

**TOWN
+GOWN**



A Replicable and Innovative University-Community Partnership Model to Action Your Research

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- **The Mission**
- **The Structure**
- **The Mechanisms**
- **The Platforms**
 - 1 = FACULTY-DIRECTED COMPONENT UNDER MASTER CONTRACT
 - 2 = EXPERIENTIAL LEARNING COMPONENT
 - 3 = SYMPOSIUM EVENTS
- **The Possibilities**

What is Town+Gown?

Town+Gown =

- unique New York City-based university-community partnership that brings together academics and practitioners on **Built Environment** research
- **action research** program, with academics and practitioners as equals in knowledge creation, to solve “wicked problems” and systemic issues with evidence-based analyses to support policy making and evolving practice improvements
- mission to increase applied built environment research and evidence-based analysis, using New York City as a laboratory, and to transfer and translate research results to inform and support changes in practices and policies

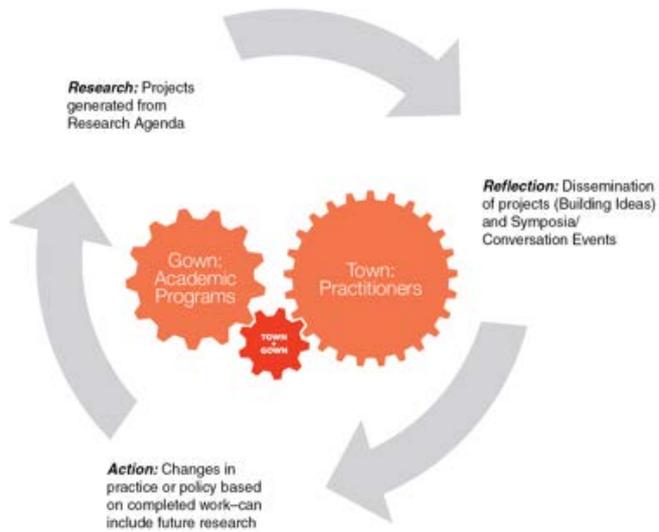
Gown =

- 15 academic institution members of the Academic Consortium under the Master Contract
- participating academic institutions in the Experiential Learning Component (15 schools 
Gown)

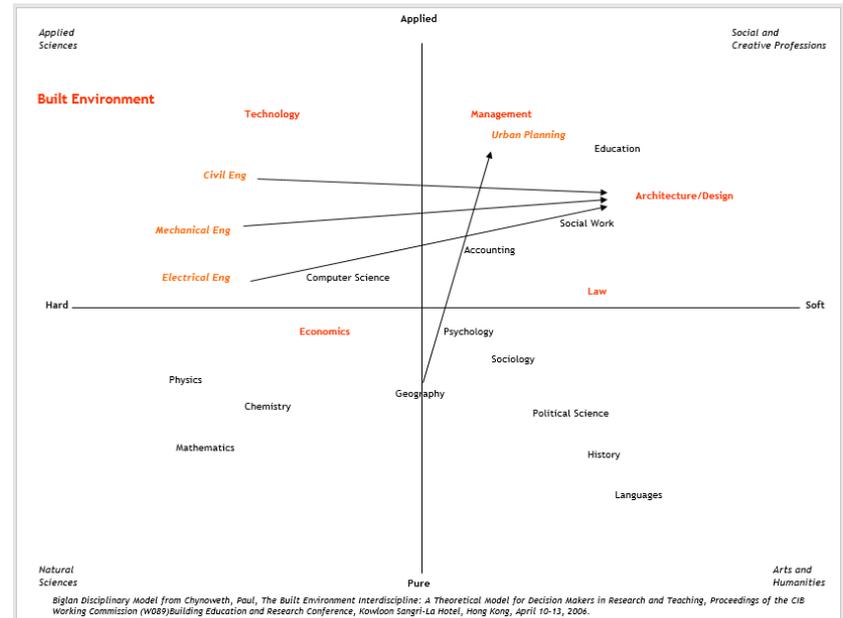
Town = (≠ Gown)

- public-sector practitioners (New York City agencies, as well as State agencies)
- private-sector practitioners (professional and industry groups and other practitioners)

Systemic Action Research via Collaborative Inquiry



Built Environment Disciplines



Town+Gown Structure/Mechanism

Structure

Located *within* government on practitioner side of academic-practitioner divide provides advantages over other models located on academic side or functioning as intermediaries

- establishes applied research as operational value within government, uniting the government's multiple roles within interdisciplinary area to translate research into action
- operates across internal governmental divides to capture and present complex issues and to support research projects with systemic focus and root cause analyses for long-term systemic solutions.
- enterprise-wide research agenda as tool for engagement with core research questions and policy overlays that are adaptable to policy change
- provides expert knowledge on administrative/institutional datasets generated for enterprise—not research—purposes
- clearinghouse function maximizes institutional knowledge, keeping knowledge transfers available across administrations
- contributes to structural cost effectiveness and long-term sustainability—minimal government staffing to administer Master Contract means agency public funds used exclusively for Master Contract faculty-directed research while maximizing “free research” from experiential learning research component and providing translation, dissemination and clearinghouse functions

Mechanism

- **Faculty-Directed Research Component** includes innovative ten-year Master Academic Consortium Contract (“Master Contract”)
- **Experiential Learning Component** (= “free” research)

Who is Gown under Master Contract?

Brooklyn Law School
City University of New York
Columbia University
Cornell University
Drexel University
Manhattan College
Fordham University
New York Institute of Technology
New York University
Pace University
Pratt Institute
State University of New York
The Cooper Union
The New School
Tufts University

Per Master Contract, representatives from each school = **Gown Advisory Council**

Who is Town under Master Contract?

Any City agency or State agency (and their controlled entities) can use the Master Contract for funded faculty-directed research projects

To date, the following agencies have used the Master Contract

- NYC Department of Transportation
- NYC Department of Buildings
- NYC Department of Design and Construction
- NYC Department of Environmental Protection

Projects in Pipeline

Other City agencies have expressed interest in using Master Contract for research projects

What do we do?

PLATFORM 1: FACULTY-DIRECTED COMPONENT UNDER MASTER CONTRACT

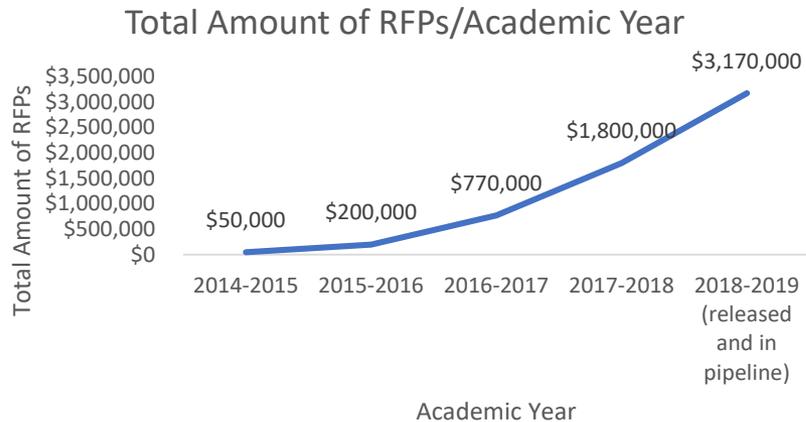
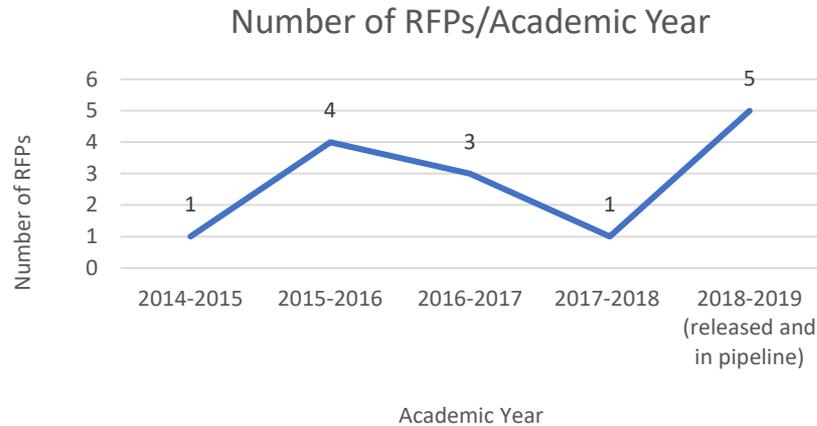
- DOT+NYU: BQE Charette—Study alternatives for BQE triple cantilever structure*
- DDC+Pratt: Building Information Modeling (BIM) and Project Delivery*
- DDC+Pratt: Equity in Design of Public Buildings*
- DDC+Tufts: Healthy Living Design*
- DDC+Tufts: Service Design*
- DOB+CCNY: Wind Study (required by local law)*
- DOT+NYU: Traffic Analysis Symposium*
- DOB+Tufts: Risk Assessment**
- DEP+Brooklyn College: Citywide Stormwater Resiliency Study
- DEP: Energy Infrastructure Pathway to Achieve 80x50***
- DEP: Bureau of Water Supply Wastewater Treatment Study***

* Completed

** Suspended

*** Evaluation/award process underway

PLATFORM 1 Metrics



PLATFORM 1 Results

Results from completed Master Contract faculty-directed research reveal themselves over time and in subtle ways because using faculty-directed research to inform practice and policy change is slow, but

- BQE Charrette on completed studies for the Brooklyn BQE rehabilitation project helped inform DOT's decisions.
- Design research projects informed aspects of DDC's several new design standard manuals, not yet released.
- The "wind study" required by local law will be reflected in a public-facing document expected to be released in Spring 2019.

PLATFORM 1 Features

Master Contract:

- 10-year term (+ 1 5-year renewal option) permits users to easily and quickly tap academic institutions' knowledge and expertise to increase applied faculty-directed research
- contains intellectual property, confidentiality, cost-accounting, collaboration and subcontracting provisions suitable for academic research
- available to city agencies and state agencies and their controlled entities, using their own funds, while permitting third-party funds to supplement public funds
- significantly reduces overall procurement time since users submit short-form RFPs, quickly transforming awarded proposals into short-form task orders
- academic institutions can, in absence of traditional disincentives, collaborate with each other, merging research strengths to address interdisciplinary RFPs
- flexibility supports ongoing and emerging research needs

PPB Rule Section 3-12 Innovative Procurement:

- treated academic institutions equally, not privileging any institution over another or privileging the public or private institutions
- respected academic institutions' functions and acknowledged important economic role of academic institutions in local economy
- moved competition to individual research project level, away from consortium formation level
- authorized year-long open solicitation period to maximize number of institutions in consortium
- authorized task order mechanism to minimize procurement period

PLATFORM 1 A Better Relationship



University-community relationship works in *both* directions:

- Master Contract supports paid faculty-directed research projects and provides government with real alternative to using private consultants for what should be longer-term academic work
- Master Contract respects and supports academic purposes, functions and operations, as well as economic development role that academic institutions perform within their communities
- Gown Advisory Council performs governance, educational resource and forum functions, supporting Town+Gown's other components
- Consortium members can augment public funds with third-party grants available only to them (e.g., NSF, NIST, EPA), and Town+Gown can execute Collaborator Agreements to support grant proposals and awarded projects

What do we do?

PLATFORM 2: EXPERIENTIAL LEARNING COMPONENT

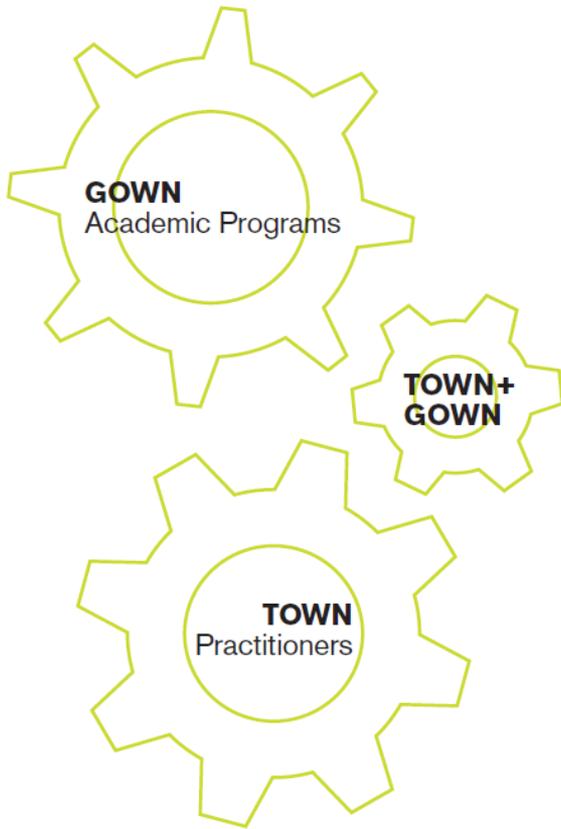
For 10 years, Town+Gown has:

- developed, facilitated and sponsored 12-15 student-led research projects/year for city agencies and other built environment practitioners with academic institutions and programs with built environment disciplines
- completed projects are abstracted in the annual review, [Building Ideas](#), to disseminate completed research to practitioners and perform a clearinghouse function



- hosted 3-6 Symposium events/year to advance completed research toward action

PLATFORM 2 Metrics



As of Volume 7 of *Building Ideas*, abstracting 2015-2016 projects, Town+Gown has:

- hosted or captured a total of 121 completed projects with 32 practitioner partners and 37 academic programs and departments and
- hosted 5 series of symposium events, consisting of 19 separate Symposium events, using completed research projects as foundation for open-ended conversations among Town+Gown members.

PLATFORM 2 Results.1

Examples from Volumes 6 and 7 of *Building Ideas*

Management

- Public Works Estimate/Bid Differential and Change Orders data analytic projects (Fordham/Gabelli+DDC)
- Stopping Trash Where it Starts: Street Litter and Storm Sewers (Columbia/SIPA+DEP)

Geography:

- Healthy Brownsville (Hunter/Planning+Brooklyn Community Board 16)

Economics:

- Innovative Financial Mechanisms for Green Infrastructure (New School+DDC)
- Predicting the Effect of New York City Capital Projects on Nearby Property Sales Prices (Columbia/SIPA+DDC)

Design:

- 73 Precinct Community Pavilion Pod (Pratt+NYPD)
- Soak Up New York Green Infrastructure (Pratt+DEP)

Law:

- Risk Assessment in Construction Contracts (BLS+DDC)

PLATFORM 2 Results.2

Results from student-led research projects reveal themselves over time and in subtle ways, especially since much of the action has come from design research:

- NYSID/NYPD interior design project for NYPD's "People's Precinct" initiative moved toward action when Brooklyn BP funded capital projects for several Brooklyn precincts
- Pratt/NYPD architecture design project moved toward action when 40th Precinct and 116th Precinct building designs included design elements of "People's Precinct" initiative
- NYC DoITT's procurement for 3 city-wide design services master contracts supporting efficient agency use of design services, now close to award, began with 3/14/13 Design: When Does It Begin and End? Symposium event and development with DCAS of GovernmentXDesign initiative—5 city-wide design services master contract
- NYC DEP communications design projects for public green infrastructure and public policy projects for private green infrastructure were partly reflected in recent private green infrastructure services RFP

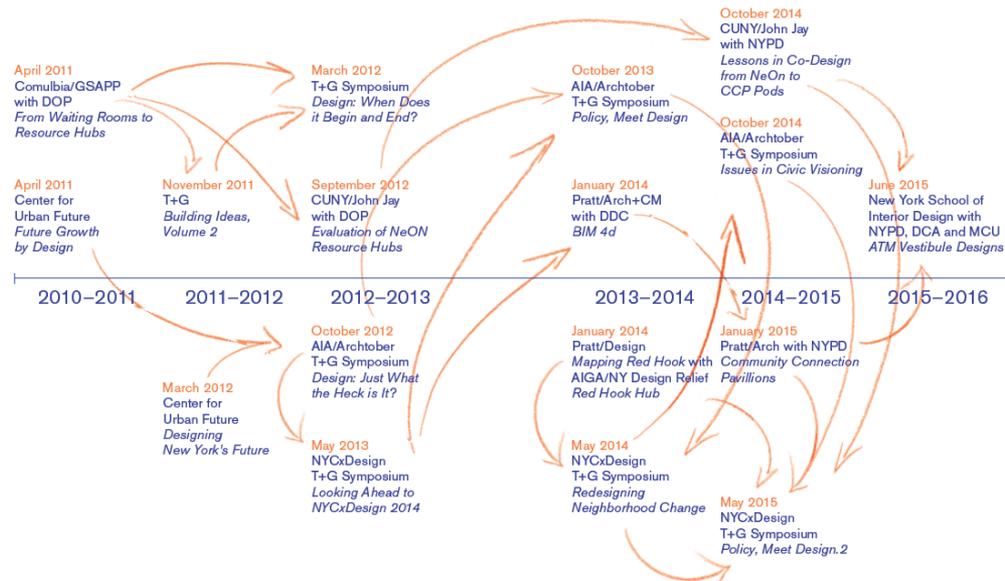


What do we do?

PLATFORM 3: SYMPOSIUM EVENTS

Since 2011-2012, Town+Gown has developed and hosted (often with academic and practitioner partners) 27 Symposium events in all Built Environment disciplines, with educational précis as background

Symposium events are intended to advance completed projects within the action research framework, which



In 2018-2019, Town+Gown began using “real time” knowledge co-creation working groups to accelerate action research cycles by:

- moving research projects to “thought leader” stage and toward systemic decision-making
- increasing academic synthesis and translation of research as resources

What is on the horizon?

This presentation is intended to advance the idea that the Town+Gown model with a Master Contract is replicable across other cities and areas within New York with concentrations of universities and colleges and that it can focus on any multi-disciplinary area of inquiry.

TOWN
+GOWN

CAPITAL REGION

TOWN
+GOWN

CENTRAL NY

TOWN
+GOWN

FINGER LAKES

TOWN
+GOWN

LONG ISLAND

TOWN
+GOWN

MID-HUDSON

TOWN
+GOWN

MOHAWK VALLEY

TOWN
+GOWN

NORTH COUNTRY

TOWN
+GOWN

SOUTHERN TIER

TOWN
+GOWN

WESTERN NY

New York municipal corporations (county, town, city and village) have the power to enter into agreements for the performance among themselves or for one another of their respective functions . . . , including agreements relating to purchasing and making of contracts subject to general laws applicable to municipal corporations. (GML, § 2 and §119-o, para. 1 and 2d)

Note: The logos for Town+Gown and above were created as part of a 2018-2019 experiential learning project with a Rhode Island School of Design graduate student.

Thank you!

**TOWN
+ GOWN**

NYC

**NYC
DDC**



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