



THE NEW YORK CITY DEPARTMENT OF DESIGN AND CONSTRUCTION'S MISSION:

**TO DELIVER THE CITY'S
CONSTRUCTION PROJECTS
IN A SAFE, EXPEDITIOUS,
AND COST-EFFECTIVE
MANNER WHILE MAINTAINING
THE HIGHEST DEGREE OF
ARCHITECTURAL, ENGINEERING,
AND CONSTRUCTION QUALITY.**

A-ii Mayor's Message

Building a city of opportunity consists not only of brick and mortar, but encompasses a dynamic vision of building on New York's pre-eminence as the capital of the world.

When I was inaugurated as this city's 108th Mayor, there was much anticipation as to how we would rebuild, re-emerge, revitalize and re-establish ourselves in the aftermath of September 11th. Tremendous strides have been made. This Administration is devising new methods to reaffirm our commitment to design and construction excellence. To that end, Department of Design and Construction Commissioner David J. Burney, AIA, is leading this effort which encompasses the Office of Management and Budget, the Law Department, Art Commission and Landmarks Preservation Commission.

When DDC was established almost a decade ago, the mission was to deliver the City's construction projects in an expeditious, cost-effective manner, while maintaining the highest degree of architectural, engineering, and construction quality. It has done all of that and more.

The Department uses in-house resources and private consultants and contractors to perform design and construction services related to roadways, sewers, water mains, correctional and court facilities; cultural institutions; libraries; and other public buildings, facilities and structures. The Department coordinates a wide variety of construction projects with utilities, community representatives and private industry, thus minimizing the disruption to individual neighborhoods as well as reducing the costs associated with such projects.

As we continue to build a city of opportunity, I anticipate DDC reaching new heights of achievement.

Mayor Michael R. Bloomberg



B-ii Commissioner's Message

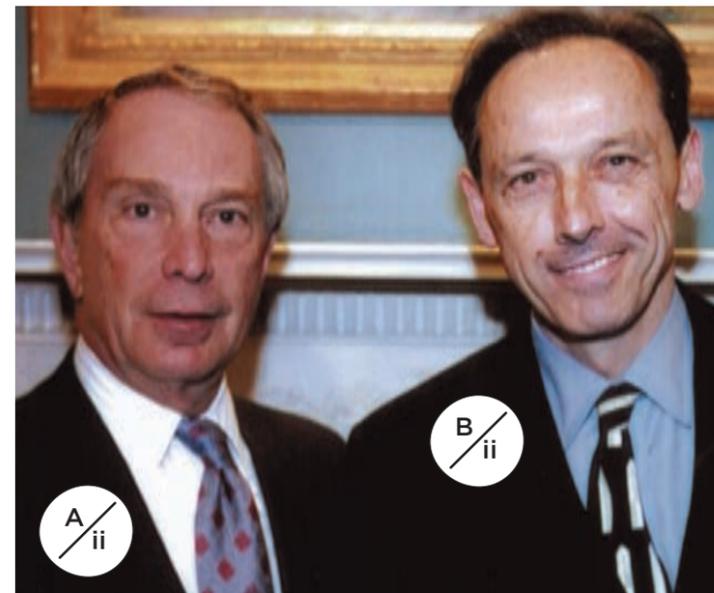
One of the defining characteristics of the City of New York is its uncanny ability to continually renew and re-invent itself. For last ten years, the Department of Design and Construction has played a significant role in that regard.

Since the agency's inception, through the end of 2004, DDC completed 2,550 projects in every corner of the city, with a value of \$6.7 billion. Some of our public facility projects changed the cityscape, others enhanced their neighborhoods and infrastructure work rebuilt roads and improved water and sewer service.

While our most visible presence is in the construction of city infrastructure itself, numerous professionals including architects, engineers, estimators, project managers and auditors do a prodigious amount of work behind the scenes at DDC to make this happen.

I am proud to lead the efforts of the most talented and dedicated men and women in public service. On the following pages you will see the very visible and subtler ways by which DDC is shaping this world-class city.

Commissioner David J. Burney, AIA



8/36 Columbus Circle



A/39 PS 1 Contemporary Art Center



22/36 Rikers Island



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ORGANIZATION OF PROFESSIONALS SERVING THE CITY BY SERVING OUR CLIENTS

Building and upgrading the City's infrastructure and public spaces is one of the most important services provided by local government. It is vitally important to the economy and health of New York City, and we take our job very seriously. The agency is comprised of 1200 professionals across all disciplines of architecture, engineering, and construction services.

DDC HAS OVER 20 CLIENT AGENCIES INCLUDING:

Administration for Children's Services
Brooklyn Public Library
Department for the Aging
Department of Citywide Administrative Services
Department of Correction
Department of Cultural Affairs
Department of Environmental Protection
Department of Health and Mental Hygiene
Department of Homeless Services
Department of Juvenile Justice
Department of Parks & Recreation
Department of Transportation
New York City Fire Department
New York Public Library
Human Resources Administration

New York State Office of Court Administration
Office of the Chief Medical Examiner
Office of Emergency Management
New York City Police Department
Queens Borough Public Library
Taxi and Limousine Commission

These agencies plan for and prioritize their future needs and provide DDC projects with a preliminary scope and budget. From there, we take over and bring our expertise in project delivery to manage the projects through all phases of design and construction. At any one time, the Department has approximately 700 active projects valued at more than \$4 billion.

WORKING WITH COMMUNITIES

The nature of our work puts DDC in the center of a web of interested parties directly impacted by our projects. Part of our job is to coordinate among these groups to ensure that the City continues to serve its citizens by upgrading and maintaining our infrastructure, while minimizing disruption to individual neighborhoods and individuals. To accomplish this, we work closely with utilities, community representatives, and private industry to inform communities about the impact of our projects and to address any concerns that may arise.

COMMITMENT TO EXCELLENCE IN DESIGN AND CONSTRUCTION

The City of New York is committed to achieving excellence in design and construction of its capital program and building on the tradition of innovation in architecture and engineering that has contributed to the City's prestige as a global destination. To that end, we work hard to attract and team with contractors and consultants of the highest caliber.

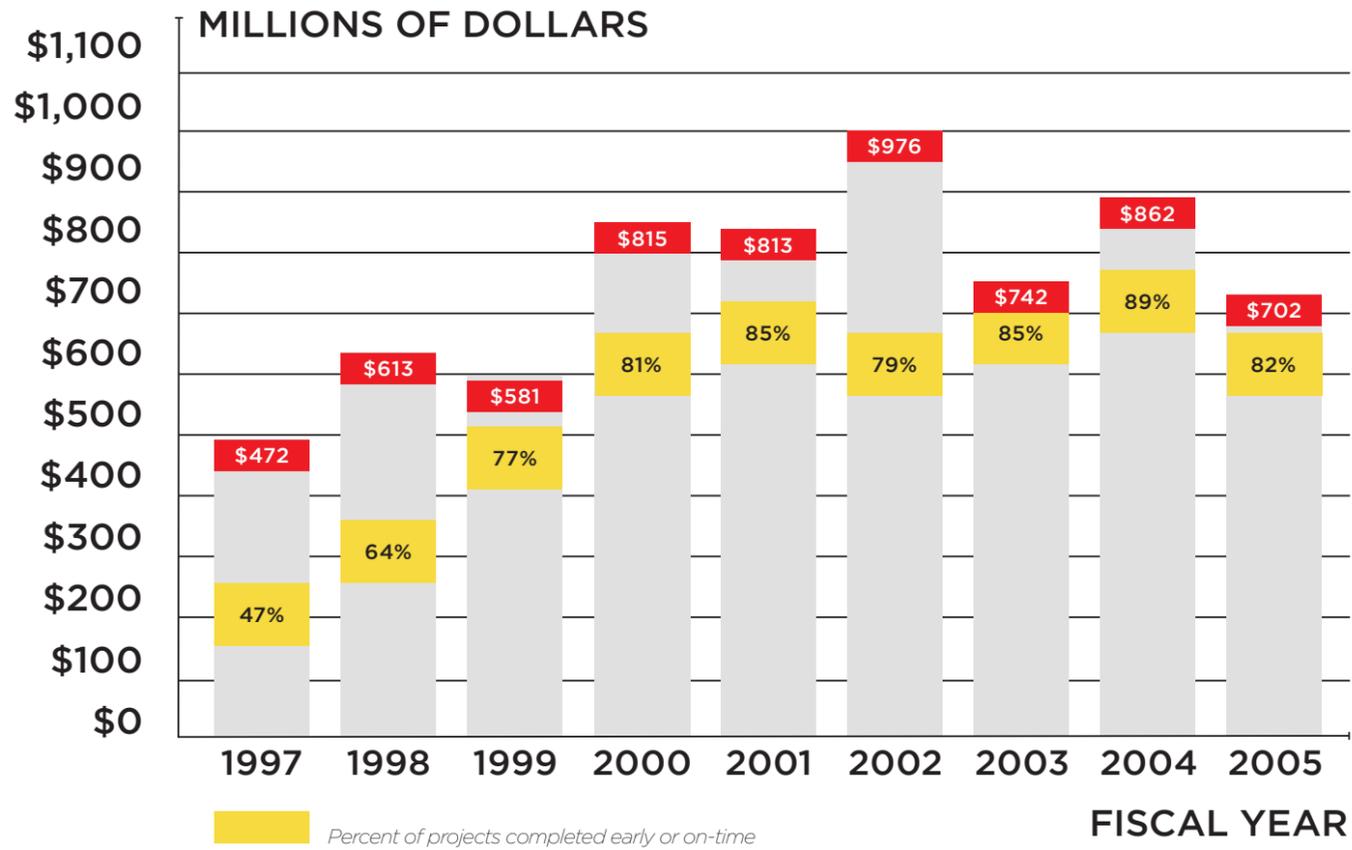
DDC uses open Requests for Proposals (RFPs) for most of our design and construction management contracts. These RFPs are open to all interested firms and we are continually doing outreach to attract new and innovative firms to propose on our projects.

On the contractor side, we maintain an aggressive pre-award process that includes examination of past performance, experience relevant to project type and size, business integrity, financial ability, cost estimating consistent with prevailing wage requirements and safety history. This allows us to select the best contractors within a public sector open competitive environment.

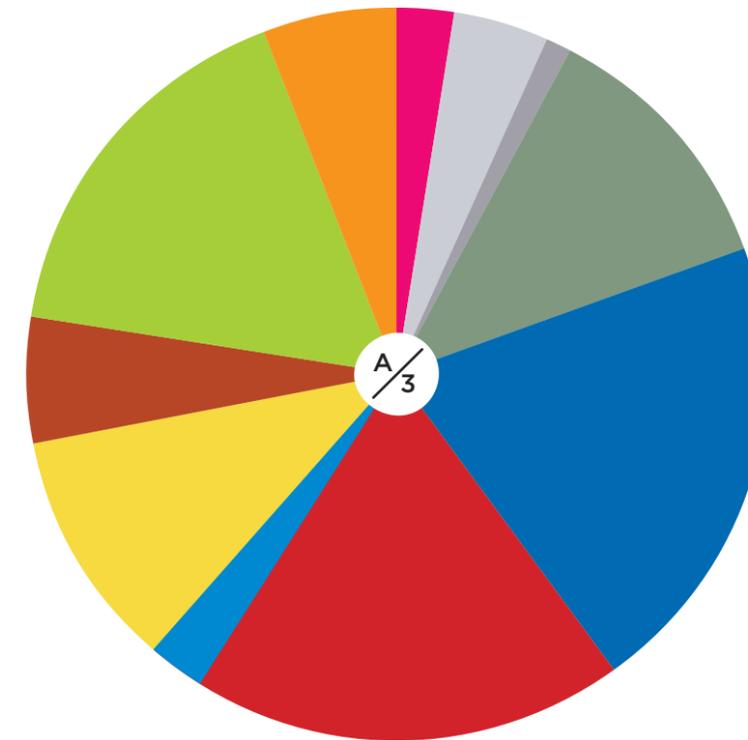
LEVERAGE TECHNOLOGY TO IMPROVE OUR SERVICES AND BECOME MORE PRODUCTIVE

From its inception, the agency has leveraged technology to improve the delivery of capital projects to the people of New York. The agency is continually working to improve outreach to our business partners and the public by expanding the real-time information available using the latest technology through the web, interactive voice response systems and geographical information systems (GIS). We have automated many of our internal processes, helping to reduce the processing time for procurement, payments, and change orders. Through our Research and Development program, we have invested in new technologies for surveying equipment, ground penetrating radar, estimating software, and CADD equipment to ensure that we bring the latest resources to our projects.

A/3 Projects Completed by Total Dollar Value

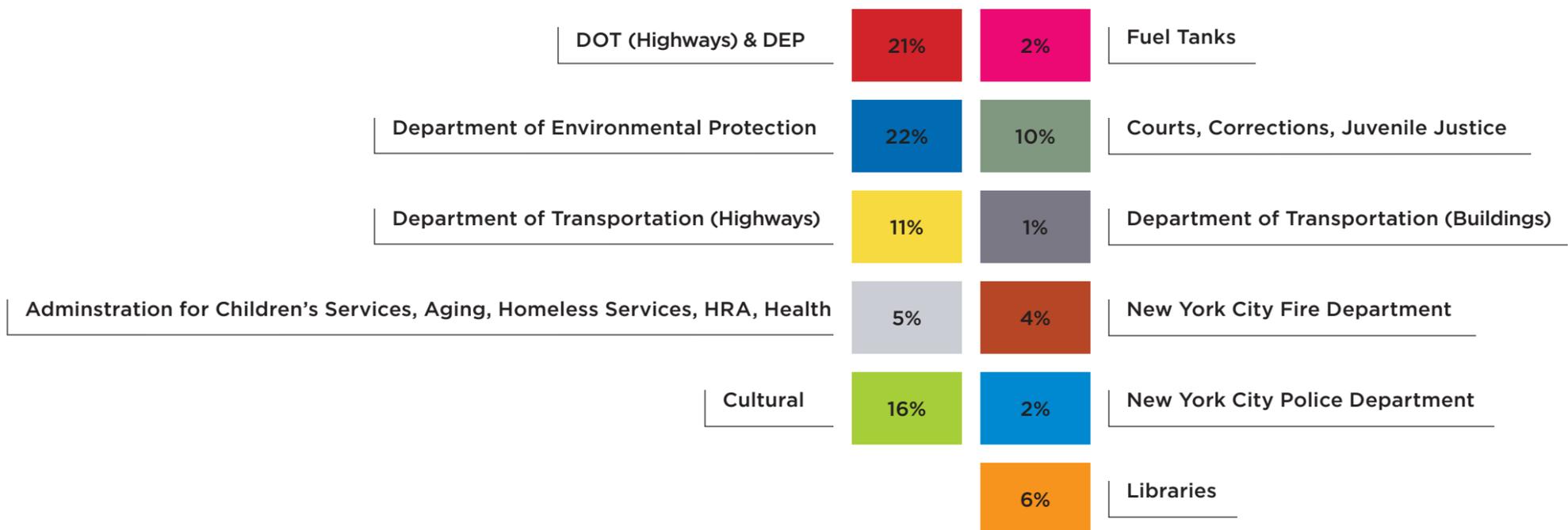


A/3 Agency Portfolio by Client Group



\$ 4.7 Billion Total Portfolio

From 1996 through the end of 2004, DDC completed 2250 projects with a total value of \$6.7 billion. During this period DDC's portfolio increased from \$2.7 billion to \$4.7 billion.



B/4 Lower Manhattan



Active Infrastructure Projects In Lower Manhattan

Water



Street Reconstruction



Client Satisfaction

In fiscal year 2004, 72% of respondents to DDC post construction client satisfaction surveys indicated they were satisfied or more than satisfied with the management and outcome of the projects.

9/11 Cleanup

DDC successfully managed the clean-up of debris from Ground Zero after the terrorist attacks of September 11, 2001. The agency was responsible for coordinating the removal of 1.4 million tons of general debris and 190,000 tons of steel, and overseeing over 3.2 million man hours of work in the construction trades. This was achieved while maintaining an exceptional site safety record of no fatalities and only 57 lost work time incidents during this nine month project.

Street Reconstruction

DDC is implementing a major street rehabilitation plan in downtown Manhattan (as a result of damage incurred from the terrorist attacks of September 11, 2001). This program is anchored by \$140 million from FHWA and FEMA and includes 743,243 square yards of street resurfacing and reconstruction, 47,415 linear feet of water main replacement and 9,880 linear feet of sewer rehabilitation or replacement.

Procurement Efficiency

Through process improvements and automation, the agency has been able to significantly reduce the time it takes to procure design services.

C/4 Citylights, Thomas Phifer and Partners



Streetlight Design Competition

The agency, in partnership with the NYC Dept. of Transportation, held an international design competition for a new city streetlight. The competition attracted over 200 entries representing more than 22 countries. Thomas Phifer and Partners was selected as the winner.

Agency Project List

LANE/MAY AVE, LAMOKA AVE, LAMONT AVE, LANGSTON HUGHES BRANCH LIBRARY, LANGSTON HUGHES LIBRARY & CULTURAL CENTER, LASALLE AVE, LAURELTON BRANCH LIBRARY, LAURELTON PKWY, LEMON CREEK WATERSHED AREA, LENEVAR AVE, LENORE COURT AND NEW ST, LENOX HILL NEIGHBORHOOD HOUSES, LEONARD COVELLO SENIOR CENTER, LEWIS LATIMER HOUSES, LEXINGTON AVE ARMORY MEN'S SHELTER, LIBERTY ST, LIBRARIES: BUILDING MANAGEMENT SYSTEMS, LIBRARIES: BUILDING MANAGEMENT SYSTEMS, LIBRARIES: ROOF REPLACEMENT, LIBRARIES: SECURITY LIGHTING, LIBRARIES: TECHNOLOGY UPGRADES, LIBRARIES: WINDOW/DOOR REPLACEMENT, LIBRARIES: WINDOW/DOOR REPLACEMENT, LIBRARY FOR PERFORMING ARTS, LIBRARY LEAD PAINT ABATEMENT, LIBRARY LEAD PAINT ABATEMENT, LIBRARY LEAD PAINT ABATEMENT, LIFE/FIRE SAFETY UPGRADE, LIFE/FIRE SAFETY UPGRADE, LIFE/FIRE SAFETY UPGRADE, LIFE/FIRE SAFETY UPGRADE, LIFE/FIRE SAFETY UPGRADE AT BCF, LIFE/FIRE SAFETY UPGRADE AT EMT, LIFE/FIRE SAFETY UPGRADE AT GMD, LIFE/FIRE SAFETY UPGRADE AT JATC, LIFE/FIRE SAFETY UPGRADE AT TOMBS, LIGHHOUSE AVE, LINCOLN CENTER, LINDEN BLVD, LINNEAUS PLACE/PRINCE ST, LINWOOD AVE, LIPSETT AVE/ALLEN AVE, LIRR UNDERPASSES, LITTLE HELL GATE, LITTLE NECK PARKWAY, LNC, LONG ISLAND CITY BRANCH LIBRARY, LOTS FOR TOTS, LOTS FOR TOTS, LOTS FOR TOTS, DAVIDSON AVE, LOUIS ARMSTRONG MUSEUM, LOVELACE AVE, LOWER EAST SIDE TENEMENT MUSEUM, LUTHERAN AVE, LYNCH PAL CENTER ANNEX, M-1 YARD, MABOU MINES/PS 122 THEATERS, MACON AVE, MADISON AVE, MAGUIRE AVE, MAIN ST, MAIN ST, MAINE AVE, MALBA DRIVE BULKHEAD, MALCOLM X BLVD, MALCOLM X BLVD, MANHATTAN ANIMAL SHELTER, MANHATTAN AVE/W 121 ST, MANHATTAN CIVIC CENTER, MANHATTAN COLLEGE PARKWAY, MANHATTAN DETENTION CENTER, MANHATTANVILLE, MANHATTANVILLE HEALTH CENTER, MANHATTANVILLE HEALTH CLINIC, MARBLE HILL AVE, MARCY AVE, MARK ST, MARY MITCHELL YOUTH CENTER, MASPETH, MASPETH BRANCH LIBRARY, MASPETH TOWN HALL, MATRON'S HALL AT SHCC, MCNY, MDC, MEAD ST, MEADOWMERE/WARNERVILLE AREA, MELBA ST, MELROSE BRANCH LIBRARY, MELROSE/HIGHBRIDGE LIBRARIES, MEL'S PLAZA, MENTAL HEALTH INFIRMARY, MERCER ST, MERRICK AVE, MERRICK BLVD/SUNRISE HWY, MET PLAZA, METROPOLITAN MUSEUM OF ART, MEXICO ST/LESLIE RD, MID MANHATTAN BRANCH LIBRARY, MID-MANHATTAN BRANCH LIBRARY, MIDTOWN SOUTH PRECINCT, MILL POND, MILL RD, MINNIEFORD AVE, MITCHELL SQUARE, MONTESSORI PROGRESSIVE LEARNING CENTER, MONTESSORI PROGRESSIVE LEARNING CTR, MOORE ST, MORELAND ST RETAINING WALL, MORGAN LIBRARY EXPANSION AND RENOVATION, MORNINGSIDE HEIGHTS BRANCH LIBRARY, MORRIS PARK BRANCH LIBRARY, MORRISANIA BRANCH LIBRARY, MORRISANIA DISTRICT HEALTH CENTER, MORRISANIA EMS, MORRISANIA HEALTH CENTER, MORRISANIA TUBERCULOSIS CLINIC, MOSHOLU BRANCH LIBRARY, MOSLEY AVE, MOTT HAVEN BRANCH LIBRARY, MUHLENBERG LIBRARY, MULBERRY AVE, MULRY SQUARE, MURRAY ST, MURRAY ST, MUSEUM OF AMERICAN FOLK ART, MUSEUM OF JEWISH HERITAGE, MUSEUM OF MODERN ART, MUSEUM OF THE CITY OF NEW YORK, NADAL PL, NASHVILLE AVE, NATURAL SCIENCE BUILDING, NELSON AVE RESIDENCE, NETHERLAND AVE, NEW AMSTERDAM BRANCH PUBLIC LIBRARY, NEW BRONX DETENTION CENTER, NEW DORP BEACH FRIENDSHIP CLUB, NEW DORP REGIONAL BRANCH LIBRARY, NEW DORP SENIOR CENTER, NEW SEWER INSTALLATION, NEW YORK ACADEMY OF MEDICINE, NEW YORK BOTANICAL GARDEN, NEW YORK HALL OF SCIENCE, NEW YORK HISTORICAL SOCIETY, NEW YORK SHAKESPEARE FESTIVAL, NEWTOWN AREA/BAXTER AVE, NEWTOWN SQUARE, NEWVALE AVE, NIC, NOGUCHI GARDEN MUSEUM, NORTH CONDUIT/143RD RD & SPRINGFIELD BLVD, NORTH MANHATTAN YARD, NORTH RAILROAD AVE, NORTH RAILROAD ST, NORTH RIVER DRAINAGE AREA, NURGE AVE AREA, NY HISTORICAL SOCIETY, NY PUBLIC CENTRAL LIBRARY, NY PUBLIC LIBRARY - 115TH ST, NY PUBLIC THEATER, NY STATE THEATER, NYC HOUSING SIDEWALKS, NYC HOUSING SIDEWALKS, NYC HOUSING SIDEWALKS, NYC HOUSING SIDEWALKS, NYC-DOT FACILITIES MAINTENANCE BLDG, SUNRISE YARD, NYC-DOT HIGHWAY YARDS, NYS THEATER, NYST TRAVERTINE, NYZS BIRDBHOUSE, OAKDALE ST, OAKPOINT RAILROAD LINK, OBCC, GRVC, RMSC, JATC, OCME MORTUARY, OCME TOXICOLOGY LABORATORY, OFFICE OF THE CITY'S MEDICAL EXAMINER -DNA EVIDENCE LAB, OLD HOWARD BEACH BULKHEADS, OLD SLIP, OLD SPOFFORD, OLD TOWN RD, OTIS AVE, OZONE PARK AREA, OZONE PARK AREA, P.S. 119X ANNEX/J.H.S. 101X, PACIFIC BRANCH LIBRARY, PANORAMA, PARK AVE, PARK AVE, PARK ST, PARK ST/TYSENS LANE, PARK TERRACE EAST/WEST, PARKCHESTER BRANCH LIBRARY, PAULDING AVE, PECK SLIP, PEDESTRIAN RAMPS UN AREA, PELHAM BAY BRANCH LIBRARY, PELHAM PARKWAY, PELTON AVE, PENELOPE AVE, PENINSULA BRANCH LIBRARY, PERM POWER GENERATOR, PERSHING/DIAZ ST, PETROLEUM TANK REPLACEMENT, PETROLEUM TANK REPLACEMENT, PETROLEUM TANK REPLACEMENT, PETROLEUM TANK REPLACEMENT, PIKE ST YARD, POILLON AVE, POLICE ACADEMY, POLICE ATHLETIC LEAGUE, POLICE ATHLETIC LEAGUE COMMUNITY CENTER, POLICE CENTRAL REPAIR SHOP, POLICE HEADQUARTERS, POLICE LAB/BALLISTIC, POPPENHEUSEN BRANCH LIBRARY, PORT RICHMOND BRANCH LIBRARY, POWER FOR EAST STRUCTURES, POWER PLANT, POWERHOUSE WATER PUMP, POWERS BUILDING FACILITY, POWERS FAMILY RESIDENCE, PRATT AVE, PRISON HEALTH WAREHOUSE, PROJECT RECONNECT - RIKERS ISLAND, PROPERTY CLERK CAMERAS, PROVOST AVE, PS 04 R, PS 07M, PS 1, PS 102M, PS 108M, PS 117M, PS 11R, PS 122Q, PS 123M, PS 126M, PS 128M, PS 133M, PS 134M, PS 146M, PS 146M, PS 149Q, PS 14R, PS 159Q, PS 166Q, PS 166Q, PS 16X, PS 176Q, PS 180M, PS 185/208M, PS 196Q, PS 197M, PS 197M, PS 197M, PS 19M, PS 20 M, PS 20M, PS 215Q, PS 22R, PS 28M, PS 30R, PS 33 M, PS 34M, PS 36M, PS 36R ANNEX, PS 42X, PS 55Q, PS 55R, PS 58M, PS 76M, PS 81M, PS 84 M, PS 87M, PS 8X, PS 93X, PS 97X, PS 98Q, PUBLIC HEALTH LAB, PUBLIC HEALTH LAB, PUBLIC HEALTH LAB, PUERTO RICAN TRAVELING THEATER, PUGSLEY AVE, QTIP, QUEEN MUSEUM OF ART, QUEEN SOUTH TASK FORCE, QUEENS BLVD, QUEENS BLVD, QUEENS BOTANICAL GARDEN, QUEENS BRANCH PUBLIC LIBRARY, QUEENS BRANCH PUBLIC LIBRARY, QUEENS CENTRAL LIBRARY, QUEENS FAMILY CENTER/FAMILY AGENCIES BUILDING, QUEENS HALL OF SCIENCE, QUEENS HOSPITAL EMS STATION, QUEENS HOUSE OF DETENTION FOR MEN, QUEENS THEATRE IN THE PARK, QUEENS VILLAGE/212TH ST/219TH ST, QUEENS VILLAGE BRANCH LIBRARY, QUEENSBRIDGE/RIIS SENIOR CENTER, QUINTARD ST, RADCLIFF AVE, RAMBLERSVILLE AREA (BROADWAY, CHURCH, BRIDGE), RANDALL AVE/CASANOVA AVE, RANDALLS ISLAND TRAINING COMPLEX, RAVENSWOOD SENIOR CENTER, READS LANE, READS LANE, RECTOR ST, REDFERN AREA, REED PLACE, REGENT FAMILY RESIDENCE, REPLACEMENT OF STEAM LINE, RI POWERHOUSE, RICHARD AVE, RICHMOND HEALTH CENTER, RICHMOND HILL BRANCH LIBRARY, RICHMOND HILL BRANCH LIBRARY, RICHMOND HILL GROUP RESIDENCE, RICHMOND HILL RD, RICHMOND RD, RICHMOND TERRACE, RICHMOND TOWN BRANCH LIBRARY, RICHMOND TOWN LANDSCAPING, RIDGECREST AVE, RIDGEWOOD BRANCH LIBRARY, RIDGEWOOD BRANCH LIBRARY, RIDGEWOOD, ASTORIA & CENTRAL LIBRARIES, RIKERS ISLAND FACILITY, RISSE ST TRIANGLE, RIVERDALE AVE/32ND ST RETAINING WALL, RIVERDALE BRANCH LIBRARY, RIVERSIDE DRIVE, RIVERSIDE HEALTH CENTER, ROCKAWAY BEACH BLVD (B. 73RD /B. 74TH ST), ROCKAWAY BEACH BLVD, B.90 - B.94 STS, ROCKAWAY BLVD, ROCKAWAY BLVD BARRIER, ROCKAWAY COMBINED FIRE/EMS STATION, ROCKLAND AVE, ROD RODGERS DANCE COMPANY, ROMA & HETT AVE, ROMBOUTS AVE, ROOF RECREATION DECK RECONSTRUCTION, ROSEDALE AREA, ROSEDALE AVE, ROSS LANE, ROSSVILLE AVE, ROUNDABOUT THEATER COMPANY, RUSCOE ST/106TH AVE/106TH RD, RUST ST/GRAND AVE/MASPETH AVE, S.I. CHILDREN'S MUSEUM, S.I. ZOO, SAFE STS, SAFE STS, SANFORD AVE, SANITARY/STORM SEWERS, SANITATION DEPT FUEL TANK REPLACEMENT, SAYERS AVE, SCHOMBERG CENTER, SCHOMBERG CENTER, SEABURY CHILD CARE CENTER, SEAGIRT BLVD/ELK DR, SEASIDE BRANCH LIBRARY, SEDGWICK BRANCH LIBRARY, SEEPAGE BASINS, SEGUINE AVE, SEIDMAN AVE, SENECA HOUSE, SEWARD PARK BRANCH LIBRARY, SEWER LINING, SEWER RELINING, SHAD CREEK RD, SHAFTER AVE, SHARROTT AVE, SHEA STADIUM, SI HISTORICAL SOCIETY, SI ZOO, SIBL, SICM, SIDEVIEW AVE, SIDEWALK BRIDGE AT JAMAICA ASSESSMENT CENTER, SIGNS RD, SIIAS, SIROVICH SENIOR CENTER, SMITH ST, SNUG HARBOR CULTURAL CENTER, SOHO BRANCH LIBRARY, SOMERVILLE AREA, SOUNDVIEW BRANCH LIBRARY, SOUTH BEACH AREA, SOUTH BEACH BRANCH LIBRARY, SOUTH BRONX H.S., SOUTH COURT, SOUTH JAMAICA AREA, SOUTH JAMAICA BRANCH LIBRARY, SOUTH OF 14TH ST, SOUTH OF CANAL ST, SOUTH RAILROAD ST, SOUTH RD /155 ST /GUY BREWER BLVD, SOUTHERN BLVD, SPRAGUE AVE, SPRINGFIELD BLVD/111TH RD - JAMAICA AVE, SPRINGFIELD BLVD/LINDEN BLVD - 131ST AVE, SPRINGFIELD GARDEN RESIDENCE, SPRINGFIELD GARDENS AREA, SPRINGFIELD GARDENS EMS STATION, SPUYTEN DUYPIL BRANCH LIBRARY, ST AGNES BRANCH LIBRARY, ST. GEORGE FERRY, ST. GEORGE RD/RICHMOND TOWN, STAPLETON BRANCH LIBRARY, STATEN ISLAND BOTANICAL GARDEN, STATEN ISLAND CONCESSION STAND, STATEN ISLAND INSTITUTE BUMBOAT, STATEN ISLAND ZOO, STEINWAY MUNICIPAL PARKING FIELD, STEP ST, STEP STS, STEWART RD, STILLWELL AVE, STOCKHOLM ST, STONE ST, STUDIO MUSEUM OF HARLEM, SUBMARINE CABLING EASTSIDE POWER, SUMMERFIELD PLACE, SUNNYSIDE COMMUNITY SENIOR CENTER, SUNRISE YARD, SURREY PL, SUTHERLAND ST, SUTPHIN BLVD AREA, SUTTER AVE, SWEETBROOK RD, TARGEE ST, TAXI & LIMOUSINE COMMISSION, TAXI & LIMOUSINE COMMISSION WOODSIDE INFRASTRUCTURES REPAIR, TENNYSON DR, THALIA THEATER, THROGS NECK AREA, THROGS NECK BRANCH LIBRARY, THURSBY AVE, TIMES/DUFFY SQUARES, TODT HILL BRANCH LIBRARY, TODT HILL RD, TODT HILL SENIOR CENTER, TOMPKINS SQUARE BRANCH LIBRARY, TOMPKINS SQUARE REHABILITATION, TOTTENVILLE HS, TOTTENVILLE BRANCH LIBRARY, TRAINING BUILDING, TREMONT BRANCH LIBRARY, TREMONT COMMUNICARE CENTER, TREMONT HEALTH CENTER, TRENCH RESTORATION I, TROPICAL FOREST EXHIBIT, TUCKERTON ST, UNDERGROUND ETHANOL STORAGE TANKS, UNDERGROUND GAS AND DIESEL STORAGE TANKS, UNDERGROUND GAS AND DIESEL STORAGE TANKS, UNDERGROUND GAS AND DIESEL STORAGE TANKS, UNINTERRUPTIBLE POWER SUPPLY AT 111 8TH AVE, UNINTERRUPTIBLE POWER SUPPLY AT 34TH ST, UNION ST, UNION TPKE, UPGRADE OF BIOLEVEL 2 TO BIOLEVEL 3 LAB ON 2ND FLR, UPGRADE OF EMERGENCY POWER GENERATOR, VALVES AND REGULATORS REPLACEMENT, VALVES AND REGULATORS REPLACEMENT, VAN CORTLANDT BRANCH LIBRARY, VAN NEST BRANCH PUBLIC LIBRARY, VEHICLE INSPECTION STATION (DJJ), VERNON AVE, VERNON BLVD, VESPA AVE, VEST POCKET TRIANGLE/37TH AVE, VETERAN'S HOMELESS SHELTER, VICTORY BLVD, VICTORY BLVD/TRAVIS AVE, VIEWING GARDENS, VINELAND AVE, VIRGINIA PLACE, VIT CLAY PIPE SEWERS, VIT CLAY PIPE SEWERS, VIT CLAY PIPE SEWERS, W 125TH ST, W 176 ST - STEP ST /JEROME - DAVIDSON AVE, W 254 ST, WAGNER ST, WAKEFIELD BRANCH LIBRARY, WALKER ST, WALL ST AREA, WARREN ST, WASHINGTON HEIGHTS BRANCH LIBRARY, WASHINGTON HEIGHTS DENTAL CLINIC, WASHINGTON HEIGHTS DISTRICT HEALTH CENTER, WASHINGTON HEIGHTS TUBERCULOSIS CLINIC, WASHINGTON ST, WATER MAIN CONNECTIONS, SHAFT 19B, WATER MAINS TO NEW BUILDINGS, WATER MAINS TO NEW BUILDINGS, WATER MAINS TO NEW BUILDINGS, WATER SAMPLING STATIONS, WATER ST, WAVE HILL VISITOR CENTER/GARAGE/HOUSE, WAVE ST, WEBSTER AVE, WEBSTER AVE ADULT HOUSING, WEBSTER AVE GARAGE, WEBSTER BRANCH LIBRARY, WEBSTER-GIANNONE PAL CENTER, WEED AVE, WEST 151ST ST /BROADWAY-AMSTERDAM AVE, WEST 158TH ST MAINTENANCE/REPAIR FACILITY, WEST 181ST ST STEP ST, WEST 230TH & WEST 232ND ST STEP STS/NETHERLAND - JOHNSON AVE, WEST 230TH ST STEP ST, WEST 231ST ST STEP ST, WEST 27TH ST, WEST 58TH ST, WEST 72ND ST, WEST 96TH ST, WEST FACILITY, WEST FARMS BRANCH LIBRARY, WEST FARMS OLD SOLDIER CEMETERY, WEST FARMS ZOOWAY, WEST FINGERBOARD BRIDGE, WEST NEW BRIGHTON BRANCH LIBRARY, WEST NEW BRIGHTON STEPS, WEST SIDE CDU, WESTBOURNE AVE/BAY 28TH - BAY 25TH ST), WESTCHESTER SQUARE BRANCH LIBRARY, WESTWOOD AVE/WILLOWBROOK RD/WOOLLEY AVE, WHITAKER PLACE, WHITE PLAINS RD, WHITEHALL ST, WHITESTONE BRANCH LIBRARIES, WHITESTONE EXPRESSWAY, WIELAND AVE, WILLET AVE, WILLIAMSBRIDGE EMS, WILLIAMSBRIDGE TRUNK MAINS, WILLIS AVE/EAST 137TH ST - 138TH ST, WILLOW AVE, WILLOW AVE, WILLOW AVE, WILLOWBROOK RD, WILSON AVE, WINCHESTER BLVD, WOMEN'S PROJECT THEATRE, WOODHAVEN BLVD, WOODHULL AVE, WOODLAWN HEIGHTS BRANCH LIBRARY, WOODROW RD, WOODSIDE BRANCH LIBRARY, WOODSIDE SENIOR CENTER, WOODSTOCK BRANCH LIBRARY, WOODWARD AVE, WORTH ST, WTC: MILLING AND RESURFACING, WYCKOFF AVE/FLUSHING AVE - COOPER AVE, WYNWOOD GARDENS, YANKEE STADIUM, YORKVILLE BRANCH LIBRARY, YOUNG AVE, ZEREGA AVE,, 1 POLICE PLAZA, 1 POLICE PLAZA MUNICIPAL PARKING GARAGE, 100TH PRECINCT, 101ST PRECINCT, 102ND PRECINCT, 103RD PRECINCT, 104TH PRECINCT, 104TH AVE, 106TH PRECINCT, 106TH ST /103RD AVE, 107TH PRECINCT, 108TH PRECINCT, 108TH ST, 109TH PRECINCT, 10TH AVE, 10TH AVE/206TH ST - 218TH ST, 10TH PRECINCT, 110TH AVE, 110TH PRECINCT, 110TH ST/69TH RD, 111TH AVE/ANDERSON RD, 111TH PRECINCT, 112TH/113TH AVE, 112TH PRECINCT, 112TH RD/227 ST, 113TH PRECINCT, 114TH PRECINCT, 115TH AVE/140TH ST, 115TH ST/9TH AVE, 115TH ST AND WEBSTER BRANCH LIBRARIES, 115TH ST BRANCH LIBRARY, 116TH RD/194TH ST, 117TH RD/SPRINGFIELD BLVD, 118AVE/BAISLEY /LONG/GUY BREWER BLVDS, 119TH RD/LONG ST, 11TH AVE/141ST ST, 120TH AVE/223RD ST, 120TH PRECINCT, 122 AVE/MILBURN ST/MONTAUK ST, 122ND PRECINCT, 123RD PRECINCT, 125TH AVE/174TH PL, 125TH ST, 128TH DR/FRANCIS LEWIS BLVD, 130 AVE/176TH PL, 131ST ST/107TH AVE, 132ND ST/107TH AVE, 134 MADISON ST, 134TH AVE/156TH ST, 135TH ST GATEHOUSE/AARON DAVIS HALL, 137TH RD/244TH ST, 13TH AVE, 13TH PRECINCT, 140TH ST/FOCH BLVD, 146TH AVE/223RD ST, 148TH AVE/230TH PL, 149TH ST MUNICIPAL PARKING GARAGE, 14TH AVE/115TH ST & US BULK, 14TH PL, 14TH ST, 150TH ST, 153RD ST, 156TH AVE, 156TH ST/14TH AVE, 157TH ST/BAISLEYBLVD, 157TH ST/26TH AVE/28TH AVE, 158TH ST/140TH AVE, 15TH DR, 161ST ST/158TH ST, 162ND ST, 162ND ST/35TH AVE, 165TH AVE, 167TH ST/111TH AVE, 169TH ST/SAYRES AVE, 172TH ST/110TH AVE, 173RD ST/LINDEN BLVD/116TH AVE, 175TH ST/SAYRES AVE, 176TH ST STEP ST, 179TH PLACE, 179TH ST, 180 MOTT ST, 180 WATER ST, 187TH ST/56TH AVE/58TH AVE, 189TH ST, 190TH ST, 195TH ST/109TH RD, 196TH ST/48TH AVE, 197TH ST /118TH AVE, 19TH PRECINCT & ENGINE CO 39, 1ST PRECINCT, 2 COLUMBUS CIRCLE, 200TH ST, 201ST ST/89TH AVE, 202ND ST, 202ND ST, 202ND ST, 204TH ST/MURDOCK AVE - 115TH AVE, 204TH ST/NORTHERN BLVD & 46TH AVE, 209TH ST, 20TH AVE/126TH ST AND US BULK, 20TH PRECINCT, 210TH ST, 210TH ST/35TH AVE/36TH AVE, 211TH ST, 217TH ST, 219TH ST/89TH AVE, 21ST ST, 220TH ST/JAMAICA AVE, 223RD ST/112TH AVE, 226TH ST/149TH AVE, 226TH ST/BELT PKWY CROSSING, 229 ST (HILLSIDE AV-MANOR RD), 229TH ST/144TH AVE - EDGEWOOD AVE, 230TH PL, 230TH ST/119TH AVE, 231ST ST, 23RD AVE, 24TH PRECINCT, 252ND ST, 86/87 AVE, 254TH ST/87TH AVE/87TH DR, 25TH AVE, 25TH DR/150TH ST/MURRAY ST, 26TH AVE/127TH ST/202ND ST, 26TH PRECINCT, 26TH ST, 27TH AVE /GILMORE ST, 28TH PRECINCT, 29TH AVE, 29TH ST, 30 PIKE ST YARD, 32ND PRECINCT, 32ND ST, 33RD PRECINCT - MODULAR BUILDING, 33RD PRECINCT, 34TH AVE/BROOKSIDE ST, 34TH AVE CENTER MALLS, 34TH RD, 37TH AVE, 38TH ST, 39TH AVE /210TH ST, 3RD AVE, 40TH PRECINCT, 40TH PRECINCT, 40TH PRECINCT, 40TH PRECINCT, 41ST PRECINCT, 41ST ST, 42ND PRECINCT, 43RD AVE, 43RD AVE, 43RD PRECINCT, 44 BEAVER ST, 44TH AVE, 44TH PRECINCT, 45TH DR, 45TH PRECINCT, 46TH PRECINCT, 47TH AVE, 47TH AVE, 47TH PRECINCT, 48TH PRECINCT, 49TH PRECINCT, 49TH ST, 50TH PRECINCT, 51ST RD/74TH ST, 52ND PRECINCT, 54TH AVE, 58TH AVE, 58TH AVE, 58TH ST FIRE DEPT SUPPORT SERVICES BUILDING, 5TH AVE/28TH ST, 5TH PRECINCT, 60TH PL/ELIOT AVE, 64TH AVE, 65TH LN/METROPOLITAN AVE, 66TH DR/74TH ST, 67TH ST NY BRANCH PUBLIC LIBRARY, 68 LEXINGTON AVE ARMORY, 68TH DR, 68TH RD/FOREST AVE, 69TH ST, 69TH ST/UTOPIA PKWY, 6TH AVE, 6TH AVE, 70TH AVE/137TH ST, 72ND ST, 72ND ST RETAINING WALL, 73RD PLACE, 75TH RD/147TH ST, 78 CATHERINE ST, 7TH AVE, 7TH PRECINCT, 8 EAST 3RD, 85TH AVE/165TH ST, 85TH ST /30TH AVE, 89TH AVE/172ND ST, 8TH ST/ISABELLA AVE, 90TH AVE/189TH ST, 90TH AVE/199TH - 204TH STS, 91ST AVE AREA, 96TH ST BRANCH PUBLIC LIBRARY, 97TH AVE, 97TH ST, 99TH/110 AVE, 99TH AVE, 99TH ST/97TH AVE/100TH ST/ATLANTIC AVE, 9TH PRECINCT.



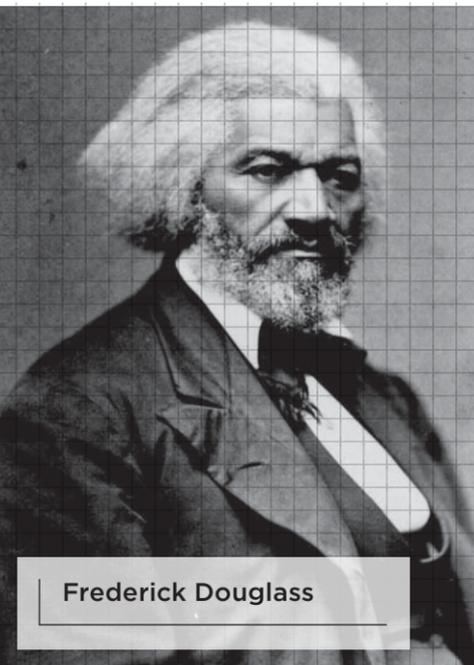
Plazas

DDC is responsible for work on three important plazas in upper Manhattan: Columbus Circle, Harriet Tubman, and Frederick Douglass. Each of these is central to the surrounding neighborhood in different ways. Harriet Tubman and Frederick Douglass feature art projects coordinated with the Department of Cultural Affairs as central elements of the design. Columbus Circle anchors a new development that promises to revitalize this part of the City. All projects like these, while they may result in a walkable area with lovely plantings on all sides, are the product of complex coordination for the subterranean work. These projects must be coordinated with the MTA's subway stations, with the cable companies' underground wires, and with the utilities for gas and electrical services. Above ground, this work is coordinated with the Department of Transportation as well as with local park management and community interests.



Frederick Douglass Circle

The reconstruction of Frederick Douglass Circle, located at the northwest corner of Central Park, is the result of a long history of community and elected official initiatives to create a "gateway to Harlem." The primary goal was to develop a strong landscape and urban design for the circle and surrounding streets that creates an inviting public space and a sense of destination by erecting a figurative sculpture at the site to commemorate the life and monumental achievement of Frederick Douglass in the Underground Railroad movement. The reconstruction of Cathedral Parkway from the circle to Morningside Avenue and of Manhattan Avenue from 110th to 120th Streets is also part of this project. This involves reconstruction of the roadway including new sidewalk, curb, traffic signals, streetlights, and the rehabilitation of water mains and sewers.



Frederick Douglass

Harriet Tubman Plaza

Harriet Tubman Plaza is located in northern Manhattan on a small traffic island that is being reinvented as a memorial to the anti-slavery activist. This project, estimated at approximately \$3 million, includes sewer and street reconstruction work in addition to extensive landscaping and installation of an inspiring memorial sculpture designed by artist Allison Saar through the City's Percent for Art program.





Columbus Circle

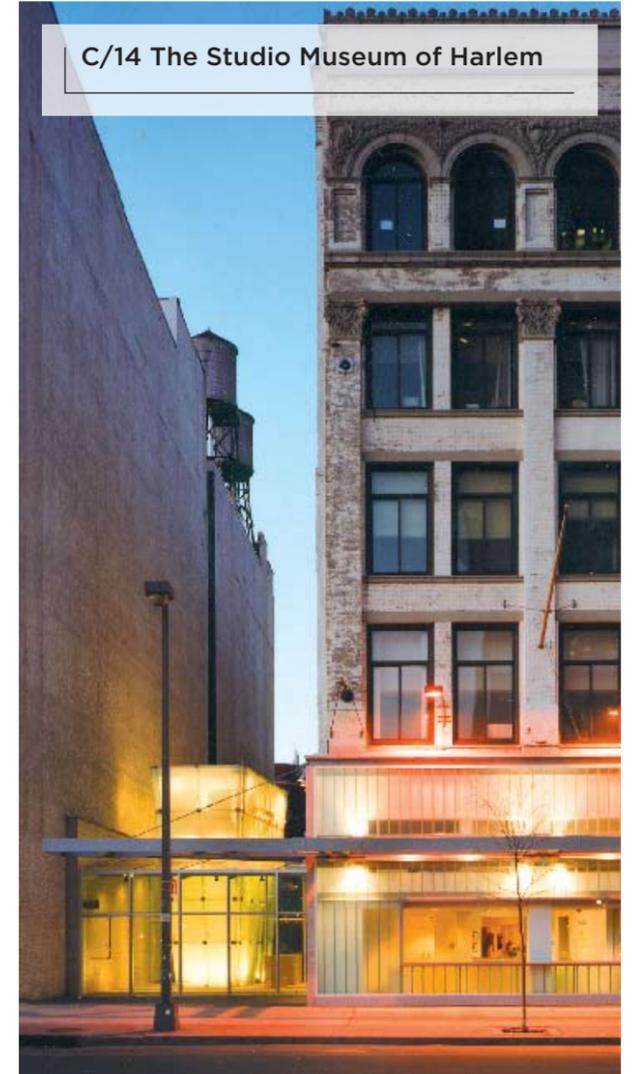
The Columbus Circle project in Manhattan's Upper West Side was an exciting and challenging project for DDC. Valued at over \$23 million, it included the development of a new streetscape designed to improve both vehicular and pedestrian traffic flow, replacement of water mains, rehabilitation of sewers and installation of a new reinforced concrete roadway. The work at the historic site also included installation of a new fountain, refurbishment of the Columbus statue, installation of granite curbs and sidewalks, distinctive wooden benches and tree planting. The project received *New York Construction* 2005 Project of the Year Award.



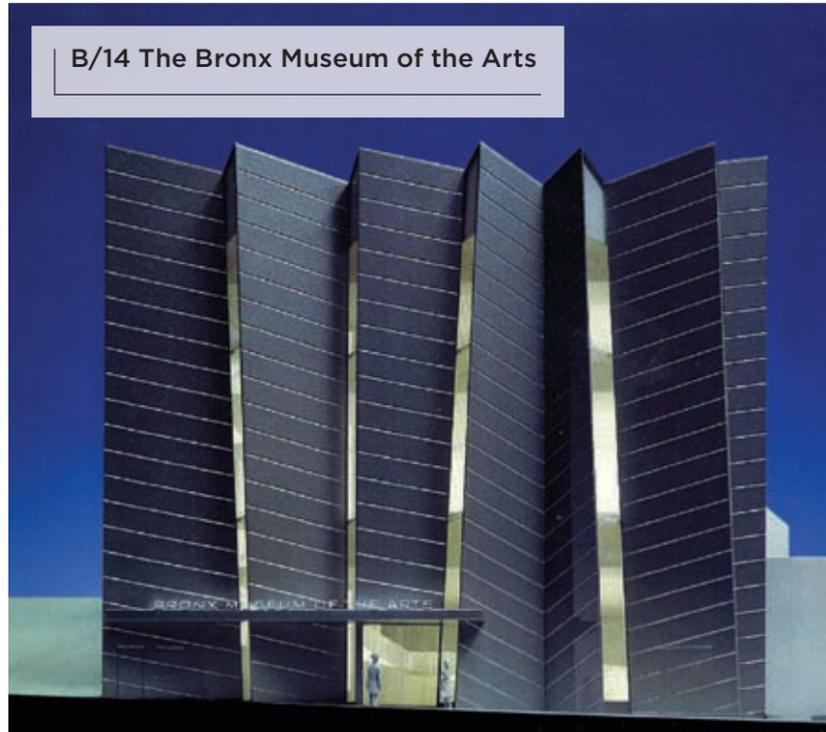
A/14 Weeksville Heritage Center



C/14 The Studio Museum of Harlem



B/14 The Bronx Museum of the Arts



D/14 Brooklyn Children's Museum



E/14 Lion House at The Bronx Zoo



The Hall of Science is one of over 50 museums and cultural centers that the agency has improved through renovation or addition. DDC becomes involved in these projects through its client, the Department of Cultural Affairs (DCA). DCA maintains a relationship with 34 organizations throughout the city through its CIG (Cultural Institutions Group) list, and it coordinates the capital programs of many of those organizations.

In this role, DDC has been involved in work on the Museum of the City of New York, the Metropolitan Museum of Art, the Museum of Modern Art, the Flushing Town Hall, the Jamaica Arts Center, the Studio Museum of Harlem, the New York Hall of Science, the New York Aquarium, and Lincoln Center, among others.

F/14 Zankel Hall at Carnegie Hall





New York Hall of Science

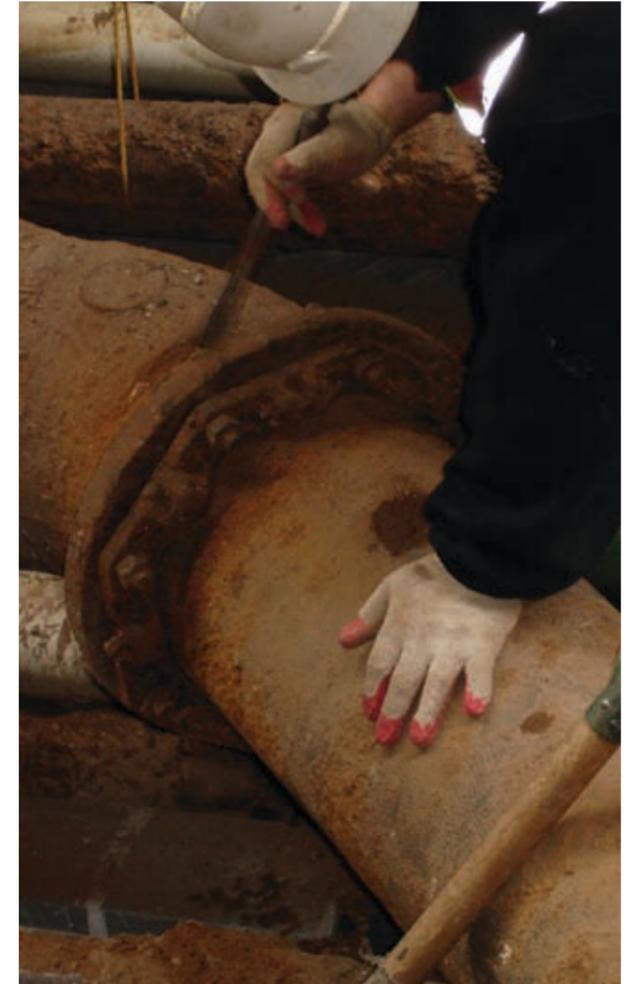
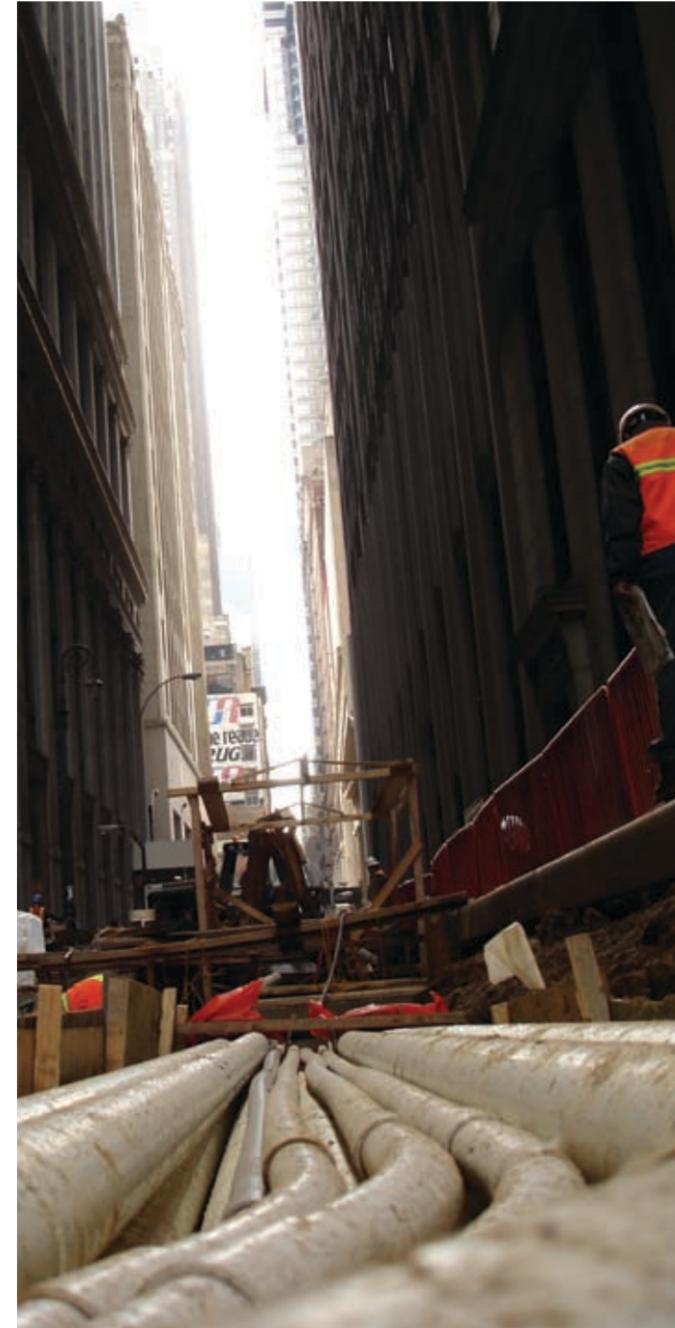
In 2004, DDC completed a \$42 million expansion of the New York Hall of Science in Flushing Meadow-Corona Park, increasing its size by 50 percent to include new exhibition spaces, laboratories, classrooms, offices, workshops, food service and landscaping. In addition to the new construction, modifications to the existing building took place while the building and its exhibits remained in operation. The design of the New York Hall of Science expansion redefines the visitor experience, transforms the image of this interactive science museum and recreates the facility as a cohesively functioning museum. The project received a 2004 Project of the Year Award from the Construction Management Association of America (CMAA), Metro Chapter.





Roadway work supports the very fabric of our city, and yet it is difficult to appreciate. When it is complete, one only sees a street, exactly as expected. When it is underway, one must expect disrupted traffic and interruptions in water service. But the slow and steady course of improving our water mains and sewer mains is done through each inch of pipe, under one block and then the next. This incremental process gradually adds up to make the city fundamentally better: healthier, newer, more able to expand, and more reliable.

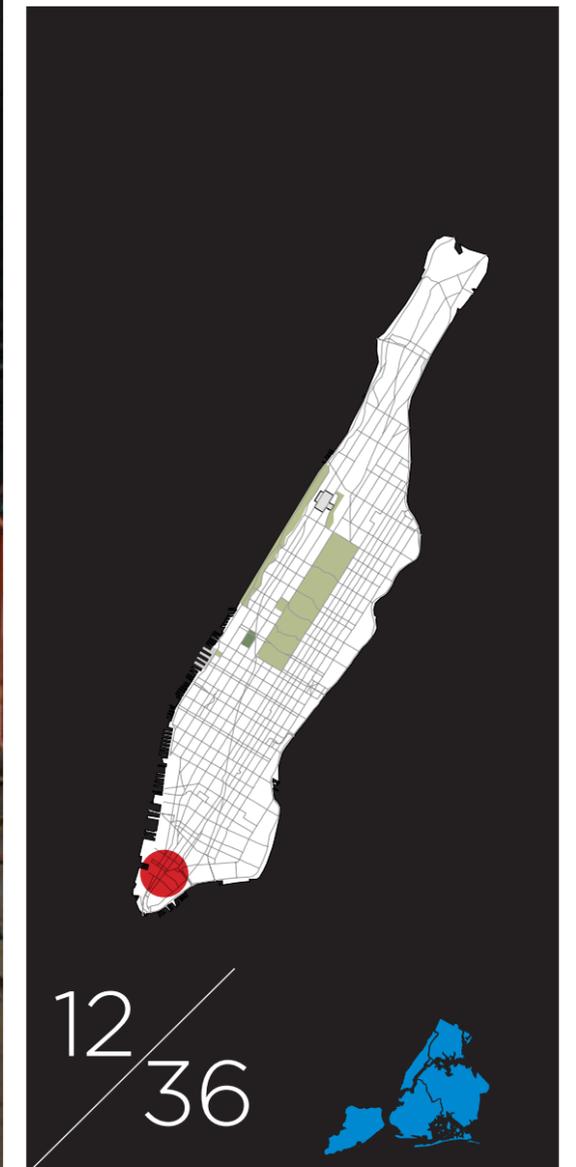
Since its inception DDC is proud to have completed approximately 1,952 miles of roadwork.





Pine Street

Under the Emergency Relief (ER) Program established to rehabilitate the streets after the events of 9/11/01, funding was allocated to perform Engineered Resurfacing of Pine Street from Water Street to Broadway. Heavy truck traffic during WTC debris removal and various utility trenches adversely impacted the condition of the street. Water mains have been replaced and milling and paving have been completed on Pine Street from Water Street to Pearl Street.



The training facility for the New York City Fire Department is one of many buildings that the agency constructs for the uniformed services. In recent years, new construction has been the most visible manifestation of the new union of New York's firefighters with the emergency medical technician services, as DDC has built new combined Fire-EMS stations throughout the city.

The Fire Department brings to DDC a wide and interesting portfolio. Some older firehouses are candidates for elaborate restoration as they incorporate ornamental details on the façade that date from the late 1800s. Others, newly designed and built by the agency, are an opportunity to give a fresh face to an older neighborhood. In all cases, firehouses are a challenging building type because they have highly technical demands for maintaining the equipment, and for supporting sophisticated data and security requirements. As experts in the needs of firefighters, however, DDC has learned one detail about them that is crucial to their architecture: they really like a nice kitchen!

A/13 Engine Company 277



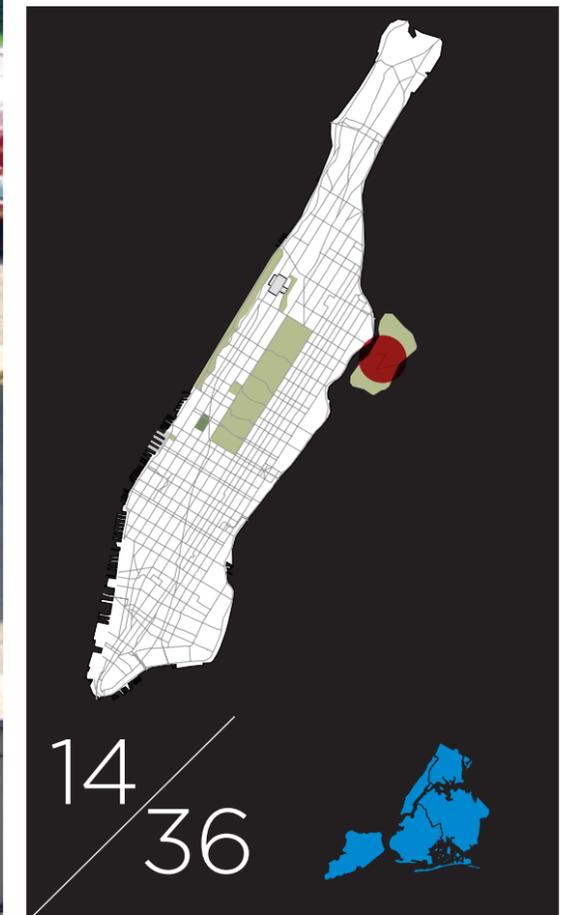
B/13 FDNY Training Facility





FDNY Training Facility

The Randall's Island Fire Training Academy trains New York City's firefighters in an advanced-technology, one-of-a-kind facility. The project involved the design and construction of approximately 79,000 square feet in three new buildings (a Burn Building, a state-of-the-art Classroom Building with physical fitness center and cafeteria, and a City Streetscape Building) and renovation of the existing Smoke House. The City Streetscape Building houses a Hollywood-like street "set" complete with four-story buildings, sidewalks, parking meters, manholes, fire hydrants, metal gates, and street signs—all designed to recreate obstacles encountered in real situations. It is completely enclosed to permit year-round training.





A/15 Tiebout Staircase

Step Streets

DDC's Infrastructure division is called on to face roadway and engineering challenges all over the City. New York is a city with tremendous variety, and while we may build ponds in Staten Island, we face streets so steep in the Bronx that the roadway has been replaced by steps. Called step streets, they are a transportation anomaly in which people, but not cars, are allowed passage.





Retaining Wall Collapse

On Thursday, May 12, 2005, the retaining wall along the Henry Hudson Parkway collapsed near 181st Street, suspending traffic on one of the busiest roadways in the City. DDC, designated the lead agency by the Mayor, worked with the Office of Emergency Management (OEM) and other city and state agencies to stabilize the area near the collapse and to re-open the Parkway. DDC staff architects, engineers and surveyors worked around the clock to manage contractors working on the site, coordinating with the OEM, city and state transportation departments, Department of Sanitation, Parks, NYPD and Fire Department. The rubble was removed and the wall was stabilized. Traffic returned to the Parkway on Sunday night, about seven hours ahead of the Mayor's Monday morning deadline.



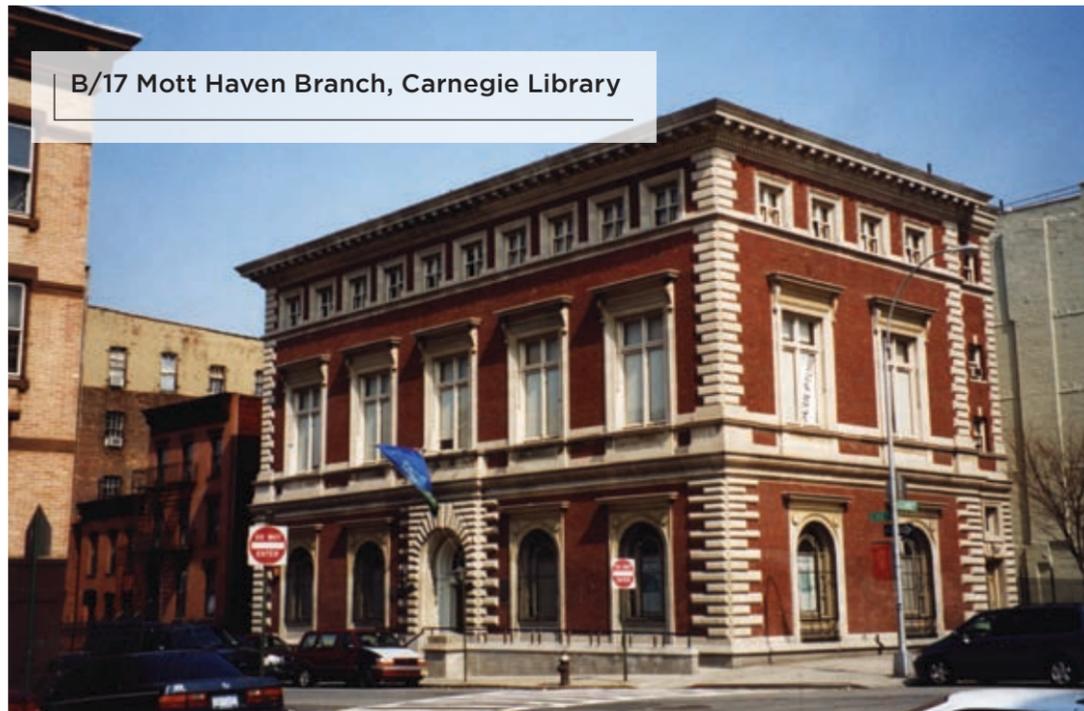
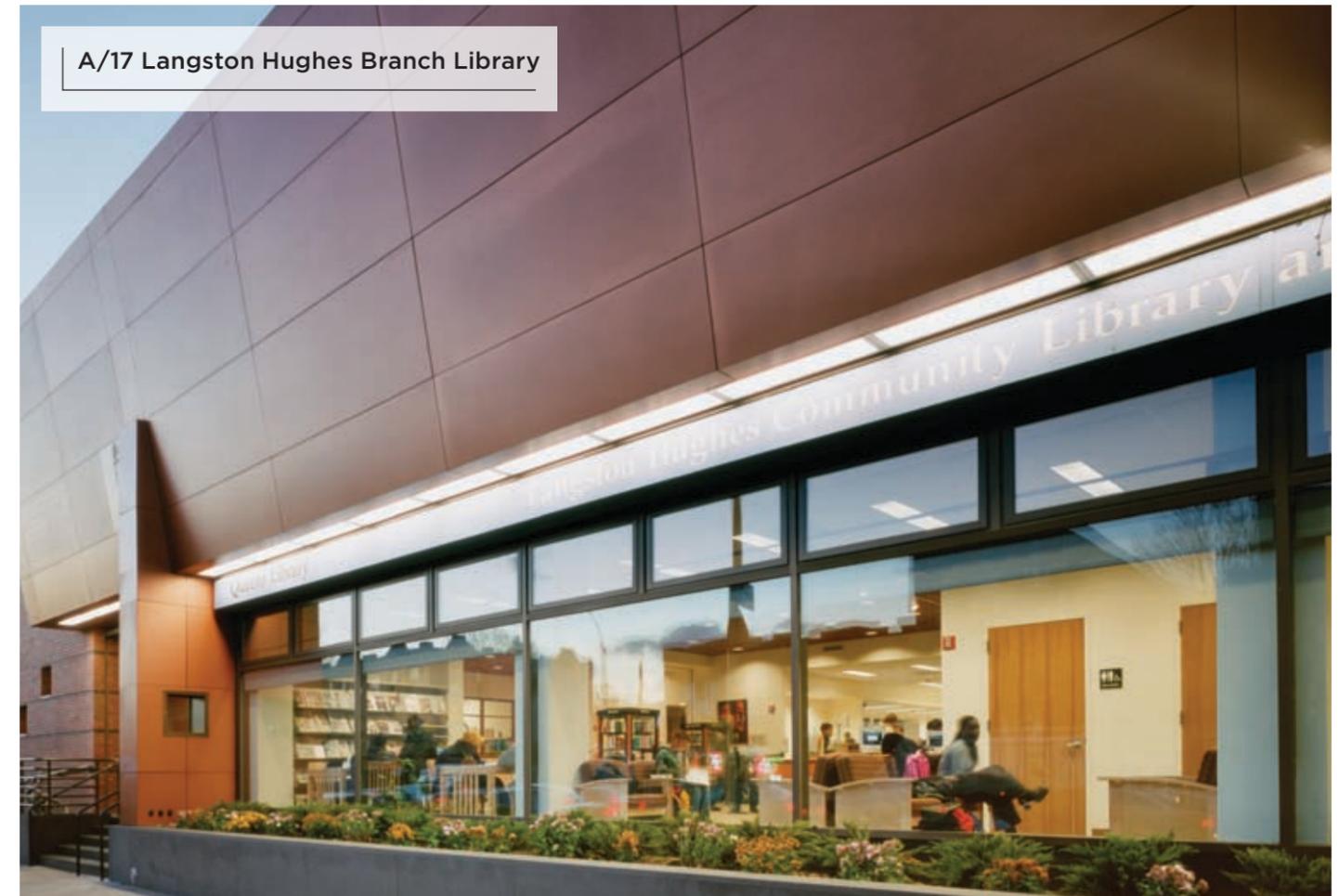
Libraries

Since 1996, DDC has worked on over 500 capital projects for the New York Public Library, serving Manhattan, Bronx and Staten Island, the Brooklyn Public Library, and the Queens Borough Public Library. These three library systems have approximately 210 branch libraries serving communities throughout New York City

The City's library building stock is quite varied, ranging from Carnegie libraries built at the turn of the century to simple masonry buildings of the 60s and 70s to modern buildings of glass and steel. Projects include new buildings, renovations and additions to existing buildings, and the restoration of historic structures (DDC has restored 21 of the Carnegie branches, and currently has plans to restore another nine).

Projects range from major new library buildings, such as the 77,000 square foot Flushing branch to minor system upgrades and roof replacements. This range of demands has brought DDC expertise not only in managing a complex and diverse portfolio, but also in answering the needs of libraries today, as our clients respond to the latest technological developments, and develop new and improved community programs and services.

The present library portfolio consists of over 60 projects in various stages of scope development, design, and construction, with a total capital budget of approximately \$100 million.





Kingsbridge Branch Library

The new Kingsbridge Branch is a two-story 12,500 square foot building at the corner of Corlear Avenue and West 231st Street in the Bronx. The building is clad on the west and north sides in ground-face masonry block. The south and east façades feature a two-story 25-foot high glass window wall. On the east side, the Community Room is clad in metal panels. The roof is a water-retaining "green" garden roof.

The first floor of approximately 6,000 square feet contains the adult and young adult reading areas and stacks, staff offices and the Community Room. The lower level of approximately 6,500 square feet contains the Children's Reading Room, the Story Hour Room, staff offices and utility rooms. The elevator provides access to both levels of the building. Sitework includes a sunken courtyard at the lower level.

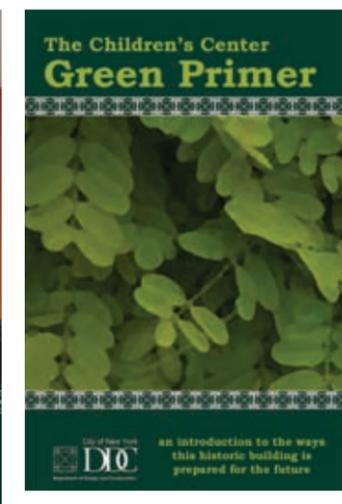
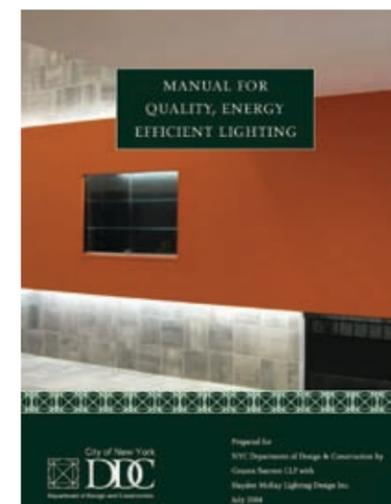
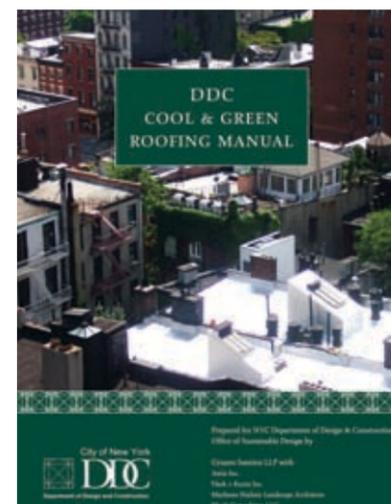
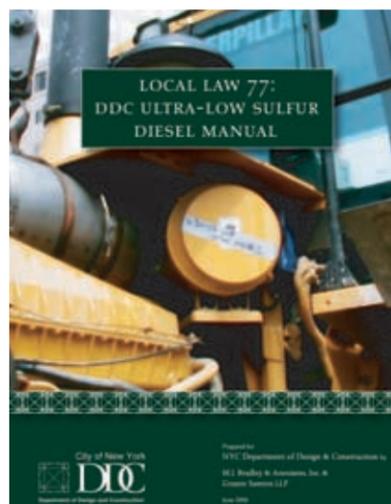
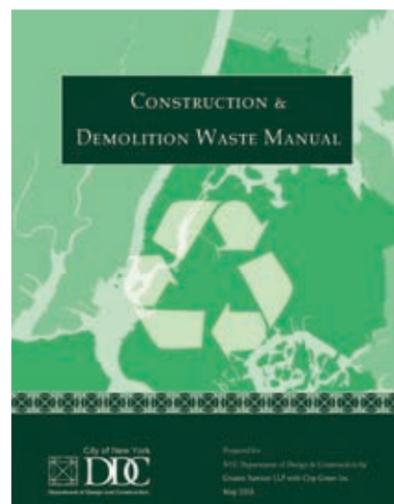
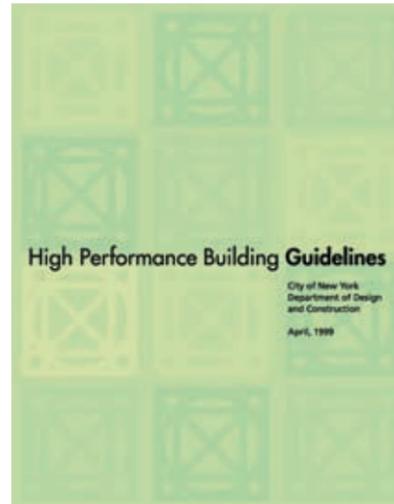


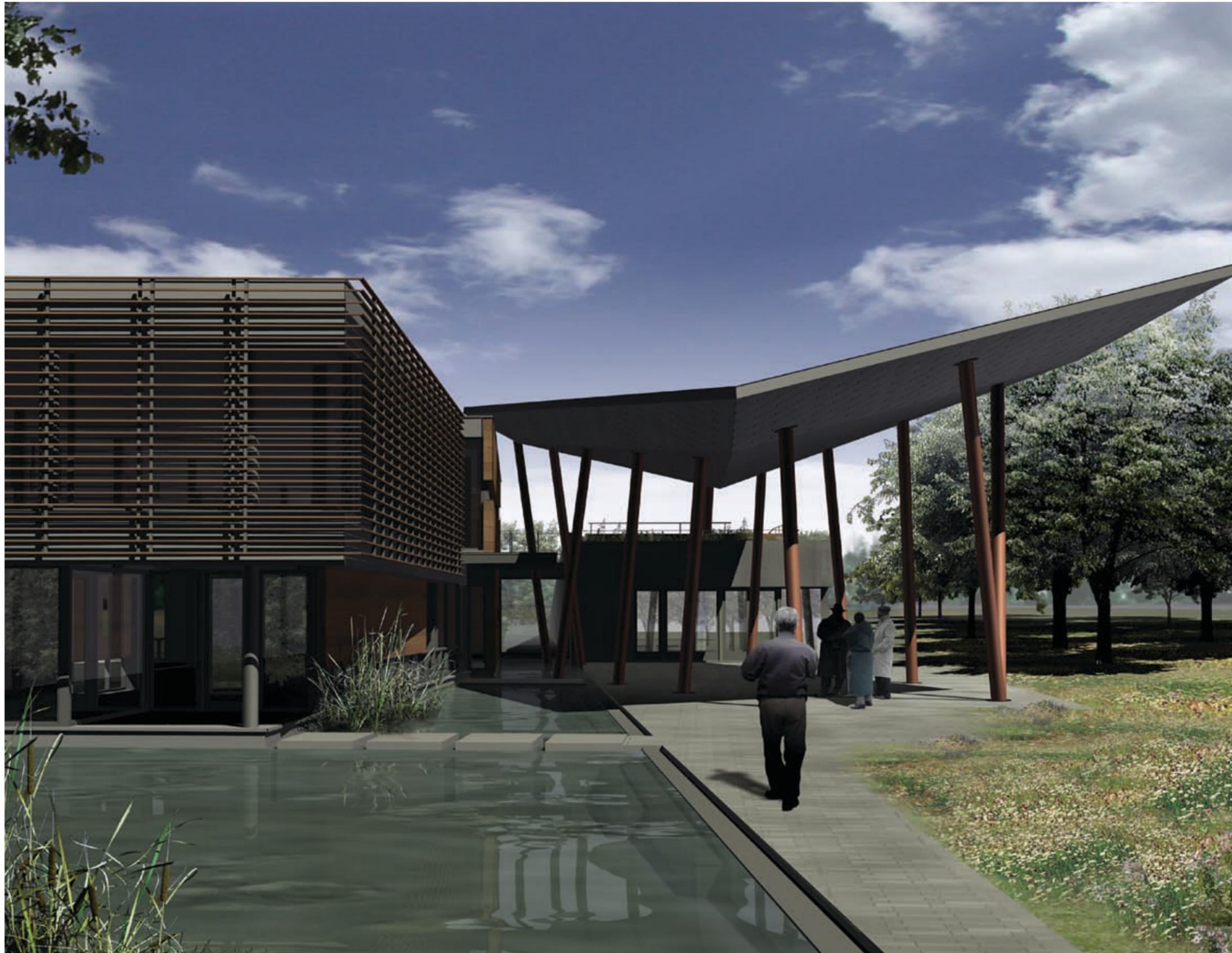
Office of Sustainable Design

Through its Office of Sustainable Design, which was established in 1997, DDC has become a leader in implementing sustainable design practices for the urban public sector. Developing Guidelines for Sustainability in 1999 and applying them to a number of pilot projects, the office has been instrumental in the design of eight projects that meet the rating requirements of the U.S. Green Buildings Council (USGBC) Leadership in Energy and Environmental Design (LEED) program. Pilot projects include the new Administration Building at the Queens Botanical Garden, which is poised to achieve the highest LEED rating of platinum. Two projects will use power from photovoltaic panels, two incorporate 200KW fuel cells, and three will rely on geothermal heat pump systems for heating and cooling. The example provided by the LEED projects, three of which will complete construction in 2006, has led the City to require, through a Local Law, that most city funded projects with a construction value over \$2M are LEED rated.

In addition to working on pilot projects such as the Queens Botanical Garden, the Office of Sustainable Design has identified sustainable strategies to be incorporated throughout its agency's portfolio. These strategies include the use of recycled content materials, increased daylighting, and bike parking, among others. A number of these individual projects are also incorporating various energy efficiency upgrades along with water conservation strategies, such as rainwater collection for applications like vehicle washing and irrigation.

The Office of Sustainable Design also publishes research documents on topics specific to the public sector. They include manuals on Geothermal Heat Pumps, Ultra-Low Sulfur Diesel Fuel, and Quality Energy Efficient Lighting. They are available to the public on the agency's website at: <http://www.nyc.gov/buildnyc>, and have been downloaded by students and municipalities as distant as New Zealand.





Queens Botanical Garden

A winner in NYC's 2004 Green Building Design Award Competition, this DDC project includes a new 15,000 square foot visitor/administration building and a new 6,000 square foot horticulture/maintenance building. The \$12 million project is a pilot for DDC's flagship High Performance Building program. It is designed to achieve a platinum LEED rating from the US Green Building Council. The new buildings incorporate a green roof, rainwater collection system, gray water system, geothermal heat exchange system, and photovoltaic roof panels, as well as other technology designed to reduce the consumption of energy and improve the quality of our environment.



Bronx Criminal Court

The Bronx Criminal Court project combines the Bronx Supreme Court and Criminal Courts in a new modern 760,000 square foot building. The complex will be known as the Bronx Hall of Justice. It will contain 47 courtrooms, jury assembly hall and space for related city jurisprudence and social service agencies. The glass curtain-walled building and open ground level plaza symbolically provide an open view of the court processes. The large public plaza is a welcome addition of open space in this busy urban area of the Bronx. Occupancy is anticipated in mid-2006. Rafael Viñoly Architects with DDC as the design management agency designed the project. Construction has been managed by the Dormitory Authority of the State of New York (DASNY).

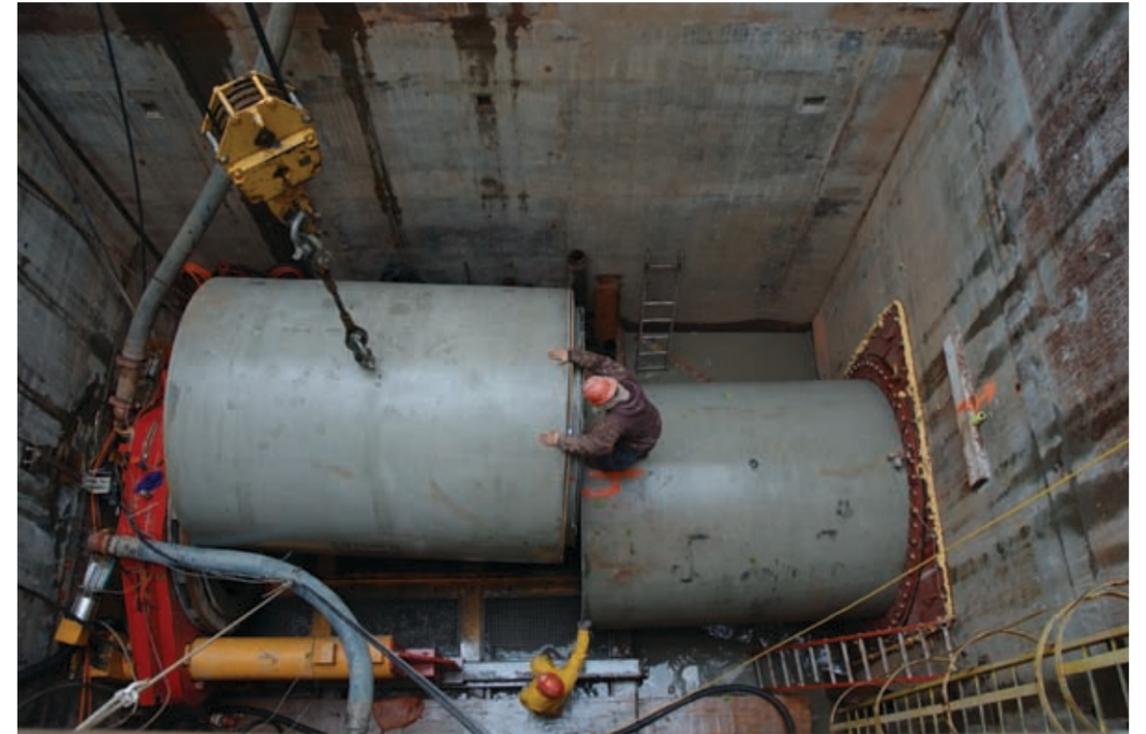




Kitchen at Rikers Island

DDC recently completed a nine-year, \$240 million program to upgrade the kitchens, remote serveries, and ancillary spaces at 16 separate Department of Correction facilities in the five boroughs and on Rikers Island. The “cook/serve” program consisted of a series of individual projects upgrading existing spaces and construction of two new buildings on Rikers Island: a 13,300 square foot Central Freezer building and a 36,000 square foot Central Storage warehouse. In this extremely complex program, all work was completed while maintaining a three-meal-a-day feeding program for a jail population in excess of 15,000 inmates.



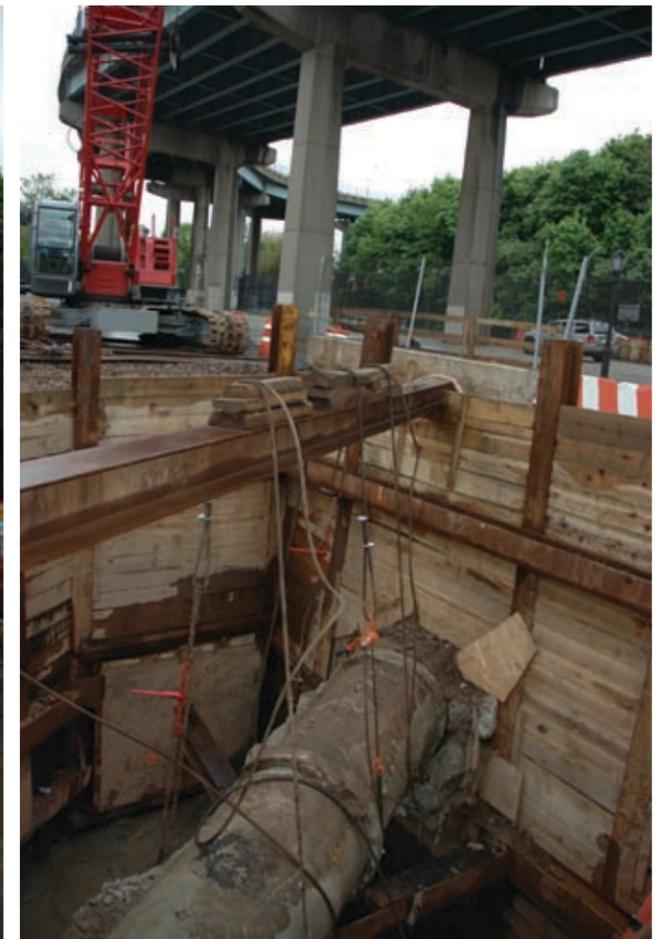


Micro-Tunneling

Micro-tunneling is a form of “Trenchless Technology.” It has become an alternate method of constructing large sewers and water mains in congested streets, beneath busy highways and railroads or adjacent to sensitive structures. This method avoids the need for deep trench cuts that are associated with many projects.

Micro-tunneling machinery is launched from a jacking pit that is designed to withstand the forces generated by the hydraulic jacks used to push the unit and trailing pipe sections. The concept is simple. As the micro-tunneling machine is pushed forward, it only removes an amount of earth equal to the displaced volume of the advancing pipe. It does this while balancing the earth pressure at the cutting face. This maintains the stability of the soil located above the pipe and helps prevent the creation of voids.

The micro-tunneling machine can be equipped with a wide variety of cutting heads that will allow the machine to pass through dry or saturated soils, clean sands, solid rock, or anything in between. It can be steered by an operator from a remote location who uses a laser to maintain a grade while a hydraulic knuckle joint located between the cutting head and trailing power pack allows for small corrections.





Fort Hamilton Parkway

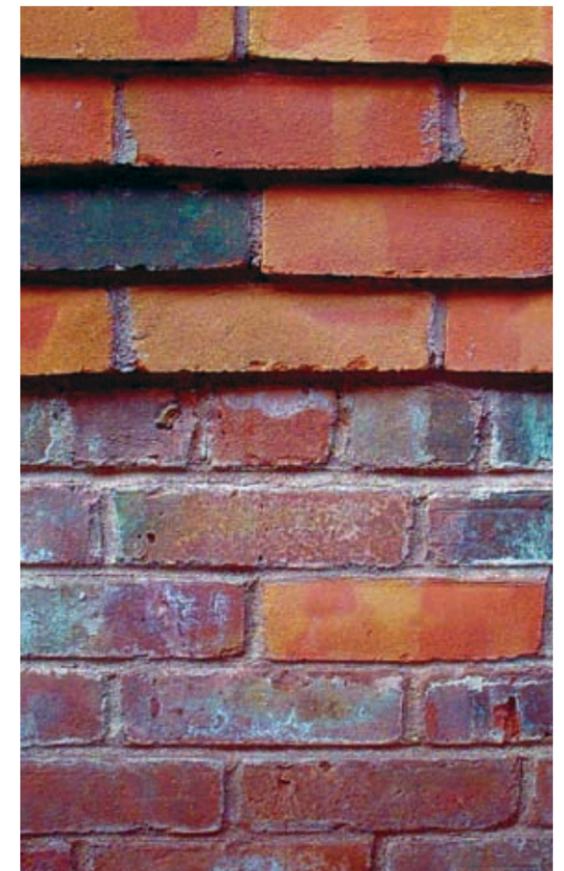
This \$6.8 million project was initiated to alleviate severe flooding conditions and improve water service in the Bay Ridge area of Brooklyn. The scope of this project includes reconstruction of sewers along Fort Hamilton Parkway from 99th Street to 92nd Street, the replacement of water mains at various locations in the vicinity, reconstruction of sidewalks and the planting of trees. The 100-year-old 54-inch brick sewer will be replaced with a 78-inch reinforced concrete pipe using the micro-tunneling method at an average depth of 40 feet. Construction is projected to be complete in late 2006.





Armories

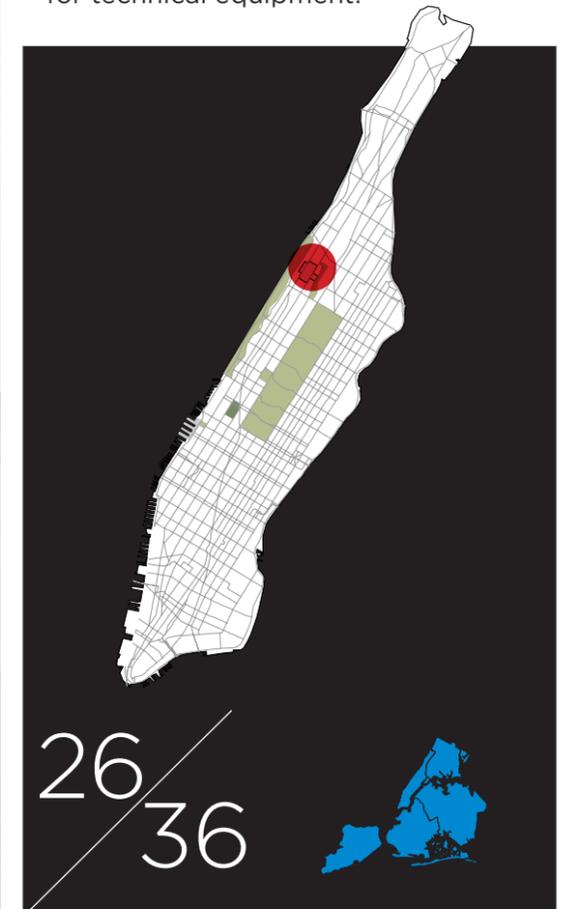
DDC was responsible for the renovations of three distinctive, landmark armories built between 1891 and 1910: the Park Slope and Bedford-Atlantic Armories in Brooklyn, and the Franklin Avenue Armory in the Bronx. Once owned by the State of New York, they are now managed by the City's Department of Homeless Services. When urgent repairs to the three facilities were necessary, exterior building upgrades for all three were combined into a single design project. The New York Landmarks Conservancy honored the project, recognizing DDC's achievement and leadership in historic preservation. The project also received an award for Organization Excellence from the New York Preservation League.





Aaron Davis Hall

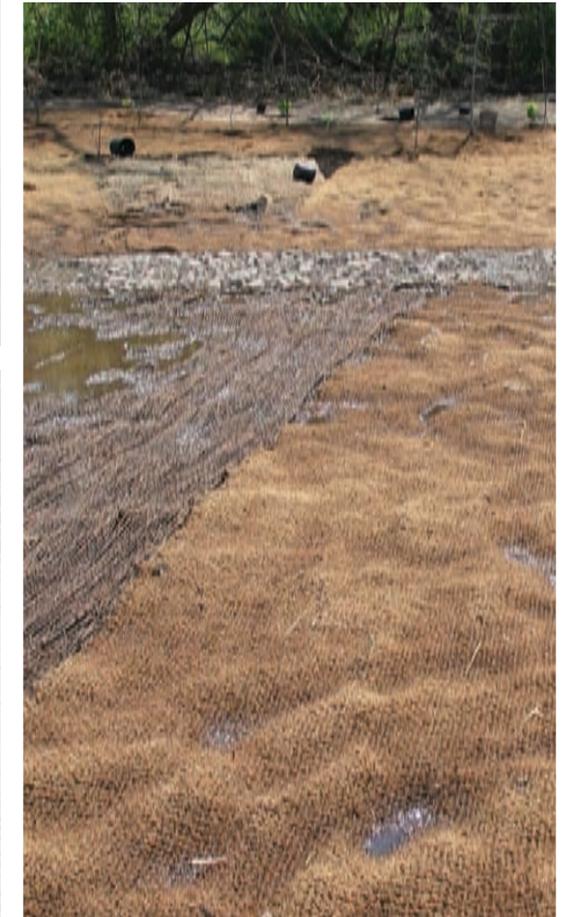
The 135th Street Gatehouse, constructed in 1890, is a NYC landmark and is on the National Register of Historic Places. The Gatehouse, originally a DEP water pumping station, was decommissioned in the mid 1980's and abandoned until recently, when the City decided to convert the space for use by Aaron Davis Hall, a performing arts center in Harlem. The renovated building will include a new slate roof and the exterior will be restored in accordance with Secretary of Interior Standards for National Landmarks. The interior will house a state of the art studio theatre with demountable platform seating and performance stages, and a space for smaller performance venues. The remaining floor space will be for use by staff, and storage for technical equipment.

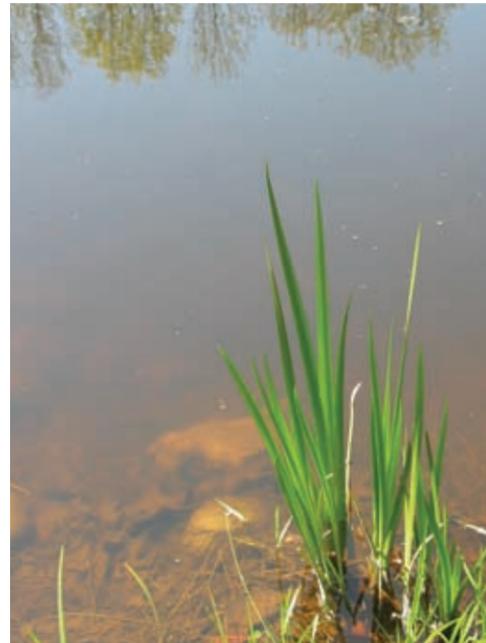




Storm Water Management

DDC has been working closely with the Department of Environmental Protection (DEP) over the past several years to expand the Bluebelt construction program in Staten Island. While installing new storm and sanitary sewers in the area, DDC has taken advantage of the natural drainage system of “the Bluebelt” a system of streams, ponds and wetlands located in the South Shore of Staten Island. Through these projects, DDC has been able to direct storm run-off into controlled collection pools and streams using Best Management Practices (BMP) structures designed to preserve natural wildlife and alleviate flooding. We are currently expanding the use of such BMPs into areas in Queens.





Bloomington Park

About 38 acres of this 138-acre park in southern Staten Island were adapted to provide several ballfields, a meandering bike path, playgrounds and a new comfort station. DDC also completed construction of new roadway in the area and the creation of two cul-de-sacs in the park. A significant project was the construction of new sanitary and storm sewers for the area using BMP's. This was in keeping with the project's goal of sensitivity to the environment by maintaining the park's forested quality while maintaining the ecosystem for the existing plant and animal species. The project received *New York Construction News'* 2004 Award of Merit for Site Landscaping.



A/29 NYC Comptroller

This separately elected official is responsible for registering all contracts and change orders, enforcing prevailing wages, and performing audits and accounting oversight.

B/29 Borough Presidents and the NYC Council

Project management staff works closely with these elected officials on land use and zoning issues as well as on specific projects they have funded in their districts or boroughs.

C/29 Client Agency

DDC works with over 20 NYC agency clients. These agencies own, operate and maintain their facilities, plan for and prioritize their future space and operational needs and provide DDC projects with their preliminary scope and budget.

D/29 Mayor's Office of Management and Budget

DDC works with this office which is responsible for all budget related issues to ensure that all projects are properly funded through the City's capital budget.

E/29 Department of Buildings

DDC works with DOB to obtain various building permits and certificates of occupancy for our projects.

F/29 Mayor's Office of Contract Services

This office is responsible for ensuring that all city contracts are procured in a competitive, effective and efficient environment. We work with this office in holding public hearings, accessing their city-wide bidders lists, reviews of contractor responsibility, and other contracting issues.

G/29 Community Boards

DDC projects are presented to Community Boards at public hearings where residents may express their opinions and concerns about the projects. The agency works closely with community board staff to minimize the impact of construction work and coordinate any neighborhood issues that may arise.

H/29 Utilities

Utility companies that provide gas, electric, cable and telephone service to the City often have their facilities located under the roadbed of city streets. DDC's infrastructure work on sewers and water mains must be closely coordinated with the utilities to ensure the timely completion of our work while minimizing impact to their services.

I/29 Community Outreach

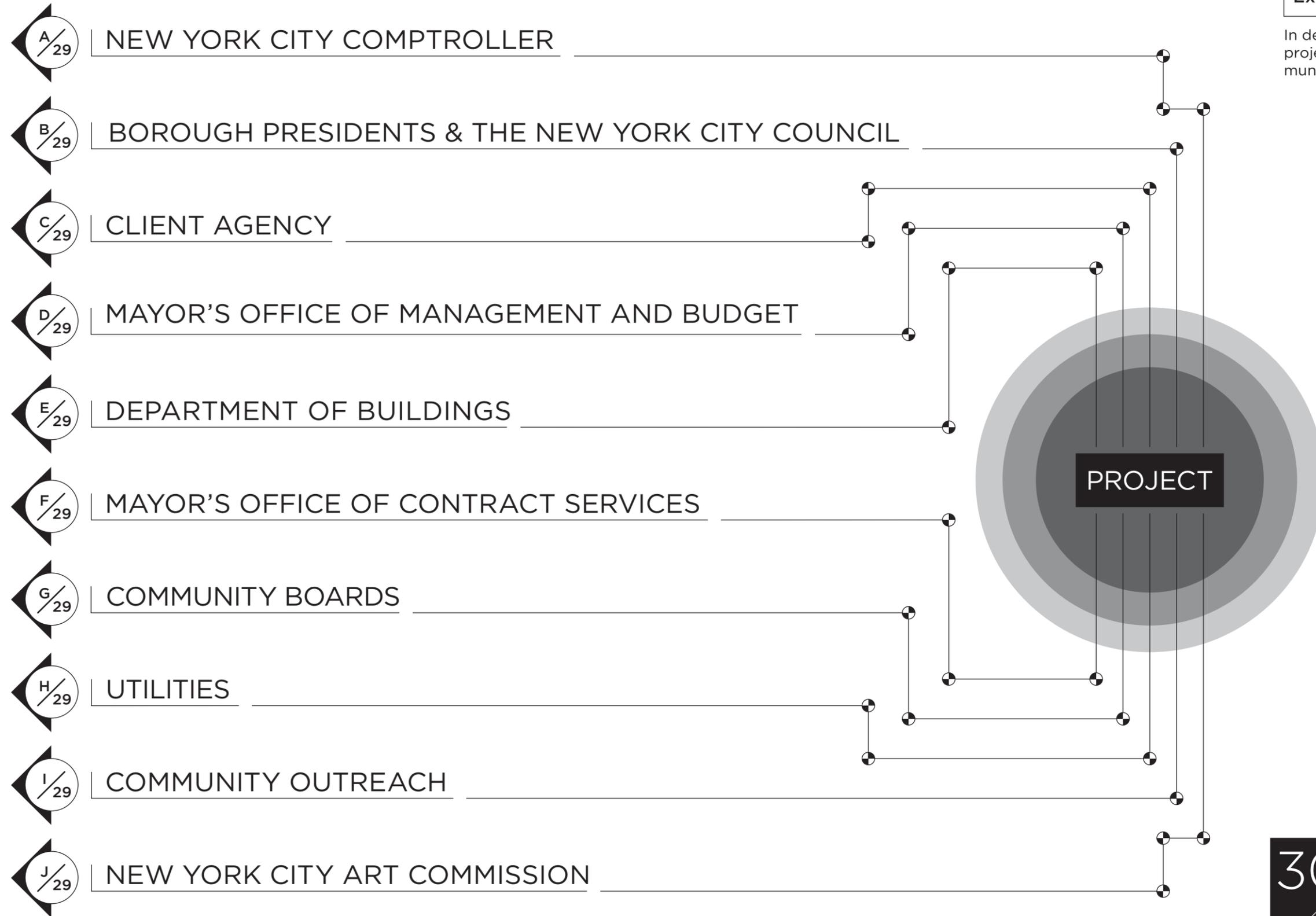
DDC's Office of Community Outreach and Notification (OCON) implements a proactive outreach program to address possible adverse impact to residents, merchants and the community, that commonly result from major capital construction projects. This office uses a three-tier approach, starting with neighborhood project impact assessments during design, the outreach and notification during construction, and service delivery and coordination. Tools used include project profiles, residential/business surveys, public hearings, monthly newsletters, project info and mapping on ddc website, complaints and resolution database.

J/29 NYC Art Commission

As the Mayor's design review agency, the Art Commission approves all works of art, architecture and landscape architecture on City-owned property for aesthetic merit. We have a designated liaison assigned to manage the submissions of schematic designs and final working drawings for project review.

External Relationships

In delivering the City's capital projects, DDC works with many other municipal entities. This is a partial list.



A/31 Design and Construction Procurement Services

The Agency Chief Contracting Officer (ACCO) is responsible for ensuring that DDC procures goods, services and construction in conformance with City regulations. In this capacity, the ACCO conducts open competitive bid openings for construction work, oversees the selection of consultants for construction related services such as architectural and engineering services, resident engineering services, construction management services, etc. The ACCO is also responsible for the review and approval of all sub-contractors and sub-consultants and timely completion of contractor performance evaluations.

G/31 Geographical Information Services

DDC works with a Geographic Information System (GIS) to capture and deliver information on the Department's construction projects. The system enables project managers to place project location(s) onto an electronic map for all DDC projects, which includes the mapping of survey control points and subsurface features. Access to this information enhances the agency's ability to coordinate and in some cases merge similar infrastructure projects in close proximity, minimize disruption, and to better interface with community concerns and with private utility companies.

To further enhance collaboration between agencies, DDC, DOT and DEP entered into a joint initiative to explore ways to use their Geographic Information Systems to better coordinate construction

B/31 Project Review Services

DDC's Architecture and Engineering Division consists of professionals who provide a wide range of expertise to review design submissions. Within the Architecture Unit DDC has expertise in landscape architecture, urban design and historic preservation in addition to architectural design. Within the Engineering Unit DDC has expertise in mechanical, electrical, plumbing, and structural engineering.

Projects are reviewed to assess whether the documents achieve client scope needs, are aesthetically successful, are complete, and whether the detailing and coordination work well. At the Final Design phase, the documents are reviewed by DDC's constructibility group to make certain the bid documents are complete, comprehensive, and coordinated.

C/31 Office of Sustainable Design

This office identifies and implements cost-effective ways to promote greater environmental responsibility in building design. The office has contributed expertise to a number of DDC projects by including energy saving strategies, use of low-toxicity, renewable, and high-recycled content materials as well as more innovative strategies such as geothermal heating and cooling, photovoltaic panels, planted roofs, porous paving and gray-water recycling systems. In addition, their research has led to the publication of several important reference documents in the field including the internationally recognized High Performance Building Guidelines.

H/31 Technical Support

The Environmental and Geotechnical Services unit conducts environmental assessments and provides project monitoring for asbestos, lead, and other environmental contaminants. Geotechnical investigations identify and establish subsurface conditions prior to construction. The Site Engineering Services unit provides comprehensive surveying services. This unit also provides research, analyses and survey preparation for property-line, damage and acquisition, new buildings and all roadway, water and sewer projects. Using the newest technology, the unit has the capacity to conduct 3D-Laser scans, feed data to GIS and manage a survey-grade GPS survey network.

D/31 Research and Development

The Research & Development program at DDC was established to study innovative technologies, construction materials, methodologies and management strategies to improve the design and construction of buildings and infrastructure in New York City. Using resources including industry experts and public and private universities along with DDC technical personnel, through this program new tools and practices are integrated into the capital program.

I/31 Percent for Art

The New York City Charter dictates that one percent of construction budgets be set aside for artwork in public buildings. DDC works with the Percent for Art staff at the City's Department of Cultural Affairs to coordinate and integrate the public art component with the overall development of the project. Artwork in this program can be commissioned as an entirely new piece specific to the building, or can be purchased for a new facility.

E/31 Performance Metrics

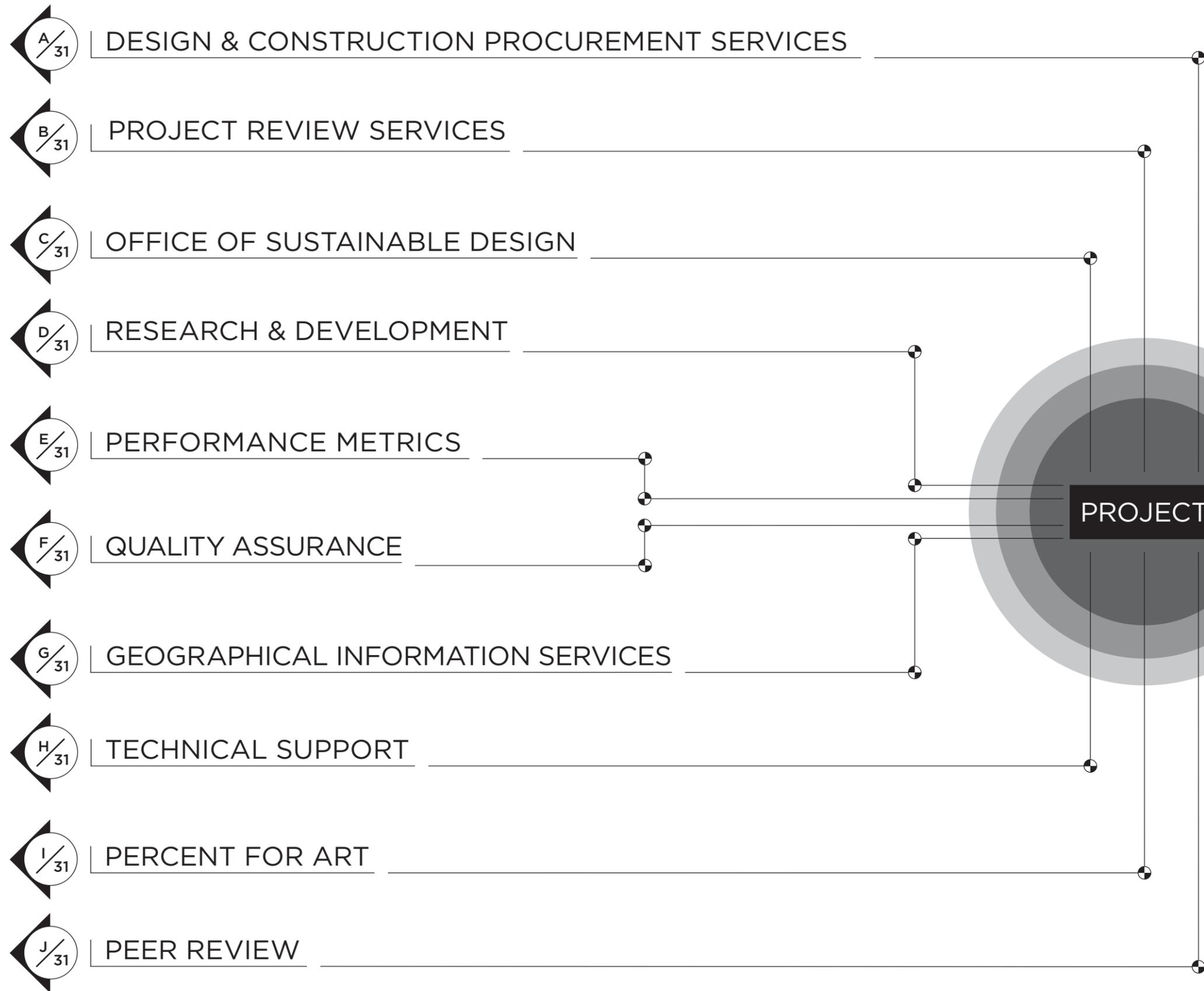
DDC uses a Key Performance Indicator (KPI) program. KPIs are based on inter-related databases that maintain information about the agency's projects, contracts, payments and support functions, and a multi-level reporting system which extracts data on critical processes in the agency's operating divisions and presents it in an easy to read yet comprehensive format. Quantifiable indicators from the business processes that best represent agency performance were identified, and are tracked and measured against predefined standards. The results help determine how well each division, and each unit within the division, is performing. A structured review process results in identification of specific issues and problem areas.

J/31 Peer Review

DDC has an innovative design quality program called Peer Review or Commissioner's Review. This is a presentation of a significant project by its architect to the Commissioner, various staff and one or two outside architects - peers. The goal is to ensure that design and urban design issues are discussed and alternatives considered in the development of new buildings, to share knowledge among DDC staff and to encourage the open discussion of design issues at DDC. Projects reviewed are generally in early design development, allowing the architect time to accommodate suggestions before the design is resolved. DDC is expanding its use of peer review within its own portfolio, and is acting as advisor and peer review coordinator for the implementation of a Citywide Peer Review process initiated by the Mayor's Office.

F/31 Quality Assurance and Construction Safety

The responsibilities of the Quality Assurance and Site Safety unit include field audits and technical inspections at every DDC construction site for workmanship and safety, management of an agency-wide contractor safety program and review of all health and safety plans during construction activities.



Internal Functions

The agency requires many types of expertise to deliver the city's capital program. This is a selection of support services.



A/33 Congo Forest Exhibit

1997

Rehabilitation of Four Firehouses, New York City Art Commission, Excellence in Design

1998

Flushing Regional Library Multi-Cultural Center, New York Construction News, Institutional Project of Year

DDC, Public Procurement Board (PPB), Best Payment Record Among City Construction Agencies

DDC, Construction Management Association of America (CMAA), Metro Chapter, Public Agency of the Year



B/33 Engine Company 277

1999

Administration for Children's Services (ACS) Children's Center, New York City Art Commission, Excellence in Design

DDC, Public Procurement Board (PPB), Best Payment Record Among City Construction Agencies

2000

Chinese Scholar's Garden, New York Construction News, Award of Merit for Site Landscaping

Chinese Scholar's Garden, Queens Builders and Contractors Association, Excellence in Design and Construction

Chinese Scholar's Garden, New York City Art Commission, Excellence in Design

American Airlines/Selwyn Theatre, *New York Construction News*, Renovation Project of the Year

American Museum of Natural History Planetarium, *New York Construction News*, Project of the Year

Congo Gorilla Forest Exhibit, Bronx Zoo, *New York Construction News*, Project of the Year

South Jamaica Branch Library, Queens Chamber of Commerce, Excellence in Design and Construction

St. George Road & Vicinity Storm & Sanitary Sewers, *New York Construction News*, Environmental Project of the Year

DDC, Public Procurement Board (PPB), Best Payment Record Among City Construction Agencies

Tremont Health Center, Queens Builders and Contractors Association, Excellence in Design and Construction

Flushing Town Hall, Queens Builders and Contractors Association, Excellence in Design and Construction

Langston Hughes Library, Queens Builders and Contractors Association, Excellence in Design and Construction

South Jamaica Branch Library, Queens Builders and Contractors Association, Excellence in Design and Construction

South Jamaica Branch Library, American Institute of Architects (National), 2000 Earth Day Top Ten

Stone Street Reconstruction, *New York Construction News*, Best of 2000 Award

Hunts Point Youth Center, New York City Art Commission, Excellence in Design

New York City Center Restoration of Masonry Facades, Municipal Art Society and Williams Real Estate Company, New York Preservation Award



C/33 Stone Street Reconstruction



D/33 Chinese Scholar's Garden

2000

DeKalb Branch of Brooklyn Public Library, Municipal Art Society and Williams Real Estate Company, New York Preservation Award

Noble Collection Galleries at Snug Harbor, Municipal Art Society and Williams Real Estate Company, New York Preservation Award

2001

New York Hall of Science Addition, New York City Art Commission, Excellence in Design

Staten Island Children's Museum, New York City Art Commission, Excellence in Design

Flushing Library, American Institute of Architects (National), Honor Awards for Architecture

Administration for Children's Services (ACS) Children's Center, New York Landmarks Conservancy, Lucy G. Moses Award for Adaptive Reuse

Administration for Children's Services (ACS) Children's Center, Construction Management Association of America (CMAA), Metro Chapter, Project of the Year

Hecksher Theatre, Construction Management Association of America (CMAA), Metro Chapter, Project of the Year

Japanese Hill and Pond Garden at the Brooklyn Botanical Garden, New York Landmarks Conservancy, Lucy G. Moses Award for Reconstruction and Restoration

Hunts Point Regional Library Façade, New York Landmarks Conservancy, Lucy G. Moses Award for Preservation

The Studio Museum of Harlem, New York City Art Commission, Excellence in Design

New York Hall of Science Children's Playground, New York City Art Commission, Excellence in Design

Rossville Fire/EMS Station, New York City Art Commission, Excellence in Design

New Kensington Branch Library, New York City Art Commission, Excellence in Design

2002

DDC, Construction Management Association of America (CMAA), Metro Chapter, Agency of the Year

PS 157 Façade Rehabilitation, New York Landmarks Conservancy, Lucy G. Moses Award for Preservation

Administration for Children's Services (ACS) Children's Center, Preservation League of New York, Excellence in Historic Preservation

Administration for Children's Services (ACS) Children's Center, Municipal Art Society Award

DDC Schools Program, Preservation League of New York, Organizational Excellence for preservation of historic schools

World Trade Center Disaster Site Recovery, American Society of Civil Engineers New York State Council, Outstanding Civil Engineering Achievement Award

DDC, Sloan Public Service Award from the Fund for the City of New York for work at Ground Zero

DDC, World Trade Center Disaster Site Recovery, Chapel of Four Chaplains, Humanitarian Award

DDC, World Trade Center Disaster Site Recovery, New York Construction Council Special Recognition for leadership in health and safety

Expansion and Renovation of the Brooklyn Children's Museum, New York City Art Commission, Excellence in Design

Expansion and Renovation of the Bronx Museum of the Arts, New York City Art Commission, Excellence in Design

2002

New Façade Lighting, PS1, New York City Art Commission, Excellence in Design
American Folk Art Museum, Royal Institute of British Architects, Best Building in the World

2003

Reconstruction of the Ground Floor and Plaza of El Museo del Barrio,
New York City Art Commission, Excellence in Design

Design of Front Entrance and Plaza at the Brooklyn Museum,
New York City Art Commission, Special Recognition

Rehabilitation of Engine Company 93 & 210, Construction Management
Association of America (CMAA), Metro Chapter, Project of the Year

Crossroads Group Home, Construction Management Association of America (CMAA),
Metro Chapter, Honorable Mention

Bathgate EMS, Construction Management Association of America (CMAA),
Metro Chapter, Honorable Mention

Carnegie Hall's Zankel Hall, *New York Construction News* Best of 2003, Institutional Award

American Museum of Natural History's Hall of Ocean Life, New York
Construction News Best of 2003, Renovation Award

Brooklyn Academy of Music, *New York Construction News* Best of 2003, Restoration Award

New York Public Library South Court Branch, Construction Management
Association of America (CMAA), Metro Chapter, Project of the Year

Barclay Avenue - New York Association of Consulting Engineers (NYACE),
First Plan Diamond Award & Engineering Excellence Award

2004

New York Hall of Science, American Institute of Architects, Honorable Mention,
Public Project of the Year

Bloomingdale Park, *New York Construction News* Best of 2004, Site Landscaping Award

Wave Hill, *New York Construction News* Best of 2004, Renovation Award

Franklin, Park Slope and Bedford Atlantic Armories, New York Preservation League,
Organizational Excellence

Louis Armstrong House, New York Preservation League, Excellence in Historic Preservation

Madison Avenue, American Council of Engineering Companies of NY, Engineering Excellence

Bronx River Water Main Crossing, New York Association of Consulting Engineers,
Engineering Excellence

Comptrollers Office, 2004 Annual Risk Management Award

Citywide Excellence in Technology Award for Best IT Collaboration Project (GIS)

High School for American Studies at Lehman College, Construction Management Association
of America (CMAA), Metro Chapter, Project of the Year

Central Freezer at Riker's Island, Construction Management Association of America (CMAA),
Metro Chapter, Honorable Mention

Engine Company 1/Ladder Company 24, Construction Management Association of America (CMAA),
Metro Chapter, Honorable Mention

Rossville Fire/EMS Station, Construction Management Association of America (CMAA),
Metro Chapter, Honorable Mention

2004

FDNY Training Facility at Randall's Island, Construction Management Association of America
(CMAA), Metro Chapter, Honorable Mention

Snug Harbor Music Hall Renovation, Construction Management Association of America (CMAA),
Metro Chapter, Honorable Mention

Staten Island Children's Museum Connector Building, Construction Management Association of
America (CMAA), Metro Chapter, Honorable Mention

Staten Island Children's Museum Connector Building, American Institute of Architects
Staten Island Division, Honor Award

Engine Company 282/Ladder Company 148, Construction Management Association of
America (CMAA), Metro Chapter, Honorable Mention

5th Avenue (Brooklyn) Reconstruction, Construction Management Association of America
(CMAA), Metro Chapter, Honorable Mention

Staten Island Zoo Reptile Wing, American Institute of Architects Staten Island Division, Citation

2005

New York Hall of Science, Construction Management Association of America (CMAA),
Metro Chapter, Project of the Year

Taxi and Limousine Commission, Construction Management Association of America (CMAA),
Metro Chapter, Project of the Year

PS1 Contemporary Art Center, Construction Management Association of America (CMAA),
Metro Chapter, Honorable Mention

Franklin, Park Slope and Bedford Atlantic Armories, New York Landmarks Conservancy,
Lucy G. Moses Award for Preservation

Brooklyn Academy of Music, New York Landmarks Conservancy, Lucy G. Moses Award for
Preservation

New York Botanical Garden, New York Landmarks Conservancy, Lucy G. Moses Award for
Preservation

Construction of Engine Company 277 / Ladder Company 112, New York City Art Commission,
Excellence in Design

Construction of the Kingsbridge Branch Library, New York Art Commission, Excellence in Design

Construction of Harriet Tubman Plaza and Memorial Sculpture, New York City Art Commission,
Excellence in Design

Reconstruction of Louise Nevelson Plaza, New York City Art Commission, Excellence in Design

Reconstruction of 32ND Street Step Street, New York City Art Commission, Excellence in Design

City Lights Design Competition, New York City Art Commission, Excellence in Design

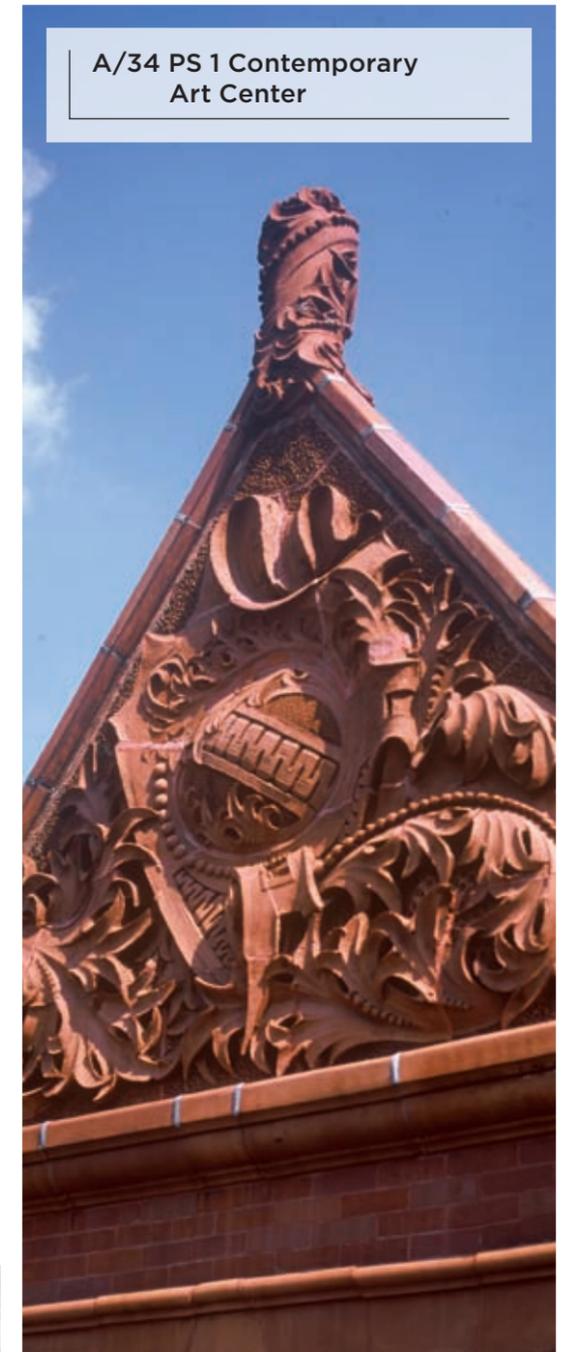
PS1 Contemporary Art Center, *New York Construction*, Award of Merit

Reconstruction of Columbus Circle, *New York Construction*, Project of the Year



Awards & Citations

A/34 PS 1 Contemporary Art Center



A/35 Commissioner

Appointed January 13, 2004, David Burney, AIA, is the Commissioner of the Department of Design and Construction.

G/35 Infrastructure Division

The Infrastructure Division is responsible for the design and construction of roadways, sewers, and water mains for the Department of Environmental Protection (DEP) and the Department of Transportation (DOT). After DEP or DOT determine the need for a sewer, water main or roadway project and provide the funding, they send the project to DDC to design and build it.

John Pusz, PE, is the Deputy Commissioner of the Infrastructure Division.

H/35 Administration

The Division of Administration provides the resources for DDC to achieve its mission through staffing, supplies, equipment and office space at the Long Island City headquarters and local borough offices. It also provides financial oversight including paying contractor invoices and managing the operating and construction budgets.

Jeff Bonne is the Deputy Commissioner of the Structures Division.

B/35 Chief of Staff

The Chief of Staff serves as the primary advisor to the Commissioner and coordinates the activities of the various Divisions within DDC. The COS administers executive functions of the Commissioner's Office and directs highly complex and multi-disciplinary division and executive tasks, such as, strategic planning and initiatives, coordination and preparation of reports to the Mayor and his senior staff and coordination of internal and external communications and reports.

Rachel Laiserin is the Chief of Staff.

I/35 Architecture and Engineering

The Architecture and Engineering Division provides project scoping, consultant selection, design review, and related services. Terms A&E establishes and coordinates design policy for the agency.

Specific functions in the division include Design and Constructability Review, Office of Sustainable Design, Historic Preservation Office, Art Commission Liaison, Percent for Art Liaison and Post Occupancy Surveys.

David Resnick, AIA, is the Associate Commissioner of the Architecture and Engineering Division.

C/35 General Counsel

The General Counsel's Office provides legal counsel in DDC's numerous procurement and business transactions with other government entities, not-for-profit organizations and the private sector. The Office negotiates, structures and prepares agreements entered into by the agency. As part of its service, the Office provides legal advice and drafts legislative and regulatory solutions necessary to shape and implement initiatives. The Office manages outside counsel and works closely with the City's Law Department on all litigation-related matters. The Office also advises on ethical and conflict of interest issues.

David Varoli is the General Counsel.

J/35 Engineering Audit Office

All payments to contractors and consultants must be audited and certified by the EAO before payment is made. EAO auditors perform final verifications of approved payment requisitions to ensure that the City has received appropriate value under the terms of the contracts. This office also investigates and enforces compliance with prevailing wage requirements.

Michael Alacha, PE, is the Director of the Engineering Audit Office.

D/35 Public Affairs

The Public Affairs Office is the primary point of contact between DDC and the general public, elected officials, industry organizations and news media. It is the office of public information and community affairs. This office handles Freedom of Information (FOIL) requests.

Mathew Monahan is the Assistant Commissioner of Public Affairs.

K/35 Agency Chief Contracting Officer

The Agency Chief Contracting Officer (ACCO) is responsible for ensuring that DDC procures goods, services and construction in conformance with City regulations.

Donald Hooker is the Agency Chief Contracting Officer.

E/35 Technology and Policy Analysis

The Technology and Policy Analysis Division (TPA) was created to achieve the technology and re-engineering goals set forth for DDC and to support DDC's design and construction program. TPA is responsible for information technology, the agency strategic plan, performance metrics, process review and analysis, automation of internal business processes and internal operational and financial auditing.

Stephen Murphy is the Deputy Commissioner for the Division of Technology and Policy Analysis.

L/35 Technical Support

The Division of Technical Support provides Site Engineering, Quality Assurance, and Environmental Health and Safety services to DDC's other divisions.

Mark Canu is the Assistant Commissioner of the Division of Technical Support.

F/35 Structures Division

The Structures Division is responsible for the design and construction of buildings for 22 client agencies. The Division designs, renovates and builds libraries, museums, transportation facilities, health centers, day care centers, senior centers, fire houses, emergency medical stations, courts, correctional facilities, juvenile detention centers, police precincts, schools, and other buildings that City agencies need in order to serve the public.

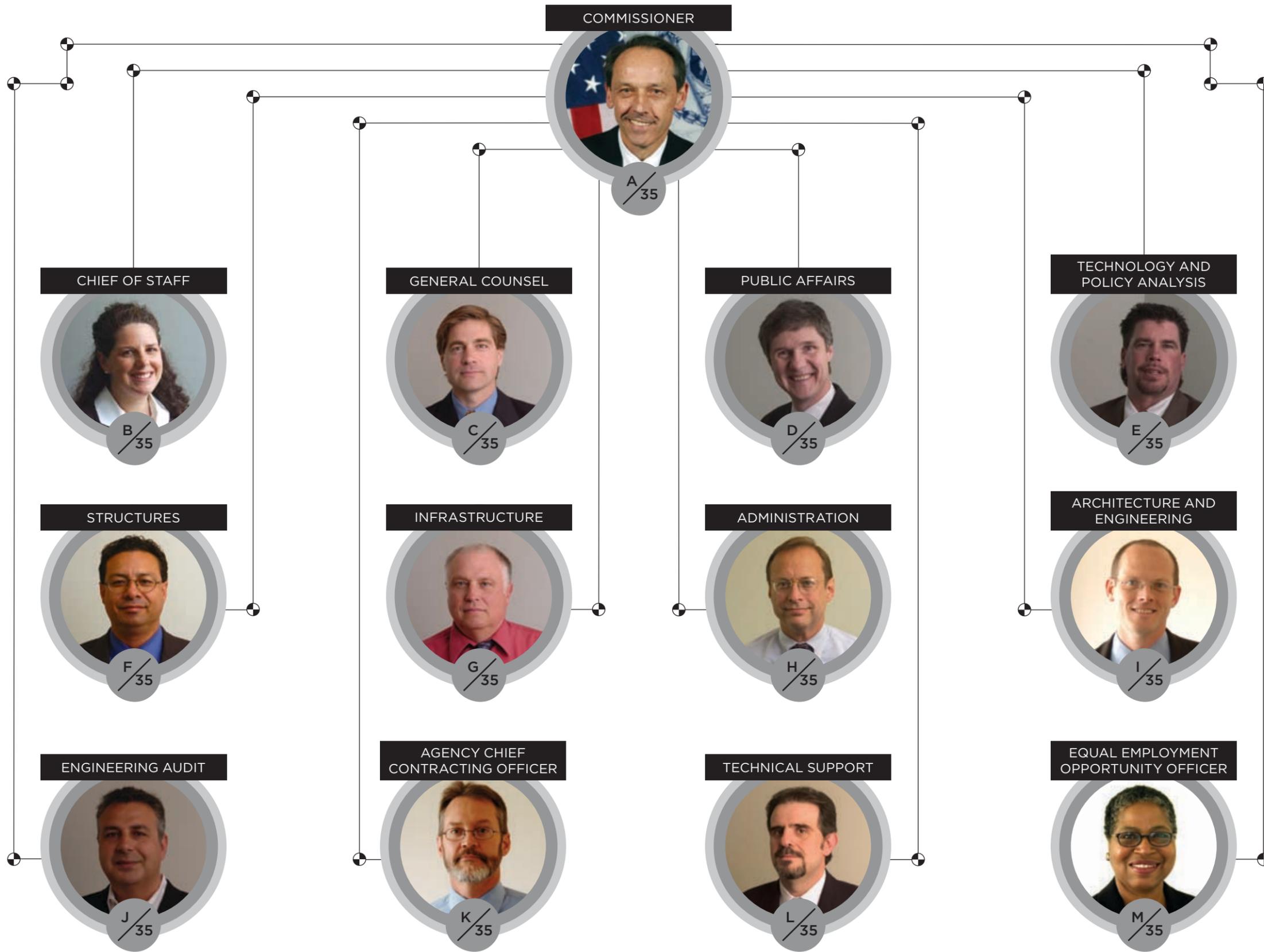
Louie Rueda, RA, is the Deputy Commissioner of the Structures Division.

M/35 Equal Employment Opportunity Office

The Equal Employment Opportunity Office (EEO) is responsible for developing and implementing DDC's EEO Program and monitoring all aspects of the Department's employment policies and practices to ensure compliance with federal, state and city human rights laws governing discriminatory employment practices. The EEO Office is part of the Executive Office and the EEO Officer/Director reports directly to the Commissioner. The Office prepares all required EEO reports to the Office of Citywide EEO/Department of Administrative Services and the Equal Employment Practices Commission and serves as technical advisor on EEO issues to all DDC employees.

Gloria Parker is the Equal Employment Opportunity Officer/Director.

Organization Chart



New York City Department of Design and Construction

30 - 30 Thomson Avenue
Long Island City, New York 11101
www.nyc.gov/buildnyc

Selected Photo Credits

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DESIGN + CONSTRUCTION**

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