

DDC / MOVING FORWARD



**Department of
Design and
Construction**

**Eric Adams
Mayor**

**Thomas Foley, P.E.
Commissioner**

As the City's primary capital construction manager, the Department of Design and Construction manages an active portfolio of \$15 billion in design and construction work on behalf of 27 City agencies and the library systems.

Permission Slip



Ask Yourself:

1. Does it make sense?
2. Is it good for the City?
3. Is it legal and ethical?
4. Is it something I am willing to be accountable for?

If so, don't ask for permission. You already have it.

Just do it!

A handwritten signature in blue ink, appearing to read 'Tom Foley'.

Thomas Foley
Acting Commissioner

From critical infrastructure to essential public buildings, DDC's responsibilities continue to expand to meet the challenges presented by economic and population growth and climate change. The agency manages its portfolio employing in-house design and construction management professionals as well as contracting for \$1.5 to \$2.5 billion per year for professional and construction services.

We are an agency of hard-working professionals — project managers, engineers, architects, administrators, and more — committed to improving delivery for the City of New York. Having worked at DDC since its inception and within both of our project delivery divisions (Infrastructure and Public Buildings), I can attest to the talent and dedication of our outstanding public employees. We are working together to tackle some of the most pressing issues facing the City, from closing Rikers to building resilience. During the COVID-19 pandemic, through effective partnership with oversight agencies, we efficiently managed construction to meet emergency needs.

From stormwater management to improving everyday infrastructure, DDC stands ready to meet the City's future challenges because of the collaboration between its leadership and its staff. DDC is actively communicating to all staff that they are the leading decision makers, responsible for moving forward projects on a day-to-day basis through a symbol: the DDC Permission Slip. Before taking action, we encourage our professionals to consider if it makes sense, if it's good for the City, if it's legal and ethical, and if it's something they're willing to be accountable for. If so, they have been granted permission to move ahead. The DDC Permission Slip is our agency's way of telling our professionals that it's their job to get stuff done.

A handwritten signature in blue ink, appearing to read 'Tom Foley'.

Thomas Foley, P.E.
Commissioner

The Blueprint: Improving our processes to deliver on time and on budget

A Strategic Blueprint for Construction Excellence is DDC's roadmap to improve project delivery for the City of New York. The Blueprint lays out four overall pillars to deliver projects faster and within budget:

Improve the pipeline to make sure projects are adequately scoped and funded *before* DDC accepts the project and work begins;

Manage projects more effectively, establishing firm timelines for design and construction and empowering project managers to keep projects on track;

Get more out of Contractors using incentives and rigorous enforcement of contract tools and performance evaluation;

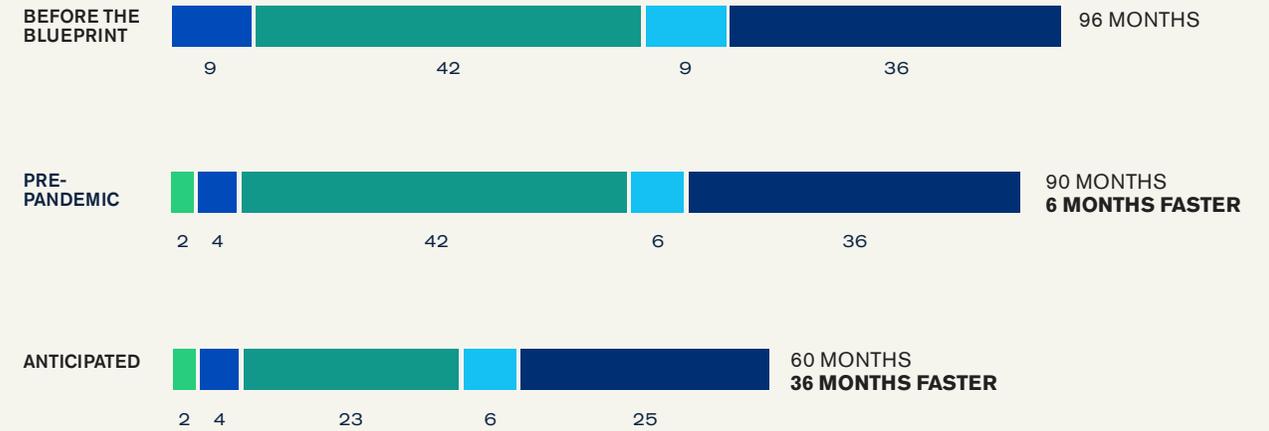
Modernize internal systems and technology to facilitate efficient management of procurement, payments, design and project management.

The initial plan was published in January 2019 with updated publications in July 2019, March 2020, and March 2021.

The plan establishes a target of 60 months average time for project delivery (down from original 96 months), 6 months of which was realized prior to the pandemic. Meeting this target requires cooperation and support from across government, as outlined in the Blueprint.

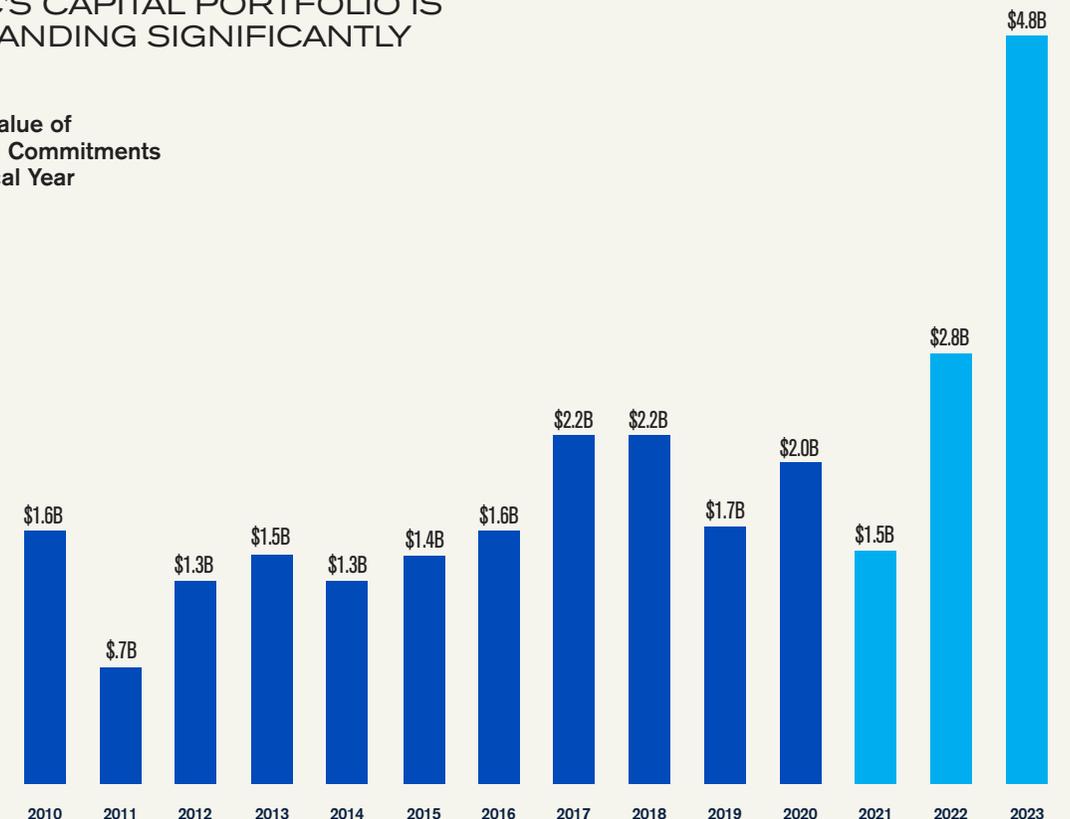
5 STAGES OF PROJECT DELIVERY: BLUEPRINT IMPROVEMENTS

5 PHASES: FRONT-END PLANNING INITIATION DESIGN PROCUREMENT CONSTRUCTION



DDC'S CAPITAL PORTFOLIO IS EXPANDING SIGNIFICANTLY

Total Value of
Capital Commitments
by Fiscal Year



We delivered for NYC during the pandemic

Making use of emergency procurement rules that sped procurement times and permitted new construction management methods, DDC quickly and efficiently managed construction of 2 field hospitals, 4 laboratories, 28 testing sites, 8 mobile testing trucks, and 3 Centers of Excellence, expansive,

permanent community health facilities. DDC collaborated effectively with oversight entities and eliminated other administrative challenges while maintaining safeguards for the expenditure of taxpayer dollars.

INNOVATIVE DELIVERY: COVID CENTERS OF EXCELLENCE

3	7 DAYS	192 DAYS	34,333 SF
NUMBER OF SITES	PROJECT RECEIVED AT DDC TO CONTRACT AWARD	AVERAGE CONSTRUCTION DURATION	AVERAGE SIZE
\$118.6 MILLION	\$117 MILLION	46%	
INITIAL CONSTRUCTION BUDGET	FINAL CONSTRUCTION BUDGET (ANTICIPATED)	M/WBE UTILIZATION	



Covid Center of Excellence, Queens

Design Build: Changing the game for public works

The agency also began implementation of its Design-Build program, kicking off procurement for 10 pilot projects around the City. When completed DDC expects to **save more than three years** from the traditional project delivery timetable. Construction will soon be complete on DDC's first design build project in Queens, only two years after procurement documents were released, **a savings of at least four years from traditional delivery methods.**

Ensuring projects get off on the right foot

In 2016, the Front End Planning (FEP) unit was established in Public Buildings (as well as Infrastructure) creating a dedicated team of design and construction professionals to evaluate the scope and projected cost of every single project of our sponsor agencies before we accepted the project, which starts the clock on the DDC schedule.

Since this time, every project now gets reviewed by FEP. This has ensured clearly defined scopes, highlighted key challenges early, and ensured adequate funding. This also limited last-minute changes, as sponsor agencies must approve and sign off on FEP's findings before project initiation. Our FEP process puts projects on a better path for long-term success.

Increasing M/WBE participation

DDC's expenditures on minority- and women-owned business enterprises (M/WBEs) are the largest of any mayoral City agency. DDC's Office of Diversity and Industry Relations (ODIR) manages M/WBE compliance efforts and implements innovative programs to expand participation.

In Fiscal Year 2021, DDC's M/WBE participation rate was 25.6%, as it entered 334 total contracts with M/WBEs valued at **\$660 million**. In Fiscal Year 2020, 440 M/WBE firms won contracts with DDC worth \$335 million, **a participation rate of nearly 32%.**

DDC's Mentoring Program prepares qualified M/WBEs and small businesses to successfully work with us.

DDC and its City partners successfully advocated for new State legislation to create a new construction mentoring program to support and build the capacity of M/WBEs and small businesses. Participating businesses are mentored by industry experts and have the exclusive opportunity to bid on specially designated contracts valued at up to \$1.5 million. Program participants receive customized business assessments, business growth planning, industry training, and experience with City of New York construction projects.

DDC partners with the Department of Small Business Services to provide mentoring Program participants with access to SBS staff support and a suite of complementary business services such as capital and workforce training programs.



*Unity, a
Percent for
Art Sculpture
at Tillary
Street,
Brooklyn*

Design-Build project delivery: An essential new tool.

For decades, DDC has been forced to rely almost exclusively on a single, antiquated method of selecting designers and contractors — known as design-bid-build — that requires that a contractor's bid price be the only consideration for contractor selection, frequently leading to delays and avoidable cost overruns.

A transformative 2020 law has helped cut project delivery times for certain projects by half. Design-Build allows DDC to select a team of designers and builders who work on a project from inception to completion. Teams are selected based on their qualifications, including MWBE performance, ensuring coordination between all of the parties working on a project, controlling final costs and limiting painful delays.

There are 19 active projects in DDC's design-build portfolio with a total estimated cost of \$9 billion. These projects include 3 infrastructure projects, 7 in public buildings, as well as 9 projects in the Borough-Based Jails program. Work includes Parks facilities, pedestrian ramps, and green infrastructure. **Authorization is set to expire in 2022, and extending this authorization is one of the agency's top priorities.**



DDC is supporting the City's plan to close Rikers Island and replace it with four borough-based jails.

The mission of this \$8.4 billion program is to create a borough-based system this is smaller, safer, and fairer. DDC is hard at work on the facilities that will enable the City to close Rikers. Using **design-build**, DDC recently selected four separate teams to dismantle buildings and prepare the sites where four new borough-based facilities will be constructed in Manhattan, Queens, Brooklyn, and the Bronx. The City has also approved six teams to compete to design and construct the four modern, smaller, humane borough-based jails.

Construction is underway on the Queens garage and community space project

The first project of the BBJ program to get underway was a garage and community facility in Queens. After release of the RFP in 2020, a contractor was selected in early 2021, and **work is slated to be completed later in 2022, in record time.**

Opposite and Below: Construction underway on the Queens garage and community space

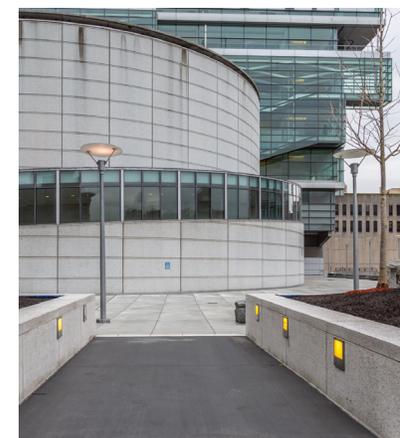
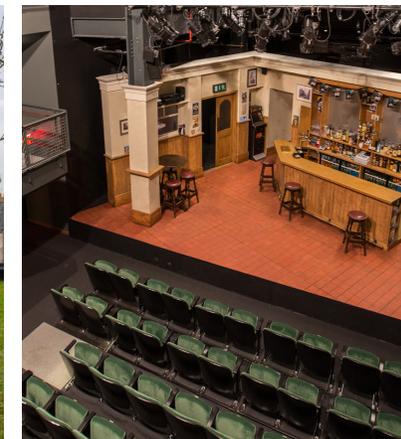
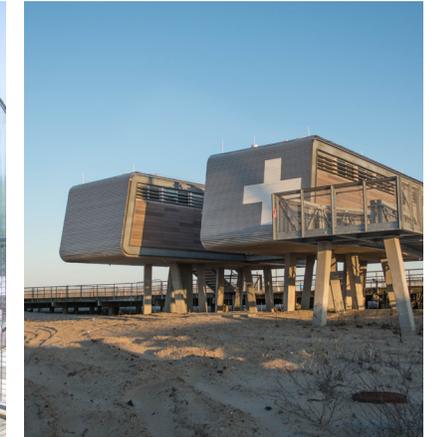
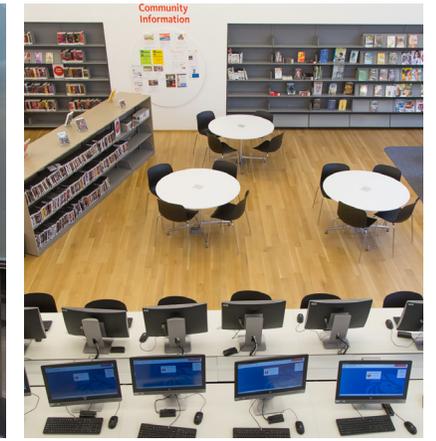


Public Buildings Division: Innovative facilities throughout the five boroughs

DDC designs and builds a staggering array of public buildings and building upgrades. A sample of this work includes:

- Sanitation salt sheds
- Justice facilities
- Community centers
- Libraries
- Animal shelters
- Park maintenance facilities
- Museums
- Theaters
- Municipal building improvements
- Courts
- Police precincts
- Fire houses

Left to right from the top:
Spring Street Salt Shed, Staten Island Family Justice Center, Woodstock Library Community Room, Rugby Library, Staten Island Animal Shelter, Rockaway Beach Comfort Stations, Weeksville Heritage Center, Irish Repertory Theatre, City Hall, Bronx Hall of Justice, 40th Police Precinct, Rescue 2 Fire Station



FRONT-END PLANNING: KEY POINTS

	FY 2020	FY 2021	FY 2022 (FIRST HALF)
NUMBER OF PROJECTS SUBMITTED	83	55	35
NUMBER RETURNED UPON SUBMISSION (underfunded/ incorrect/ incomplete)	21	11	6
NUMBER OF PROJECTS CANCELLED (by sponsor)	13	3	0

COVID-19 Center of Excellence, the Bronx

Managing construction for the City's public hospital system, DDC recently completed the COVID Center of Excellence clinic in Tremont, one of three centers built by DDC in 2020 in response to the pandemic. The 22,000-square-foot center features 40 exam rooms, a welcoming lobby, and ample support space for medical staff.

Thanks to emergency procurement rules, DDC was able to complete these urgent projects within months, where they would typically have taken five years or more.

The center provides long-term care for COVID-19 patients, as well as comprehensive primary care health services for local residents. The clinic will be an enduring resource to aid public health and the area's recovery from the pandemic.



Far Rockaway Library, Queens

Twice the size of the original library, the new branch library will be a two-story structure featuring a unique glass façade and central space designed to let natural light penetrate deep into the building while giving patrons views of the sky above. In accordance with NYC Active Design Guidelines, the design encourages use of a central staircase and bike racks will

also be provided. The fully ADA-compliant structure will also offer an outdoor yard accessible to the public, space for programming and study, a Teen Room and a Cyber Center, as well as library offices.

Opposite:
Covid Center
of Excellence,
the Bronx
Below: Far
Rockaway
Library, Queens





116th Precinct, Queens

DDC recently joined NYPD to break ground on the NYPD's new 116th Precinct in Southeast Queens. The new precinct is the result of decades of advocacy from committed community groups in the area. The 116th Precinct, which will be the first new precinct established in New York City since 2013, will serve Rosedale, Laurelton, Springfield Gardens, and Floral Park. The new 48,000 square foot facility has been designed with a

Community Meeting Room with a dedicated entrance from the front of the building in a way that will strengthen awareness of the NYPD's commitment to community policing. The precinct is placed strategically within the community to allow for more rapid responses and effective policing.

Marlboro Greenhouse, Brooklyn

For the Campaign Against Hunger (TCAH), DDC is constructing a new sustainable urban agriculture education center to serve as a source of fresh produce for the local community, and a hub for multi-generational education, job training, internships, and community leadership. The facility will be located on the grounds of the New York City Housing Authority Marlboro Houses in Brooklyn, on the site of an existing parking lot. The project will include a new building of approximately 8,000 square feet to house

programs including a greenhouse, community multi-purpose room, teaching kitchen, indoor market, and administrative offices. The new building shall be as sustainable as possible, and may include a rainwater collection system, photovoltaics, and other systems that promote natural resource use reduction or reuse.

Rendering
of the 116th
Precinct,
Queens

40th Precinct, the Bronx

DDC is at work on a new station house for the 40th Precinct in the Bronx. This new station house will help to further strengthen the bond between New Yorkers and police. The 42,000-square-foot facility will have space for neighborhood events and meetings and will include areas for officer training and for physical fitness. There will also be ample space for storage

and maintenance of gear and vehicles. Designed to strengthen the bond between community and police, the building will help make the South Bronx safer.

Roy Wilkins Park Recreation Center, Queens

Alongside NYC Parks, elected officials, and community leaders, DDC recently announced planned elements and amenities for this center in St. Albans, Queens. Upon its completion, the state-of-the-art recreation center will offer a host of programming offerings and amenities to encourage learning, recreation, and community and civic engagement. The center's

features will include multipurpose rooms, a gymnasium, and more. A community input meeting to gather ideas on the design for the new center is planned for later this month.



Opposite:
40th Precinct,
the Bronx
Right:
Future site of
the Roy Wilkins
Park Recreation
Center, Queens





DDC: improving the City's streets, public spaces and water and sewer utilities.

DDC builds water mains, sewers, pedestrian ramps, public plazas, and sustainable infrastructure. We install and repair the water mains that deliver one billion gallons of water a day. We also fix and improve the City's sewer system of 7,000 miles of pipes and 135,000 storm drains. We install sustainable infrastructure to manage stormwater. We build and reconstruct public spaces including step streets, sidewalks, and pedestrian bridges.

Over the last 12 months, DDC worked with our partners to install 54 miles of roadway lane miles, construct and reconstruct 24 miles of sewers, and install 29 miles of water mains. DDC also oversaw installation of 3,300 pedestrian ramps and 1,800 sustainable infrastructure assets of varying types.

Opposite:
Southeast
Queens box sewer
installation

NYC DDC 2021 YEAR IN INFRASTRUCTURE

54

ROADWAY
LANE MILES
RECONSTRUCTED

24

MILES OF
CONSTRUCTED AND
RECONSTRUCTED
SEWERS

29

MILES OF WATER
MAINS INSTALLED

3,300

PEDESTRIAN
RAMPS INSTALLED

1,800

GREEN INFRASTRUCTURE
ASSETS OF
VARYING TYPES

Upgrades in Southeast Queens

The Southeast Queens Initiative is a \$2.2-billion program to improve drainage, infrastructure, and street conditions in southeast Queens throughout Community Boards 12 and 13. Working with DEP, we are implementing a long-term plan to fill longstanding gaps in service and improve the quality of life for the residents long burdened

by rainfall causing damage to home and property. The program, which consists of over four dozen total infrastructure projects to be completed over 10 years, is the largest of its kind in the City. Over a dozen projects have already been completed and several are in active construction.

Bluebelts, Staten Island

The Staten Island Bluebelt is innovative use of the natural environment to reduce the impacts of rain on the sewer system, surrounding waterways and communities. Working with our City partners, DDC is expanding the Staten Island Bluebelt system to preserve natural drainage corridors

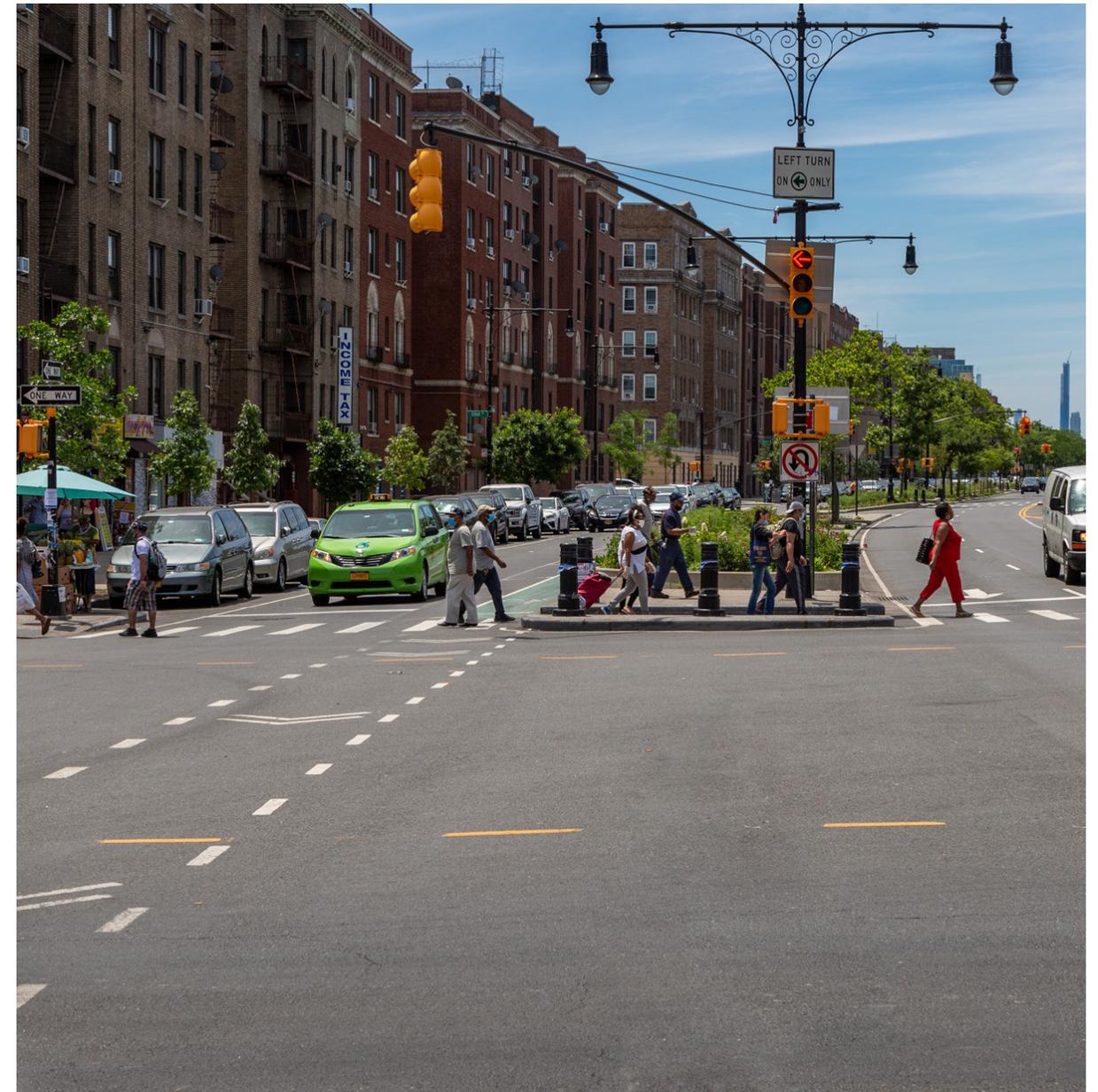
such as streams, creeks, and ponds, while optimizing them to help control and filter stormwater from surrounding neighborhoods. Nearly 75 separate Bluebelts are now managing stormwater and improving nearby property values across Staten Island.

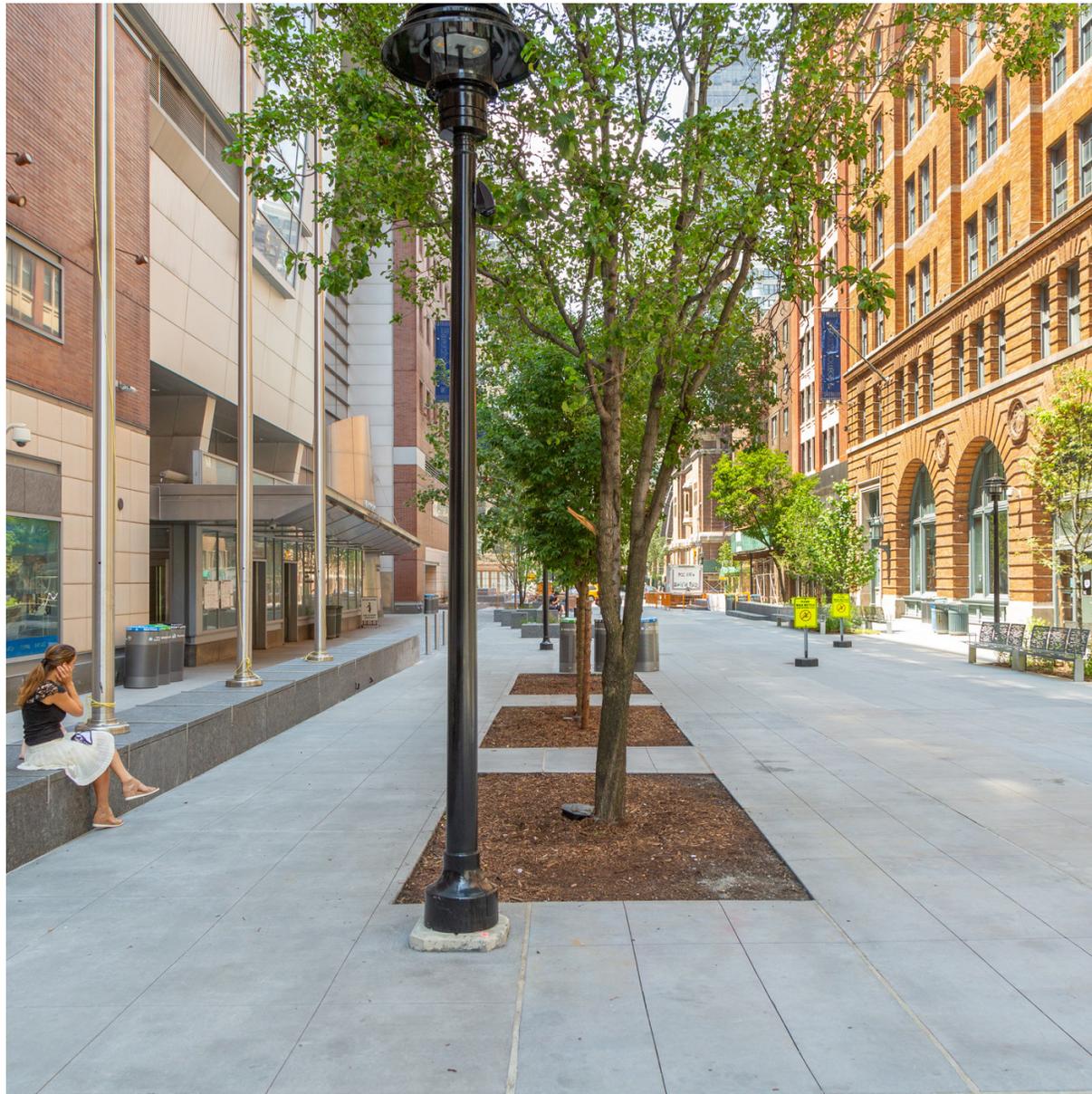


Grand Concourse, the Bronx

DDC is at work on an \$26 million program to improve safety along Grand Concourse in the Bronx. The project addresses roadway conditions and necessary safety improvements. Enhancements include rebuilding roadways and sidewalks, replacing traffic signals, and adding new curb extensions and wider medians. The project eases commutes, allows for safer pedestrian crossings, and beautifies streets.

Opposite:
Sheldon Avenue
Bluebelt,
Staten Island
Below:
Infrastructure
upgrades along
the Grand
Concourse
in the Bronx





Clivner= Field Plaza, Manhattan

Working in partnership with the NYC Department of Transportation, DDC creates new plazas, converting existing streets and sidewalks into vibrant public spaces, and upgrading informal gathering spaces into enduring plazas, to make more public space available and accessible to everyone. Working with our City partners and Baruch College, a new permanent plaza

was constructed for the Flatiron neighborhood. The 27,00-square-foot plaza, on East 25th Street between Lexington and 3rd Avenues, features new benches, granite seats, and monumental steps. Plantings were installed to beautify and absorb stormwater runoff, and we also improved the water main infrastructure beneath the plaza.



Downtown Far Rockaway, Queens

Opposite: Clivner=Field Plaza at Baruch College, Manhattan
Above: Infrastructure upgrades in Far Rockaway, Queens

With DEP, DOT, and the NYC Economic Development Corporation (EDC), we recently announced that Phase 1 of a massive, \$139 million infrastructure project to rebuild and revitalize Downtown Far Rockaway was completed on schedule, 21 months after kickoff. The overall project is reinvigorating a neighborhood that was rezoned to allow for more housing, increased economic opportunity, and better

transportation options. Work is taking place in an area spanning 25 blocks, centered around the dense local business district and transportation hub, where a new library is also under construction by DDC. The final section of the project, Phase 2, is underway and also anticipated to be completed on time, in September 2022.

Coastal resiliency projects protect vulnerable communities from flood risk while enhancing open spaces

The East Side Coastal Resiliency (ESCR) Project is one of the largest coastal protection initiatives in the country, and will reduce flood risk due to coastal storms and sea level rise on Manhattan's East Side. The project spans 2.4 miles from East 25th Street to Montgomery Street, and will also transform heavily used open space and improve waterfront access. The work will protect 110,000 Lower East Side residents, including 28,000 NYCHA residents from the impacts of climate change for decades to come. Construction

on ESCR began in fall 2020 in the northern project area, in fall 2021 in East River Park, and will be completed 2026.

For Brooklyn Bridge-Montgomery Coastal Resiliency (BMCR), we are working with our partners to construct flood walls and other barriers along the waterfront edge of the Two Bridges neighborhood in Lower Manhattan. Construction will begin this year and completion is slated for 2025. Flood protection will mix with new amenities for the neighborhood.



Making every street corner accessible

DDC is working on a Citywide initiative to build tens of thousands of compliant pedestrian ramps providing equal access for persons with mobility and vision disabilities. Nearly 6,000 corners have been constructed since the beginning of 2020 under these contracts. Additionally, a design-build non-standard pedestrian ramps project is currently in the procurement phase and our Pedestrian Ramp program is working with ODIR to develop a pilot program for M/WBE-only vendors.

*Opposite: Coastal resiliency flood wall under construction, Manhattan
Below: Pedestrian ramps on Flatbush Avenue, Brooklyn*



DDC's Safety and Site Support division ensures that projects are constructed safely and that they meet the City's high standards for construction materials.

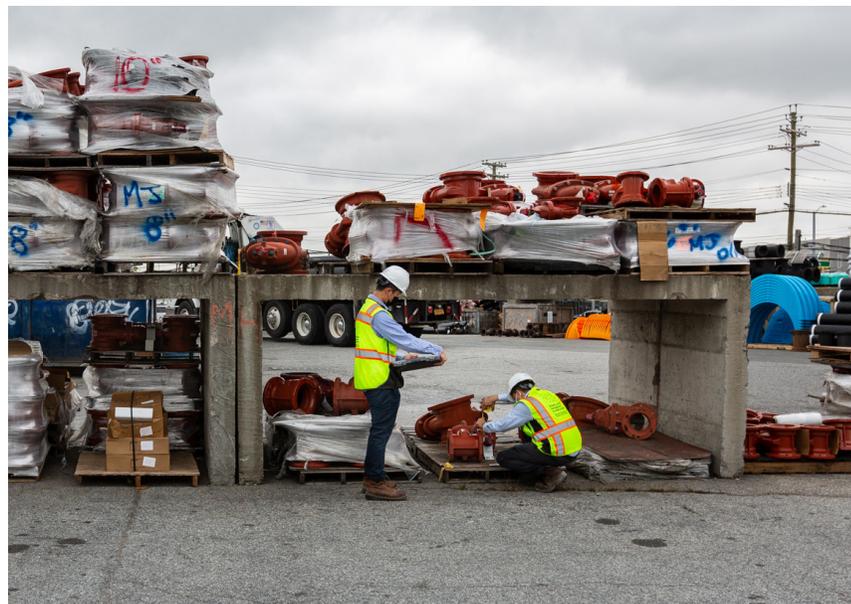
Safety and Site Support provides technical support to the Infrastructure and Public Buildings Divisions including the handling of hazardous materials, environmental assessment and investigations, environmental permitting, geotechnical services, and topographical services. The division offers additional support in the field through field quality and safety audits, as well as inspections of manufacturing plants and suppliers.

Construction safety professionals make regular visits to project sites at every stage of construction, visiting dozens of projects every week. Safety auditors protect the public and construction workers by ensuring compliance with safety codes and regulations. The division also investigates accidents that occur on DDC construction projects and assist during emergencies, from hurricanes to the COVID-19 pandemic.

A New Mobile Field Auditing Process for Improved Efficiency

DDC is developing a mobile field auditing application (ScoreCardPlus) to streamline the inspection process and increase the number and frequency of safety & quality audits. The new application will allow creation of inspection reports at construction project sites immediately upon inspection completion,

increasing safety oversight of construction sites, eliminating paper, and facilitating real-time communication between auditors and project team, and ensure timely implementation of corrective actions.



Opposite:
A safety audit, Queens
Right:
A quality assurance audit, Queens



Newtown Creek
Nature Walk,
Brooklyn



For more
information visit us
at nyc.gov/ddc