4 ft high floodwall from Beach 84th Street to the A train crossing

Rationale:
This residential area is particularly at risk of coastal flooding from regular tidal and stormwater events. While comprehensive protection is a long-term and expensive endeavor, smaller-scale projects can provide localized protection against flooding caused by sea level rise, moon tides, and more frequent storm events. These projects can also take advantage of ongoing projects in the nearby area including a NYC Department of Environmental Protection (NYCDEP) sewer project from Beach 90th Street to Beach 95th Street, and wetland restoration from Old Beach 88th Street to Beach 89th Street proposed by NYC Department of Parks and Recreation (NYCOPR) as part of the Rockaway Parks Conceptual Plan. Both projects offer an opportunity to build on the momentum of existing projects to provide localized coastal protection in Hammets.
**Strategy 1: Improve Coastal Protection and Drainage**

**(B) Drainage Projects**

**Project Description:**
Construct bioswales in priority areas of Rockaway West, including Beach 108th Street, Shore Front Parkway, Beach 84th and Beach 96th Streets, and 88th Street Park. Bioswales are planted areas on the sidewalk or street that collect stormwater and prevent it from flowing to lower points of elevation. By collecting stormwater as it runs down the street, bioswales create a permeable surface, allowing stormwater to be absorbed by the planted vegetation or infiltrate into the ground below.

**Rationale:**
Many areas within Rockaway West experience frequent flooding during heavy rainfall events. Since much of the area is paved with impermeable materials, water is unable to infiltrate into the ground and may result in flooding and ponding in the street. Constructing bioswales in areas that experience regular flooding will create permeable areas that allow stormwater to infiltrate and reduce localized flooding.

**Costs:**
$30,000 per bioswale

**Considerations:**
- Space requirements may limit sitting opportunities
- Ongoing maintenance and upkeep is necessary
- Understanding of subsurface conditions is necessary
- Coordination and permitting with City agencies
Strategy 2: Build or Identify Relief Centers and Emergency Services

(C) Create Rockaway West Relief Center Hub(s)

Project Description:
Create a relief center hub to house the coordination of emergency services during a disaster, such as access to food, water, health and medical services, and a system of hardened satellite relief centers to serve as distribution centers for supplies and information. A relief center is not an evacuation center or shelter; rather, it provides a central location for information and community gathering and services during an emergency. Because emergencies are unpredictable and irregular events, relief centers should be housed within an existing building or organization that provides year-round community services.

Rationale:
The Office of Emergency Management (OEM) functions best during disasters when it executes plans and priorities that have been agreed to prior to a disaster. While relationships between OEM and local community organizations already exist, there are areas where organizations could be leveraged to lend greater support to their communities, particularly if they are able to partner prior to an event and clearly establish roles and responsibilities for a specific operation. Relief centers can provide important emergency functions such as: bring together a range of local social services, formalize efforts to reach out to vulnerable populations, help OEM evaluate community needs and efficiently distribute resources.

Relief Center Criteria

LOCATION
- Outside of extreme flood-risk zone
- Ease of access and approachability from street
- Proximity to:
  - Commercial centers, corridors, for access to food, water, and other essential goods and services
  - Vulnerable populations
  - Evacuation route or near road with quick, reliable access to route
  - A large outdoor space to accommodate possible building expansion and outdoor space

ORGANIZATION
- Has a long history of community engagement and demonstrated community service during emergencies
- Provides regular programming and has capacity to provide emergency programming
- Conducts outreach to vulnerable populations
- Has capacity to provide social and health services
- Has a long-term occupancy agreement
- Has a business continuity plan
- Is financially stable

Potential Hub Locations

Timeline
1-3 years to implement and ramp-up

Cost
Up to $3 million per hub, depending on construction needs and program

Costs Include:
- Programming costs - $100,000/year x 2 years x 2 organizations for staff to manage resilience, plan emergency preparation and response, mobilize and train community, connect vulnerable populations
- Building hardening - including floodproofing, physical improvements, ensure space and communication equipment, and back-up power
Strategy 2: Build or Identify Relief Centers and Emergency Services

(D) Create Rockaway West Relief Satellites

(D) Create Rockaway West Relief Satellites

Project Description:
Create a system of hardened satellite relief centers to serve as distribution centers for supplies and information. A relief center is not an evacuation center or shelter; rather, it provides a safe and local center for information and supplies during an emergency. Because emergencies are unpredictable and irregular events, relief centers should be housed within an existing building or organization that is well connected to the community and has demonstrated community service and support during past emergencies.

Rationale:
During Sandy, while large agencies and organizations such as Office of Emergency Management (CEM), FEMA, and the Red Cross provided substantial support, community-based organizations (CBOs) also provided critical local and immediate response and recovery services, such as distributing food, water, and supplies and going door-to-door to check on vulnerable populations. Across the City, groups coordinated their activities through informal relief centers—physical spaces manned by volunteers that served as central hubs for the distribution of information and resources. This program formalizes this process, by identifying and bolstering key hubs in central locations across Rockaway West and allowing the community to bounce back more quickly following a storm or event.

Hub/Satellite Example

Potential Sites for Consideration

Timeline

1-3 years to implement and ramp-up

Cost

Up to $6 million

This cost and timeline covers:
- Implant capital improvements
- Build emergency program for social resiliency
- Inclusion of community space for everyday use

Relief center satellites would be chosen through an evaluation and selection process. This process could support two categories of activities for each organization:

1. Capital investments to harden existing building or facility, which includes floodproofing and installation of alternate power sources

2. Program and operations to support the host organization's capacity to provide year-round emergency programming and to deploy resources during an emergency (satellite will:
   - Manage year-round programming and operations for emergency preparedness and response
   - Have a long history of community engagement and strong community ties
   - Conduct outreach to vulnerable populations

Disaster-related programming might include trainings and practice drills, "know your neighbors" events, and outreach to vulnerable populations. This capability may be supported initially with CDBG-DR funds for a full-time equivalent (FTE) to build capacity for two years. After two years, the organization would be responsible for supporting the FTE on an ongoing basis.
Open Questions
(C) Create Rockaway West Relief Center Hub(s) / (D) Create Rockaway West Relief Satellites

—Locations and approach for hub(s) and satellites?
  ▪ Number of hubs? Number of satellites?
  ▪ RFP for both?

—Other questions?
Strategy 2: Build or Identify Relief Centers and Emergency Services

(K) Issue RFP for Expansion of Health Services

Project Description:
Build new health care campus by selecting a local healthcare provider to be an anchor tenant in Rockaway West to provide either Urgent Care or Free-Standing Emergency Department services, diagnostic and treatment services, and physician services. After locating an anchor tenant, an RFP to select a developer would be issued with multiple sites identified as options and including developer incentives to increase response rate.

Option to include medical cluster at National Grid site

Healthcare levels of service

Lower level of service
Lower population, less funding

Higher level of service
Higher population, more funding

Option to include Madeline Chocolate site

Rationale:
The Rockaway West community has experienced the most significant disruption to its local health care facilities with the closure of Peninsula Hospital. The 32,000 residents are sufficient to support a wide range of primary and specialty care services. In fact, these residents are estimated to generate in excess of 9,000 urgent care visits and 12,000 emergency visits annually, indicating that either an urgent care center or potentially a free-standing emergency department can be supported. Additional demand exists from neighboring communities on the peninsula and in Jamaica Bay.

Timeline
1-2 years

Cost
$1.2-2.2 million
Issuing RFP: $200k incentives: $1-2 million

Steps towards implementation
#1: Issue RFP
- Select anchor tenant
- Issue RFP to select developer
- Developer survey market, identifies tenants, builds-out facility

#2: Provide capital
- Create incentive for developer to build health care services by:
  - Purchasing existing site (e.g., National Grid or other site)
  - Subsidize developer to offset build-out costs

Incentives have been estimated at $1-2 million, but is an optional cost that could be higher or lower.

Other ideas for siting options?
Open Questions
(K) Issue RFP for Expansion of Health Services

—Confirm approach
  ▪ Coordinate with Rock East (as well as Breezy and Broad Channel?)
  ▪ Suggest potential sites

—Confirm funding
Strategy 3: Build up B108th Corridor and Support Ferry Operations

(E) Support Long-Term Ferry Operations

Project Description:
Establishing long-term ferry service to the Rockaways is one of the highest priorities of the Rockaway West Planning Committee. NYC Economic Development Corporation has issued a request for proposals (RFP) for this service in the Rockaways, and a range of funding sources (including a Federal Transportation appropriation and Rockaway West NYRising funding allocation) could potentially help to reduce the required subsidy for the service, either through capital improvements such as a parking garage, or through a direct operating subsidy.

Rationale:
After Sandy, the City of New York contracted for a temporary weekday commuter ferry service running from Beach 108th Street in the Rockaways to Pier 11 in Lower Manhattan. The service has been extended four times: in May, July, and August of 2013 and most recently in January 2014, when the Mayor announced the service would run, with a slightly increased fare, until summer 2014. The service is highly-valued by residents of the Peninsula and is a major focus of project planning for the Rockaway West NYRCP Planning Committee. It serves as an important symbolic resiliency measure by connecting the community to the rest of the City and is seen as an alternate evacuation and supply delivery option for emergencies. The ferry currently provides faster point-to-point service to Lower Manhattan than subway or express bus, and is widely perceived by users as a higher-quality transportation experience compared to either of these services.

Existing Funding Sources
- $15M Federal Transportation appropriation, combined with approximately $3.6M in matching City funds for ferry infrastructure (docks, waiting area, and other upland improvements)

NY Rising Funding Options
1. Increase Ridership
(see board F on circulator bus for more information)

2. Build Other Supportive Infrastructure
(see board E on bike share for more information)

3. Provide Direct Operating Subsidy

Timeline
2-3 years

Cost
$6+ million depending on supportive infrastructure

Options include
- Increase ridership: This increases revenue by maintaining the existing service and increasing the amount of fare recovered. Cost: $2-4 million
- Build Other Supportive Infrastructure: As City sources exist for most improvements to the landing and other infrastructure, the NY Rising allocation could help to fill a gap and create a modest revenue source through the construction of a parking lot for the ferry, which is primarily used by drivers. Cost: TBD
- Provide Direct Operating Subsidy: The NY Rising allocation could directly fund a part of the operating subsidy for a number of years while other methods to determine subsidies to increase revenue and decrease cost are tested and an agreement with a long-term operator is achieved. Cost: TBD

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Open Questions

(E) Support Long-Term Ferry Operations

Options:

1) Increase Ridership (through voting for bike share and circulator bus options)

2) Build supportive infrastructure (vote for National Grid redevelopment with incentives tied to garage construction)

3) Provide operating subsidy while options are tested to make service more sustainable (currently $6.2M annually)
Strategy 3: Build up B108th Corridor and Support Ferry Operations

(H) Streetscape Improvements at B108th Street and Beach Channel Drive

**Project Description:**
The project would fund streetscape improvements on primary retail corridors that improve resiliency and make the atmosphere more inviting for both residents and businesses. Potential projects include façade improvements, resilient streetscape elements, such as solar-powered street lights, and green infrastructure.

**Rationale:**
In order to create a better bay-to-beach connection on Beach Channel Drive and B108th Street, this streetscaping project will ensure streetlights can work in emergency situations and that drainage will be modestly improved through the installation of bioswales. The lack of power in the Rockaways inhibited businesses' ability to come back online. Having resilient, non-grid light sources would shorten the time for recovery efforts, allowing for emergency resources to be dedicated to more pressing issues. A better quality of street experience will improve the quality of retail that is attracted to the area and create a nicer experience for ferry riders and pedestrians.

**Precedents**

**Plan**

**Timeline**
2-3 years

**Cost**
$5-7 million for 1/2 mi, depending on program

**Considerations**
Source for ongoing maintenance costs need to be identified.
Green Stormwater Infrastructure

**Opportunities**

- Beach 108th Street
- Beach Channel Drive
- Shore Front Parkway
  - Green median
- Beach 94th Street, Beach 95th Street
  - Park as management partner
- Others?
- Fund technical feasibility study
- Fund other green stormwater infrastructure on parks buildings
Strategy 3: Build up B108th Corridor and Support Ferry Operations

(i) Build B108th Street Harbor Park

(i) Build Harbor Park at B108th Street

Project Description:
Build high-quality bayside park that mixes hard and soft edges as first phase of larger project that better connects the community to the bay and supports long-term vision for B108th Street as gateway to the Rockaways from the ferry. This could include pedestrian/fishing piers, landscaping, and a boat launch tied in with the ferry. Additionally, this project can build off of the existing City Parks Conceptual Plan.

Rationale:
For an area that is so strongly rooted in its connection to nature and recreation, Rockaway West has much untapped potential. The NYC Department of Parks of Recreation has been working with the community to create a Conceptual Plan for the Peninsula. This project provides an opportunity for NY Rising to layer in elements related to permanent ferry infrastructure, including a passenger drop-off area and roundabout.

NYC Parks Conceptual Plan: Short-term idea

Long-term Vision: Extending park into roadway, moving road to Grid site

Timeline
2-3 years

Cost
$8-12 million (depending on site conditions/program)

Considerations
Portions of the B108th Street Improvements will be funded by National Grid. The NY Rising plan builds off of existing plans, extending the park into what is currently the road, which is relocated into adjacent parcels.
Open Questions

1) Build B108th Street Harbor Park

Phase park upgrades:

Phase 1: Current Footprint

Phase 2: Expand footprint, move the road, develop the grid site

Other funding:

Harbor park could potentially be fully funded by National Grid. Options for this project could then become:

1) Connecting parkland or adding enhancements that would not be funded by National Grid

2) Focusing on the streetscaping and improvements to 108th and possibly Beach Channel Drive
Strategy 3: Build up B108th Corridor and Support Ferry Operations

(J) Support National Grid Site Redevelopment

Project Description:
Provide gap financing for a redevelopment of the National Grid site that includes structured parking for the ferry. This project assumes that a public entity has arranged for the disposition of the site for private development.

Rationale:
The National Grid site at B108th Street and Beach Channel Drive is a large 250,000 SF partially remediated parcel across the street from the existing ferry landing at B108th Street. Currently the site is being used as a temporary free parking lot for the ferry, but the community has identified potential long-term plans for the site. This project builds on that vision and attempts to link this effort more explicitly to supporting long-term ferry operations through the construction of a parking deck and creating a conceptual program that includes both commercial and residential uses.

Site Location

Conceptual Program

Timeline
2-3 years from site remediation

Cost
$2-3 million to incorporate development

Considerations
Site is currently zoned for manufacturing and would require rezoning for new use. Site is also currently not completely remediated, process of site acquisition would likely not begin until fully remediated.
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5. Next Steps 8:45 – 9:00
Voting Process Review

• Each committee member will submit a vote (yea/nay/abstain) for each project

• Informal poll may proceed the official vote to give the committee a sense of the package they will be submitting to the State

• If a majority of committee members approve of a project, it will be included in the final plan

• Committee should plan on a package projects greater than the allocation (~1.3-1.5x = ~31M)
Voting Process Schedule

**Goal today is to:**

- Confirm voting process and approach (review all projects, answer critical questions)
- Conduct poll to gauge potential package of projects
- Discuss and review informal poll
- Submit final vote

### Rockaway West Community Reconstruction Plan
Final Voting Ballot

This is your final ballot for the submission of priority projects to New York State. Please select yes, no, kmatheny@hraadvisors.com, bcalabrese@hraadvisors.com, cmuller@stormrecovery.ny.gov.

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<th>YES/NO/ABSTAIN</th>
<th>PROJECT</th>
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Next Steps

• Review and provide feedback on draft plan — Mar 25th
• Confirm and submit Rising to the Top Application
• Schedule public and committee meetings in April/May