Consultants Open House
2017

Department of Design and Construction

Dr. Feniosky Peña-Mora
Commissioner
628
Active Infrastructure Portfolio

640
Active Public Building Portfolio

270+
Awards Won Since Inception

1,300
Consultant Workforce

$15.6 Billion
Current Portfolio Value

20
Billion
Completed Since 1996

17
Billion
Expected by 2020

1,419
In-House Workforce

4,224
Projects Completed Since 1996

As of 5/31/17
Accomplishments
2014-2017
Accomplishments

- Close to 800 construction starts and completions since 2014
- Nearly 70 design awards received from leading industry organizations since 2014
- More than $650 million in MWBE contracts awarded since 2014
- More than 7,400 partners engaged through industry workshops and open houses since 2014
- Close to 1,500 students participated in STEAM programs since 2014

- New guiding principles developed to enhance DDC’s design strategies
- New employee opportunities created for a more inclusive and diverse DDC
- New external programs launched to create safer and stronger communities
- New internal programs introduced to maximize agency outreach, transparency, and effectiveness
- New and improved business processes to increase agency efficiency
Public Buildings: $239M
Capital: $221M
Expense: $18M

Infrastructure: $1.62B
Capital: $1.14B
Expense: $48M

FY2017 Total $1.9B

Highest Ever
Prime Contracts Subject to MWBE Program

2014  $127,520,478  FY17 Q1-3  $415,412,178
326% Increase

Subcontracts Subject to MWBE Program

2014  $28,848,646  FY17 Q1-3  $87,661,737
304% Increase
<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Value</td>
<td>$4.58B</td>
<td>Of Total City</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Procurement Value</td>
</tr>
<tr>
<td>Total MWBE Awards</td>
<td>$847.1M</td>
<td>58%</td>
</tr>
<tr>
<td>MWBE Prime Contract Awards</td>
<td>$702.8M</td>
<td>59%</td>
</tr>
<tr>
<td>Subcontracts Citywide</td>
<td>$144.4M</td>
<td>61%</td>
</tr>
<tr>
<td>Procurement Value</td>
<td>$2.67B</td>
<td>Of Total MWBE Awards</td>
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<tr>
<td>Total MWBE Awards</td>
<td>$503.1M</td>
<td>59%</td>
</tr>
<tr>
<td>MWBE Prime Contract Awards</td>
<td>$415.4M</td>
<td>58%</td>
</tr>
<tr>
<td>Subcontracts</td>
<td>$87.7M</td>
<td>Of Total MWBE Awards</td>
</tr>
</tbody>
</table>

FY17 Q1-Q3 Local Law 1 MWBE Awards
$1.16B
Total MWBE Awards

$941.1M
Total MWBE Prime Awards

$216.6M
Total MWBE Subcontract Awards
KEY UPCOMING PROJECTS
A&E: Master Planning – Fort Totten Training Academy
A&E: Master Planning – Fort Totten Training Academy

OVERALL FIT

PROGRAM LEGEND

<table>
<thead>
<tr>
<th>SYMBOL</th>
<th>SPACE DESIGNATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Main Entry - Lobby</td>
</tr>
<tr>
<td>B</td>
<td>Administration Staff</td>
</tr>
<tr>
<td>C</td>
<td>Educational Staff</td>
</tr>
<tr>
<td>D</td>
<td>Recruits &amp; In-Service</td>
</tr>
<tr>
<td>E</td>
<td>Area of Assembly</td>
</tr>
<tr>
<td>F</td>
<td>Maintenance &amp; Storage</td>
</tr>
<tr>
<td>G</td>
<td>Building Service Area</td>
</tr>
<tr>
<td>H</td>
<td>Outdoor Area</td>
</tr>
<tr>
<td>I</td>
<td>Circulation Space</td>
</tr>
<tr>
<td>P</td>
<td>Parking</td>
</tr>
</tbody>
</table>

Building 323

Building 322
NYPD Rodman’s Neck
AERIAL

EXISTING CONDITIONS

ACS – Nicholas Scopetta
EXISTING CONDITIONS
DCAS Little League Baseball Fields

**St. Athanasius**
2002 53rd Street
Brooklyn, NY 11204

**Big Apple**
74 Avenue X
Brooklyn, NY 11223

**Gravesend**
102 Gravesend Road
Brooklyn, NY 11223

**Amity**
2222 Knapp Street
Brooklyn, NY 11229

**Ridgewood**
Woodhaven Blvd & 78th Avenue
Queens, NY 11694

**Richmond**
1400 Travis Avenue
Staten Island, NY 10314

**East Shore**
80 Lyman Street
Staten Island, NY 10305

**South Shore Babe Ruth**
2002 53rd Street
Brooklyn, NY 11204

**South Shore Little League**
245 Bedell Avenue
Staten Island, NY 10307
Infrastructure Design Services: Passerelle Pedestrian Bridge
IMPLEMENTING THE GUIDING PRINCIPLES

Margaret O’Donoghue Castillo, FAIA LEED AP
Chief Architect
• Guiding Principles
• Handbooks
• Design Liaisons
• Strategic Initiative Specialists
• Design and Construction Excellence 2.0

Chief Architect
Margaret Castillo, FAIA
Design and Construction Excellence 2.0 Guiding Principles

Equity
Sustainability
Resiliency
Healthy Living
Reshaping New York City

Healthy Living
Design visually appealing streets and public spaces

Equity
Design to invite, design to delight

Resiliency
Design for emergencies and long-term threats

Sustainability
Design holistic, integrated systems
“New York can aspire to succeed for all when public buildings and civic infrastructure ease access and welcome citizens to services, opportunities and resources... designed to encourage people of different races, cultures, ages and abilities to meet, share wisdom and enjoy each other’s company.”

- from Design and Construction Excellence 2.0
Guiding Principles, March 2016
Equity:
Convey a Sense of Welcome to All

Before

After

Design to Invite

Design to Delight

Encourage Use

Facilitate Assembly

Support Diverse Activities
“New York City is continuing to move aggressively to reduce its impact on the environment – meeting tomorrow’s needs without compromising resources available to future generations... The City has set a high bar, pledging a reduction in greenhouse gas emissions of 80 percent from 2005 levels by 2050 – with municipal buildings leading the way.”

- from Design and Construction Excellence 2.0 Guiding Principles, March 2016
Sustainability:
Minimize Energy Use and Reduce Greenhouse Gas Emissions

- Use Renewable Sources
- Minimize Secondary Electrical Loads
- Use Passive Tactics
- Optimize Site Conditions
“Resiliency means preparing the City’s public buildings and infrastructure to maintain service, and rapidly rebound from extreme events—needs Superstorm Sandy demonstrated. Design can not only make us safe, but can also build communities, enhance neighborhoods and invite investment.”

from Design and Construction Excellence 2.0
Guiding Principles, March 2016
Resiliency: Prepare for Extreme Events

- Design for Emergencies
- Use Robust Materials
- Design for Long-Term Threats
- Reduce Microclimate Effects
“With Healthy Living as a Guiding Principle, DDC widens its lens, encouraging its design teams to think about aspects in the built environment that aid mental health. Additionally, we continue to support design that can encourage – and even make pleasurable – active lifestyles.”

—from Design and Construction Excellence 2.0 Guiding Principles, March 2016
Healthy Living:
Support Mental health and Well-Being

Create Therapeutic Environments
Maximize Connection to Nature
Offer Empowering Choices
Be Responsive to People’s Needs
Design and Construction Excellence 2.0 Building Design Handbook: Police Stations

Neighborhood Integration Opportunities

Site Opportunities

Building Opportunities
Neighborhood Integration Opportunities

- Respond to Unique Needs
- Encourage Use
- How to Engage
- Support Diverse Activities
- Bolster Neighborhood Pride
Site Design Opportunities

Design for High Flood Risk

Social Interaction & Engagement

Create or Extend Viable Habitats

Design to Invite

Promote Access to Outdoors
Building Design Opportunities

- Secure Against Human-Induced Threats
- Encourage Use
- Convey a Sense of Welcome
- Adapt Existing Structures
- Design to Invite
Public Buildings

Thomas Foley, PE, CCM ENV SP
Deputy Commissioner
Citywide 10-Year Plan for DDC Client Agencies – Public Buildings

TOTAL: $15.1B

*billions of dollars
TOTAL: 303

TOTAL: $2.58B

- Executive Projects
- Libraries
- Human Services/DCAS/OneNYC/Health
- Culturals/Parks/Pass Through
- Sanitation/Transportation/DEP
- Corrections/Courts
- Fire/Police

$1,032,082
$713,040
$191,444
$248,238
$170,997
$63,697
$169,008
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<thead>
<tr>
<th>Contract/Firm Type</th>
<th>No. of Full-Time Technical Staff</th>
<th>Construction Value Ranges</th>
<th>Total Not to Exceed Amount</th>
<th>No. of Contracts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Micro</td>
<td>1-5</td>
<td>Architectural, engineering and construction-related services for construction project with an estimated construction value to $5,000,000.</td>
<td>$4 Million</td>
<td>10</td>
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<tr>
<td>Small</td>
<td>6-20</td>
<td>Architectural, engineering and construction-related services for construction projects with an estimated construction value between $2,000,000 and $15,000,000.</td>
<td>$6 Million</td>
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<tr>
<td>Medium</td>
<td>21-50</td>
<td>Architectural, engineering and construction-related services for construction projects with an estimated construction value between $10,000,000 and $35,000,000.</td>
<td>$8 Million</td>
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<td>51+</td>
<td>Architectural, engineering and construction-related services for construction projects with an estimated construction value between $25,000,000 and $50,000,000.</td>
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<tr>
<td>Contract/Firm Type</td>
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</tr>
<tr>
<td>Micro</td>
<td>1-5</td>
<td>MEP Engineering and construction-related services for construction projects with an estimated construction value up to $300,000.</td>
<td>$2 Million</td>
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<td>MEP Engineering and construction-related services for construction projects with an estimated construction value between $1,000,000 and $5,000,000.</td>
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<tr>
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<td>51+</td>
<td>MEP Engineering and construction-related services for construction projects with an estimated construction value above $5,000,000.</td>
<td>$5 Million</td>
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<tr>
<td>Micro</td>
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<td>Structural Engineering and construction-related services for projects with an estimated construction value up to $300,000.</td>
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<td>Structural Engineering and construction-related services for projects with an estimated construction value between $1,000,000 and $3,000,000.</td>
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<td>51+</td>
<td>Structural Engineering and construction-related services for projects with an estimated construction value above $3,000,000.</td>
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<tr>
<td>Micro</td>
<td>1-5</td>
<td>Landscape Design and construction-related services for projects with an estimated construction value up to $300,000.</td>
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<tr>
<td>Small</td>
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<td>Landscape Design and construction-related services for projects with an estimated construction value between $300,000 and $1,000,000.</td>
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<tr>
<td>Medium</td>
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<td>Landscape Design and construction-related services for projects with an estimated construction value between $1,000,000 and $3,000,000.</td>
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<tr>
<td>Large</td>
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<tr>
<td>Micro</td>
<td>1-5</td>
<td>Special Inspections and construction-related services for projects with an estimated construction value up to $5,000,000.</td>
<td>$2 Million</td>
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<td>Small</td>
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<td>Special Inspections and construction-related services for projects with an estimated construction value between $5,000,000 and $15,000,000.</td>
<td>$2 Million</td>
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<tr>
<td>Medium</td>
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<td>Special Inspections and construction-related services for projects with an estimated construction value between $15,000,000 and $35,000,000.</td>
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<tr>
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<td>51+</td>
<td>Special Inspections and construction-related services for projects with an estimated construction value above $35,000,000.</td>
<td>$5 Million</td>
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<tr>
<td>Contract/Firm Type</td>
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</tr>
<tr>
<td>Micro</td>
<td>1-5</td>
<td>Exterior Envelope Restoration design and construction-related services for projects with an estimated construction value up to $300,000.</td>
<td>$2 Million</td>
<td>1</td>
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<tr>
<td>Small</td>
<td>6-20</td>
<td>Exterior Envelope Restoration design and construction-related services for projects with an estimated construction value between $300,000 and $1,000,000.</td>
<td>$2 Million</td>
<td>1</td>
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<tr>
<td>Medium</td>
<td>21-50</td>
<td>Exterior Envelope Restoration design and construction-related services for projects with an estimated construction value between $1,000,000 and $5,000,000.</td>
<td>$5 Million</td>
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<tr>
<td>Large</td>
<td>51+</td>
<td>Exterior Envelope Restoration design and construction-related services for projects with an estimated construction value above $5,000,000.</td>
<td>$5 Million</td>
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<tr>
<td>Contract/Firm Type</td>
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<tr>
<td>-------------------</td>
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</tr>
<tr>
<td>Micro</td>
<td>1-5</td>
<td>Historic Preservation Design and construction-related services for projects with an estimated construction value up to $300,000.</td>
<td>$2 Million</td>
<td>1</td>
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<tr>
<td>Small</td>
<td>6-20</td>
<td>Historic Preservation Design and construction-related services for projects with an estimated construction value between $300,000 and $1,000,000.</td>
<td>$2 Million</td>
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<tr>
<td>Medium</td>
<td>21-50</td>
<td>Historic Preservation Design and construction-related services for projects with an estimated construction value between $1,000,000 and $5,000,000.</td>
<td>$5 Million</td>
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<td>Large</td>
<td>51+</td>
<td>Historic Preservation Design and construction-related services for projects with an estimated construction value above $5,000,000.</td>
<td>$5 Million</td>
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<tr>
<td>Contract/Firm Type</td>
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</tr>
<tr>
<td>Micro</td>
<td>1-5</td>
<td>Building Commissioning and construction-related services for projects with an estimated construction value up to $5,000,000.</td>
<td>$2 Million</td>
<td>2</td>
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<tr>
<td>Small</td>
<td>6-20</td>
<td>Building Commissioning and construction-related services for projects with an estimated construction value between $5,000,000 and $15,000,000.</td>
<td>$2 Million</td>
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<tr>
<td>Medium</td>
<td>21-50</td>
<td>Building Commissioning and construction-related services for projects with an estimated construction value between $15,000,000 and $35,000,000.</td>
<td>$5 Million</td>
<td>1</td>
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<tr>
<td>Large</td>
<td>51+</td>
<td>Building Commissioning and construction-related services for projects with an estimated construction value above $35,000,000.</td>
<td>$5 Million</td>
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</tr>
</tbody>
</table>

Commissioning Contracts
<table>
<thead>
<tr>
<th>Contract/Firm Type</th>
<th>No. of Full-Time Technical Staff</th>
<th>Construction Value Ranges</th>
<th>Total Not to Exceed Amount</th>
<th>No. of Contracts</th>
</tr>
</thead>
</table>
| Micro             | 1-5                             | • Any project requiring partial CM staffing  
                      • Any project requiring consulting services                                    | $5 Million                | 7               |
| Small             | 6-50                            | • Projects with estimated construction cost up to $5 Million requiring comprehensive CM services  
                      • Any project requiring consulting services                                         | $12 Million               | 7               |
| Medium            | 51-125                          | • Projects with estimated construction cost between $5 Million and $30 Million requiring comprehensive CM services  
                      • Any project requiring consulting services                                           | $15 Million               | 5               |
| Large             | 126+                            | • Projects with estimated construction cost above $30 Million requiring comprehensive CM services  
                      • Any project requiring consulting services                                             | $25 Million               | 5               |
Engineering Consultants
Engagement Opportunities

Eric Macfarlane, P.E., M.ASCE
Deputy Commissioner, Infrastructure
Top 9 Project Types - Infrastructure

- 3rd Water Tunnel Project
- Catch Basins
- Distribution water mains
- Green Infra
- Infra Development
- Milling
- New Storm sewers
- Pedestrian ramps
- Plaza
- Roadway Reconstruction
- School Safety Program
- Sewer rehabilitation
- South Queens Flood Mitigation
- Step Street
- Trunk Water Main
- Bluebelt project
- Combined Sewers
- Emerg repair
- HIGH LEVEL STORM SEWRS
- Intersection Improvement
- New Sanitary sewers
- Pedestrian Bridge
- Pedestrian Safety Impm
- Retaining Wall
- Sanitary sewer reconstruction
- Select Bus Service impr
- Sidewalk Maintenance
- Special Project
- Streetscape
2017-2026

243 New Design Projects
Est. Construction value = $4.3 B

In-House Engineering Design
113 Projects (47%) – Est. Construction value = $2.3 B

Engineering Consultants Design
130 Projects (53%) – Est. Construction value = $2.0 B
2012-2018

475 Construction Projects
Est. Construction value = $5.3 B

In Active Construction
210 Projects (44%) – Est. Construction value = $3.2 B

In Procurement Process
68 Projects (14%) – Est. Construction value = $900 mil

In Close-out Process
197 Projects (42%) – Est. Construction value = $1.2 B
<table>
<thead>
<tr>
<th>Contract ID</th>
<th>Description</th>
<th>Amount</th>
<th>Term</th>
<th>Renewal</th>
<th>Extension Term</th>
<th>Consultant Contracts</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>HWDCRW05</td>
<td>Design requirement contract - Federal Funded</td>
<td>$30,000,000</td>
<td>3 years</td>
<td>2 years $15,000,000</td>
<td>1 year</td>
<td>10</td>
<td>Consultants selected. Negotiation started</td>
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<tr>
<td>HWDCRW04</td>
<td>Design requirement contract - Green Infra</td>
<td>$50,000,000</td>
<td>3 years</td>
<td>2 years $15,000,000</td>
<td>1 year</td>
<td>10</td>
<td>RFP prepared and forwarded to ACCO</td>
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<td>HWDCRW06</td>
<td>Design requirement contract -Bridge &amp; Ret. Wall</td>
<td>$30,000,000</td>
<td>4 years</td>
<td>2 years $15,000,000</td>
<td>1 year</td>
<td>5</td>
<td>RFP under preparation</td>
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<tr>
<td>HWDCRQ04I</td>
<td>Design requirement contract City Funded - MICRO</td>
<td>$1,000,000</td>
<td>3 years</td>
<td>2 years $500,000</td>
<td>1 year</td>
<td>5</td>
<td>At registration</td>
</tr>
<tr>
<td>HWDCRQ04S</td>
<td>Design requirement contract City Funded - SMALL</td>
<td>$5,000,000</td>
<td>3 years</td>
<td>2 years $2,500,000</td>
<td>1 year</td>
<td>10</td>
<td>At registration</td>
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<tr>
<td>HWDCRQ04M</td>
<td>Design requirement contract City Funded - MEDIUM</td>
<td>$30,000,000</td>
<td>3 years</td>
<td>2 years $15,000,000</td>
<td>1 year</td>
<td>10</td>
<td>At registration</td>
</tr>
<tr>
<td>HWDCRQ04L</td>
<td>Design requirement contract City Funded - LARGE</td>
<td>$60,000,000</td>
<td>3 years</td>
<td>2 years $30,000,000</td>
<td>1 year</td>
<td>5</td>
<td>At registration</td>
</tr>
<tr>
<td>Location Borough</td>
<td>Lead Project ID</td>
<td>Project Description</td>
<td>Project Type</td>
<td>Current Contract Status</td>
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<tr>
<td>Queens</td>
<td>HWQ100SBS</td>
<td>WOODHAVEN BLVD SBS</td>
<td>Select Bus Service + DEP Infrastructure</td>
<td>Pre-Preliminary Design</td>
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<td>THROGS NECK - PHASE III</td>
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<td>Pre-Preliminary Design</td>
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<td>Pre-Preliminary Design</td>
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<td>Brooklyn</td>
<td>NDZ-IBZ</td>
<td>Van Sinderen Avenue</td>
<td>Roadway Reconstruction + DEP Infrastructure</td>
<td>Preliminary Design</td>
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<td>Queens</td>
<td>HBPED800Q</td>
<td>TIDEGATE BRIDGE</td>
<td>Flushing Meadows Park Bridge</td>
<td>Preliminary Design</td>
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<td>PASSARELLE PEDESTRIAN BRIDGE</td>
<td>Flushing Meadows Park Bridge</td>
<td>Preliminary Design</td>
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## In-Progress 1 Year

<table>
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<tr>
<th>Contract Type</th>
<th>No. of Staff</th>
<th>No. of Contracts</th>
<th>MWBE Participation</th>
<th>Capacity</th>
<th>T/O Assignment</th>
<th>Balance Remaining</th>
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</thead>
<tbody>
<tr>
<td><em>Small</em></td>
<td>Less than 60</td>
<td>10</td>
<td>15%</td>
<td>$ 150 mil</td>
<td>$ 72 mil</td>
<td>$ 78 mil</td>
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<tr>
<td><strong>Large</strong></td>
<td>60 or more</td>
<td>10</td>
<td>15%</td>
<td>$ 150 mil</td>
<td>$ 100 mil</td>
<td>$ 50 mil</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
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<td>$ 300 mil</td>
<td>$ 172 mil</td>
<td>$ 128 mil</td>
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## New 3 Years

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<tr>
<th>Contract Type</th>
<th>No. of Staff</th>
<th>No. of Contracts</th>
<th>MWBE participation</th>
<th>Capacity</th>
<th>T/O Assignment</th>
<th>Balance Remaining</th>
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</thead>
<tbody>
<tr>
<td>Micro</td>
<td>1 to 5</td>
<td>5</td>
<td>N/A</td>
<td>$ 25 mil</td>
<td>$ 5 mil</td>
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<tr>
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<td>Medium</td>
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<td>20%</td>
<td>$ 105 mil</td>
<td>$13 mil</td>
<td>$ 92 mil</td>
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<tr>
<td>Large</td>
<td>101 or more</td>
<td>10</td>
<td>30%</td>
<td>$ 200 mil</td>
<td>$ 86 mil</td>
<td>$ 114 mil</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
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<td>$ 426 mil</td>
<td>$ 112 mil</td>
<td>$ 314 mil</td>
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<td>Lead Project ID</td>
<td>Project Description</td>
<td>Project Type</td>
<td>Current Contract Status</td>
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<tr>
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<td>SE823</td>
<td>229th Street</td>
<td>SEQ New Storm Sewer</td>
<td>Final Design – Bid Advertising</td>
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<td>Baisley Avenue</td>
<td>SEQ New Storm Sewer</td>
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<td>Acacia Avenue</td>
<td>DEP New Storm Sewer</td>
<td>Final Design – Bid Advertising</td>
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</tbody>
</table>

Upcoming REI – Specific RFP – Project Construction Cost est. >$25 mil
Challenge
Engage the best engineering design and CM Firms who have not traditionally sought City work due to the limitations of the procurement process and the perceived lack of interest in design quality and improved construction management practices.

Solution
Modify the procurement process by eliminating fee competition and emphasizing qualifications and expertise in selecting consultants.
Examples that Focus on Projects Types Under Consideration

**Depth of Qualified Staff**
Available resources to support projects and maintain schedules
Relevant experience and competence to perform DDC projects types Ability to provide technical support services during construction

**Strategic Approach**

**Project Management Objectives:** budget, schedule, safety Critical milestones and constructability issues

**Design Organization:** project team experiences

**REI Organization:** project team experiences Innovative proposals or concepts of relevance

**Financial Resources**
Ability to meet expenses pending City reimbursement

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RFP – Key Debriefing Factors
Program Management

Kevin Donnelly, PE
Deputy Commissioner
Safety

- CM/REI’s have the authority and responsibility to stop unsafe activities on construction sites
- CM/REI’s have a role in the Contractor’s Site Safety Plan Submittal
  - Review project scope for accuracy and completeness
  - Review re-submittals for responsiveness to comments
  - No physical project work without an approved Site Safety Plan and JHA

Construction Quality

- Employee training, registrations and certifications must be kept current
  - Safety Training - OSHA, Scaffold, Confined Space, etc
  - Licenses - PE, Asbestos, etc
  - Special Certifications, ACI, NICET
Construction Quality

Inspection & Testing Services
5 yr terms, $1.5
Recently renewed. Good for 3 years

Surveying

Land Surveying
10 awards NOT borough-specific
$4.5M 3 yr base contract, 1 yr $2M renewal
Rolling assignments
RFP late this summer

Environmental and Geotechnical

Environmental Planning (EAS)
3 Contract awards recently procured
Good for next 4 years

Environmental Investigation & Design
RFP Fall 17; 2 awards city-wide

Geotechnical
RFP Fall 17; 2 awards city-wide

Project Controls

Project Controls Support
4-tiered Contracts (2 awards per tier)
$0.5M – Micro
$1.5M – Small
$4.0M – Medium
$4.0M – Large

RFP eminent