



Department of
Design and
Construction

Eric Adams
Mayor

Thomas Foley, P.E.
Commissioner

Strategic Blueprint Progress Update

2024



Letter from the Commissioner



To My Fellow New Yorkers,

In 2022, a few months after Mayor Adams asked me to serve as Commissioner of the Department of Design and Construction, the agency laid out its strategic goals in *Blueprint 2022*.

Over the past two years, DDC has made significant progress toward our overarching goal to plan, design, and build better for the City of New York. The measurable results are detailed within this document. DDC's work is critically important, and we must build on our progress to better serve the City of New York. All New Yorkers—residents, public servants, elected officials—want additional improvements to the processes that create public buildings and infrastructure.

DDC is accountable to deliver for New York City, but we can't deliver on our own. We need additional delivery tools, and we need strong advocates. With our partners, we demand that DDC design and build better, faster, and cheaper. We've seen what can happen when we stand united behind common sense solutions to improve project delivery. We have miles to go before we sleep... so let's keep improving, together.

Thomas Foley, P.E.
Commissioner



Facade restoration
at the 96th Street
NYPL, Manhattan

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Transforming the City's Capital Delivery Process

Since the agency's first *Strategic Blueprint* was published in 2019, DDC has recognized that fulfilling our commitment to New Yorkers — to deliver best-in-class public works to every community throughout our great City while serving as responsible stewards of City funds — requires reforming the process through which capital projects are delivered. The effort demands change on every level: within DDC, among City agencies, and via legislative action by the State. DDC continues to drive transformation on each of these levels to get needed projects into the hands of their communities better, faster, and more cost-effectively.

DDC continues to implement the changes that will reduce project timelines, cut costs, and enhance participation while increasing the city's capacity to respond to growing capital needs.

The pages that follow detail the changes we are making to our own practices, in conversation with our industry partners. Also reflected is our ongoing partnership with the Mayor's Capital Process Reform Task Force to implement the 30 City-level recommendations—many first piloted at DDC.

Finally, DDC and our partners continue to champion the few but significant changes to the capital process that require State legislation. The 2019 passage of the Public Works Investment Act (PWIA) that allowed DDC and other capital agencies to use design-build delivery for the first time has paved the way for an extraordinary transformation: DDC has saved years on major new projects, working in partnership with world-class design and construction teams and achieving record M/WBE participation. The proposal to expand the PWIA, now under consideration by the New York State legislature, will bring this same transformation to many more projects by expanding the City's toolbox of project delivery methods. Lastly, the proposal to transform DDC from a mayoral agency into a new Authority can achieve many of the most impactful reforms in a single legislative action.

Planning Better

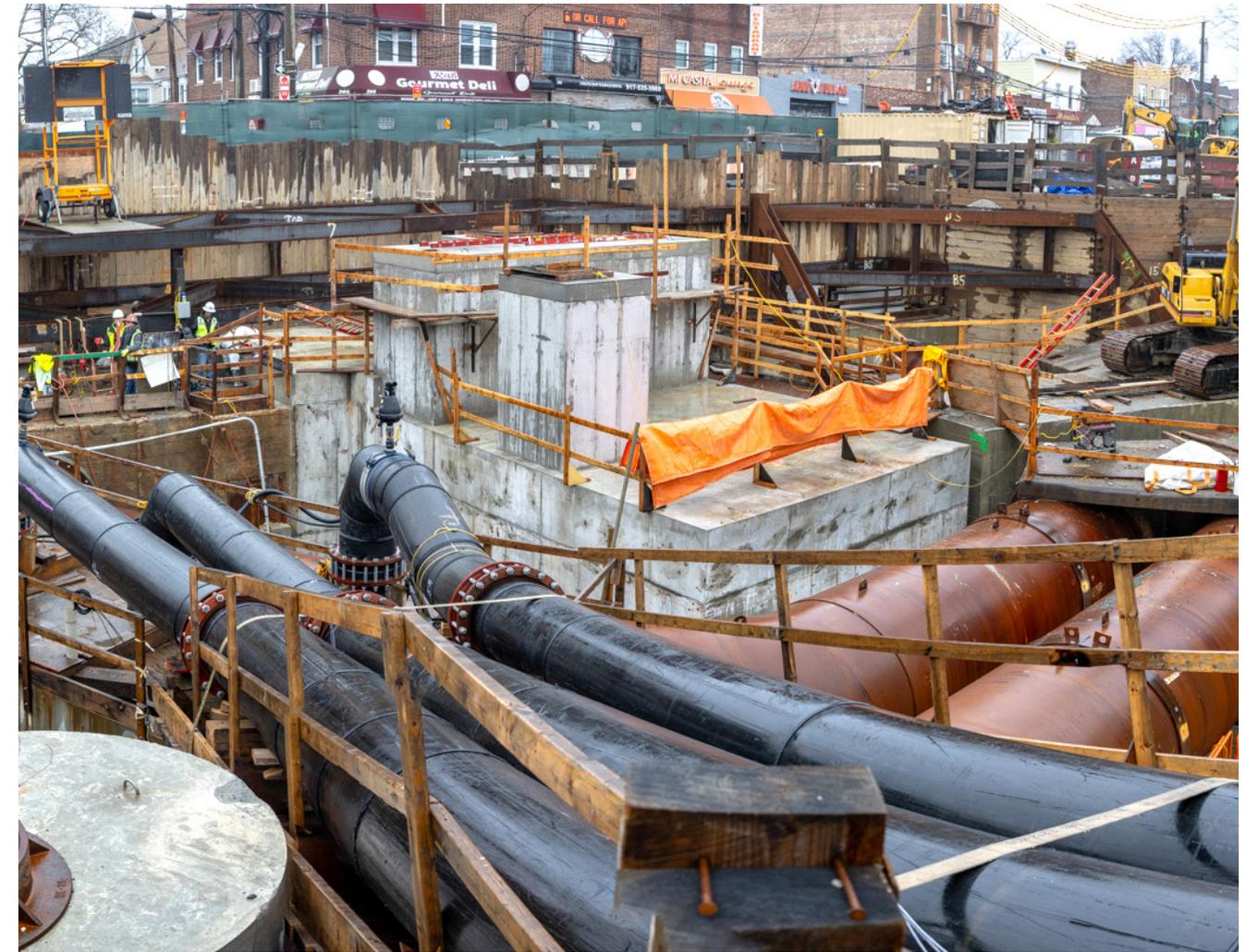
DDC recognized even before its first *Blueprint* that early planning is key to delivering projects successfully, and that many projects were initiated without the funding, scope, legal authorizations, and other elements needed to complete the work. In 2017, the agency created its Front-End Planning (FEP) unit to assess every project for feasibility before starting work. In Fiscal Year 2023, DDC's FEP teams reviewed 106 projects, returning roughly half those projects to sponsors and collaborating with them to revise before initiating. While FEP has been effective in aligning project scopes and budgets, comprehensive capital planning must start earlier in the process.

Assessing the City's Needs

NEW STRATEGIES TO IMPROVE PLANNING FOR CAPITAL PROJECTS

The agency took the first steps to launch its Advanced Capital Planning (ACP) program, which will work with sponsor agencies to assess their entire portfolio of public buildings and develop efficient, forward-looking strategies to manage their capital needs. **In 2023, DDC built and launched the first phase of a new ACP data portal to compile key information on NYC's public buildings within a single, easy-to-use interface.** In a future phase, information from DDC's site assessments will be input directly into the portal via a

mobile site-survey tool. Last year, DDC also developed a prototype version of the tool in response to the City's effort to rapidly house asylum seekers. The agency kicked off an ACP pilot program with the Queens and Brooklyn public library systems and will expand the ACP program to additional sponsor agencies. **DDC also partnered with the Mayor's Office of Operations to analyze best practices in asset information management and capital planning, efforts that will inform future phases of Advanced Capital Planning.**



SPOTLIGHT

Rapid Emergency Response

Using CM-Build, DDC completed an emergency reconstruction of critical sewer infrastructure in the Pugsley Creek area of the Bronx, upgrading a regulating chamber and diversion chamber over 90 years old and responsible for well over 1/3 of the Bronx's combined storm and sanitary sewer flow.

The City often turns to DDC to respond rapidly to emergencies. In 2023, under emergency declaration, DDC deployed CM-Build on four emergency project portfolios, including \$200 million of urgently needed upgrades at Rikers Island, 15 aging buildings removed from Hart Island, and temporary shelter for asylum-seekers — all while achieving record M/WBE participation rates and rapid delivery.

To rapidly house asylum seekers, a 15-person "SWAT team" of architects, engineers, and project managers responded. By the end of 2023, they had assessed 46 potential Humanitarian Emergency Response and Relief Center (HERRC) sites, examining each for capacity, life safety and code compliance, fire safety, as well as and other factors required to safely house asylum seekers.

The team oversaw construction of City-owned sites and provided oversight and guidance for the buildout of leased sites to meet aggressive construction schedules. In October 2023, the DDC HERRC team members were honored with the Mayor's 2023 Excellence in Customer Service Award.

To better track the data gathered in its detailed site assessments — including for use in a future emergency — DDC quickly built a prototype site survey tool to enter information on site and store it in a central database. These tools will serve as the model for a permanent site assessment tool integrated with the agency's new ACP data portal, allowing DDC and other City agencies to rapidly assess public buildings for use in an emergency.

Designing Better

DDC works with some of the country's best design firms to create world-class public buildings and infrastructure across the five boroughs. The agency's Design and Construction Excellence Program, now in its twentieth year, continues to serve as a model for engaging established and emerging designers to deliver public works of the highest quality. While the design of public projects can be complex, DDC is taking several steps to ease the design process, streamline needed approvals, and maintain each project's scope and budget throughout design.



Rendering of
70 Mulberry Street,
Manhattan

SPOTLIGHT

Streamlining Design Review

Better partnerships with oversight agencies

New York City capital projects require review and approval by multiple oversight agencies as well as DDC's own team of technical experts. **In 2023, DDC partnered with the NYC Public Design Commission (PDC) to streamline the design review process**, identifying six overarching recommendations to simplify approvals for minor-scope projects, ease the approval path for complex projects, and improve public-facing resources for accessibility and transparency. The agencies will partner to implement these reforms in 2024. **Additionally, DDC hired a Department of Buildings project advocate to manage that agency's permits and approvals, centralized communications related to the New York State Department of Environmental Conservation, and created a streamlined process for elevating FDNY approvals.**

Limiting Changes

AN IMPROVED PROCESS FOR MODIFYING PROJECTS ALREADY UNDERWAY

Changes to a project's scope by sponsor agencies midway through design or even construction remain one of the leading causes of project delays. Though DDC's Front-End Planning process now addresses many of these issues before they occur, some types of scope change remain inevitable due to unknown existing conditions, changing requirements, or other unforeseen

events. **To better manage those delay-causing situations, DDC revamped the process for sponsor-initiated scope changes.** The agency's policy requires formal submission, review, and centralized approval to ensure only limited and justified changes occur. **In 2024, DDC will launch additional resources for sponsor agencies, including updates to DDC's Sponsor Agency Portal and a new Sponsor Manual.**

Simplifying the Specifications Process

CREATION OF A COMMON MASTER DOCUMENT TO SPEED PROJECTS

Construction specifications have historically required a labor-intensive and manual process that adds months to the design phase. In response, DDC launched its Office Master Specifications (OMS) to provide consultants with a common master document in a

cloud-based system. Combined with other process improvements, like standardizing specifications by project type, **this approach has decreased DDC's specifications review process from nine months to three months. With continued improvements, DDC anticipates further time savings.**

Learning from Past Performance

EVALUATING AND LEARNING FROM COMPLETED PROJECTS

DDC has updated the process for consultant performance evaluations and, in 2024, is launching a pilot of post-occupancy assessments to gauge how buildings perform after completion. To better leverage the detailed investigations and analysis that precede design, DDC is developing sponsor agency design standards for certain

common building types, launching the Recreation Center Design Manual with NYC Parks in 2022 and the NYPD Design Manual, which is scheduled for release in 2024. Together, these tools will allow the agency to adapt our practices to lessons learned in design and construction and better deliver for our sponsors and New Yorkers.



SPOTLIGHT

Using Technology to Drive Efficiency

DDC is piloting several emerging technologies that will transform how the agency plans, inspects, designs, and builds City projects.

During planning and design stages, the agency is piloting the use of drones and robotics to inspect building envelopes, with AI-supported image analysis helping to identify conditions in need of repair or replacement. DDC anticipates the new technology will expedite these historically challenging projects, removing more sidewalk sheds from City streets. DDC has adopted 3D-scanning technology to perform topographical surveys, capture 3D geometry of civil infrastructure, and create 3D virtual models of buildings. DDC also incorporated design and documentation software, Civil 3D, to deliver enhanced surveying maps for specific project needs.

During construction, DDC is piloting the use of drone documentation and Building Information Modeling (BIM) on large projects and programs like East Side Coastal Resiliency and the Borough-Based Jails. The trove of quality, detailed data captured by these technologies eases construction documentation on these large-scale projects and creates a repository of information that can be used for future asset management and capital planning.

Alongside piloting new technologies, DDC is developing standards, guides, and requirements to support widespread adoption of Construction Management Software (CMS) in 2024, which will significantly streamline management and oversight during construction.

Drone footage of the East Side Coastal Resiliency Project

Building Better

DDC has taken several steps to enhance collaboration and streamline construction in partnership with the construction industry, no matter the delivery model. Many of these changes have arisen directly from dialogue with the vendors building for DDC. Updates include changes to the agency's own contracts and business practices, as well as changes to City- and State-level rules and laws that govern how capital agencies can build.

Streamlining Construction

CHANGING CONTRACTS TO IMPROVE DELIVERY OF PUBLIC PROJECTS

DDC met extensively with our builders and subcontractors to improve our construction contracts, which now include, where appropriate:

- Enhanced mobilization to allow contractors to submit for payment immediately upon NTP
- Price adjustments for fuel, steel, and asphalt to account for market price fluctuations that can cause hardship to contractors or inflate bid prices
- Early completion incentives and allowance for overtime to speed project completion
- Value engineering and contract substitutions, which offer opportunities for contractors to propose alternate construction approaches
- Expanded Work Allowance (EWA), which allocates funding for certain types of construction change orders upfront, allowing work to continue without lengthy external reviews

- Clean construction with lower emissions to meet new requirements
- Trenchless technology piloted on underground infrastructure repairs with no excavation

In 2023, DDC partnered with the Mayor's Capital Process Reform Task Force, Office of Management and Budget, and the New York City Comptroller to extend these contract changes and the Expanded Work Allowance program to other capital agencies and expand the types of work that are eligible for EWA.



A \$10.15 million renovation of the East Flatbush Library transformed a single-story 1980s structure into a light-filled community asset with an inviting façade. The project used Expanded Work Allowance nine times, saving at least six months of construction time, based on change orders associated with existing conditions.

Building Partnerships

BETTER COMMUNICATION BETWEEN DESIGN AND CONSTRUCTION TEAMS

DDC has also taken steps to better integrate design teams into the construction phase. Under the agency's current Architectural and Technical Design contracts, construction administration is paid on a timecard basis rather than lump sum, ensuring that architects are compensated for the time they spend on related work.

On several significant projects and programs, DDC is now co-locating designers with the construction team to tackle challenges as they arise.

In 2024, the agency will pilot new construction management software for projects it manages in-house.

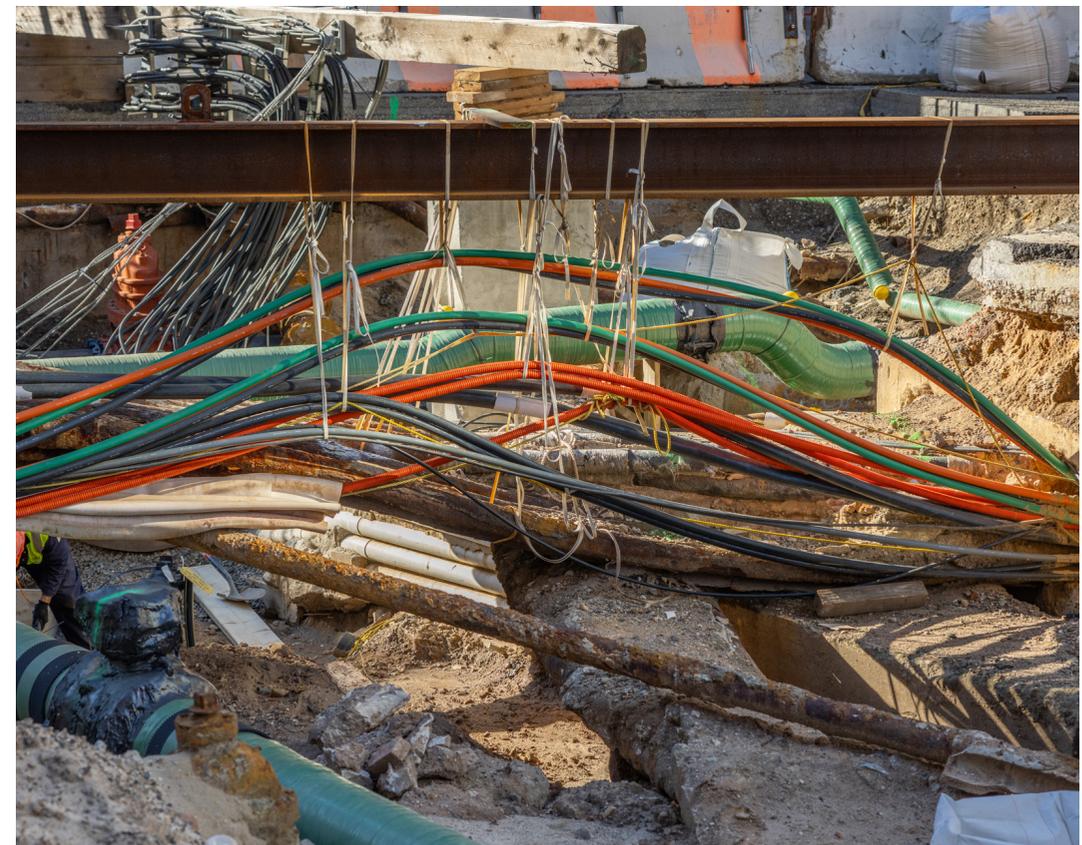
Avoiding Infrastructure Delays

JOINT BIDDING MUST BE EXTENDED FOR DDC PROJECTS

The leading cause of delays to infrastructure projects occurs when private utilities interfere with the installation of new sewers and water mains.

Joint bidding allows DDC to bid all public and private utility work under a single contract, saving an estimated year on small projects and two years on larger projects – at a total cost savings of \$100 million annually. In 2023, DDC partnered with contractors to comprehensively evaluate and

update the joint bidding price list, releasing changes under Joint Bid 5.0. **In 2024, State authorization for joint bidding expires and must be extended for another 10 years to avoid significant delays on DDC's infrastructure projects.**



At the start of construction on an infrastructure project, the existing private utilities under the roadway are frequently uncovered as a tangled and jumbled mess, as pictured here on Greenwich Street in Manhattan. Joint bidding requires the utility companies to provide engineering drawings in advance, before opening the street. In addition, assigning "utility lanes" – or dedicated locations for all utilities within the right of way – could simplify future reconstructions.



The City's newest police precinct will open in 2024 in southeast Queens. It will feature a community room and a new public plaza connecting the residential neighborhood to the nearby LIRR station. The new 116th Precinct was designed on an accelerated timeline, and DDC has embedded the consultant architect on site to work hand-in-hand with the construction team.

Common-Sense Advocacy

IMPROVING DELIVERY THROUGH LEGISLATIVE REFORMS

In addition to changes DDC and City agencies can make on their own, DDC and the Capital Process Reform Task Force advocated successfully to pass State legislation that will streamline construction and reduce barriers for small businesses and Minority- and Women-Owned Business Enterprise (M/WBE) vendors. **Paper bid requirements have been eliminated in favor of electronic bidding.** Legislation was passed to allow owner-controlled and contractor-controlled insurance programs (OCIP and CCIP) on City capital projects, which yield safer projects and fairer bidding by

removing individual project insurance costs from contractors' bids. DDC will continue to partner with the Task Force in 2024 to roll out these new programs on applicable projects. **DDC continues to advocate for legislation that will transform project delivery, described in the pages that follow.**

And, at the city level, we are advocating for changes to the Procurement Policy Board to:

- Release new rules for design-build that reflect agency and industry best practices
- Revises rules to allow DDC to replace a failing contractor when needed to complete the work

Faster Payments

EASING THE PROCESS FOR ALL DDC VENDORS

DDC is launching changes that make it easier for vendors to submit and receive payments.

In 2023, the agency updated its contracts to incorporate enhanced mobilization, which allows contractors to submit for their first payment immediately upon Notice to Proceed (NTP). In 2024, DDC will update its contracts to **require payment requisitions every 30 days**, a measure that supports subcontractors who may otherwise experience a lag between their own request for payment and the general contractor's

requisition to DDC. **The agency is undertaking a comprehensive review to eliminate outdated and redundant paperwork requirements and ensure that all payment forms and processes are current, easy to use, and available on the agency's website.** We continue to post all upcoming contracting opportunities on our own website in addition to the citywide PASSPort platform and will launch website changes to make opportunities easier to find.

Prioritizing Safety

NEW MEASURES TO ENSURE SAFE PROJECT SITES

Safety at DDC project sites remains paramount, and DDC's Safety and Site Support division is dedicated to creating a safe, secure work environment for DDC project teams and construction sites, reducing the occurrence of accidents and incidents, protecting the wellbeing of workers and the public, and ensuring the successful completion of projects while minimizing risks to all involved parties. **Safety and health compliance during construction is verified through frequent safety and quality field audits, as well as recently implemented environmental audits.**

As projects become larger and more complex, with more subcontractors working on a

single jobsite, it is especially critical that every person is aware of their role in maintaining their own safety and that of others on the jobsite. DDC launched its Safety Awareness Outreach Program to raise awareness about accident-preventive measures and to share both best practices and lessons learned. **DDC now requires every contractor and subcontractor to comply with its new Multiemployer Sites Accident Prevention and Safety Compliance procedures and include them in project-specific safety plans for all DDC construction sites.**



SPOTLIGHT

Adapting to Climate Change

Climate change presents a multifaceted threat to coastal cities such as New York, but DDC is meeting the challenge with projects that enhance flood resilience in all five boroughs.

To protect New Yorkers from coastal flooding in lower Manhattan, DDC is building 3.22 miles of coastal flood protection, rebuilding a full ten percent of Manhattan's shoreline. In 2023, DDC built 7,259 feet of floodwall for East Side Coastal Resiliency and started construction on Brooklyn Bridge-Montgomery Coastal Resiliency immediately to the south. Both projects are on track to be complete by the end of 2026.

The agency is also responsible for building the sewers and green infrastructure that protect the City from stormwater flooding. In 2023, DDC built over 150 bioswales and 500 infiltration basins on the sidewalks of Brooklyn and North Queens, which not only help reduce combined sewer overflows and keep waterways clean, but also help mitigate localized flooding. The agency continued advancing key elements in its stormwater management portfolio, including areawide permeable pavement. DDC completed the \$110 million New Creek Bluebelt in Staten Island and continued progress on the Southeast Queens Initiative, a \$2.6 billion program of more than 40 capital projects that is improving street conditions and

alleviating flooding in the largest community of minority homeowners in the country.

DDC employs the Institute for Sustainable Infrastructure's (ISI) Envision framework to implement sustainable, resilient, and equitable design and construction. Since adopting this practice, DDC's work has received four Envision awards for sustainability from the ISI.

In January 2024, the Osborn Street Plaza in Brooklyn was selected for an Envision Verified award. Sustainability and resiliency features will include the installation of two new bioswales and five catch basins for stormwater, new trees, shade furniture, and permeable pavement to combat heat island effects. Construction will start this year and is slated to finish in summer of 2025.

Alternative project delivery methods can enable the City to complete these important programs faster and more efficiently. In October 2022, Mayor Adams called for the State to approve progressive design-build for \$8.5 billion in future infrastructure needs related to resiliency and climate change.

Above: New Creek Bluebelt, Staten Island

Opposite: Brooklyn Bridge-Montgomery Coastal Resiliency project, Manhattan



Expanding Alternative Project Delivery

Design-build project delivery, first authorized for City capital projects in 2019, has fundamentally changed DDC's ability to deliver major new buildings and some types of infrastructure, fostering collaboration and saving years off the schedule of a typical project. DDC continues to partner with City, State, and industry leadership to expand the toolbox of project delivery approaches that can benefit New York City capital projects.



The First Design-Build Project

As part of the Borough-Based Jails Program, DDC completed the City's first design-build project—the \$82 million Queens Community Space and Municipal Parking Garage—just 22 months from the time of award, saving approximately three years off the timeline of a comparable design-bid-build project. Time savings alone contributed to a 15% cost savings and, because of the flexibility allowed by design-build, DDC completed the project without using any of the budgeted contingency fund. M/WBE participation exceeded 90 percent for prime contractors and 60 percent for subcontractors. DDC has gone on to award another five contracts in the Borough-Based Jails Program, including contracts to dismantle the current buildings at the four sites and for the new Brooklyn jail.

Moving Projects Forward

DDC'S DESIGN-BUILD PROGRAM IS EXPANDING

Since launching its design-build program in 2020, DDC has awarded nine contracts totaling \$575 million, with more in the pipeline. The program includes significant community facilities like recreation centers and a community greenhouse, maintenance and operations facilities, and street infrastructure. Four projects have already broken ground, and the first projects in the program will be complete in 2025. **In 2024, DDC will expand its design-build program with contracts that include new raised crosswalks citywide, new public restroom buildings for NYC Parks, and others.**

As DDC expands its design-build program beyond the pilot phase, the agency is also taking steps to grow the number of DDC and City agency personnel who are trained in Design-Build Institute of America (DBIA) best practices. The agency's Design-Build unit has evolved into a single project management team cross-trained to implement both public buildings and infrastructure projects, supporting the continuous exchange of lessons learned.

A Community Resource for Brooklyn

DDC has employed design-build at every step of the effort to build a state-of-the-art new jail in downtown Brooklyn.

DDC is responsible for overseeing the design and construction of the Borough-Based Jails, a program that will bring smaller, safer, fairer jails to the four boroughs where they are closer to families and courthouses.

When complete, the new Brooklyn jail will serve as a civic asset within downtown Brooklyn, with 30,000 square feet of community space on the ground floor along Atlantic Avenue. The new jail is designed to provide a humane, safe and secure environment, prioritizing re-entry and support services for people in detention and enhanced staff support and wellness spaces for staff and service providers.

Building the new jail at 275 Atlantic Avenue required demolishing the Brooklyn Detention Complex, built in 1957. After awarding a design-build contract for the dismantle and temporary sallyport space in December 2021, the dismantle work will be complete in March 2024 to allow construction of the new facility to begin. In June 2023, DDC awarded a \$2.95 billion design-build contract to design and construct the new jail itself. In early 2024, the project has already

completed schematic design, with early construction of enabling works to start in April 2024.

The Borough-Based Jails program includes an extensive public engagement effort that began in the earliest planning stages and will continue through the end of construction. DDC hosts Community Input Workshops at appropriate design milestones to gather and incorporate feedback, including three workshops to date in Brooklyn as the design progresses (the engagement process for the facilities in Queens, the Bronx, and Manhattan will mirror this approach). The agency regularly presents at the local Community Boards and to the Neighborhood Advisory Committees (NACs) created for the project. DDC issues and posts regular environmental monitoring reports from each of the sites as well as weekly update and advisory notices in several languages, including Mandarin and Cantonese in Manhattan. All information, presentations, updates, and notices are published to a public website, and the project is staffed with full-time Community Construction Liaisons on site.

Rendering of the new BBJ facility in Brooklyn



SPOTLIGHT

Delivering Community Assets

The Shirley Chisholm Recreation Center

In October 2023, DDC joined with Mayor Adams, NYC Parks, and local elected officials to break ground on the new \$141 million Shirley Chisholm Recreation Center at Nostrand Playground in Brooklyn. **This 76,000-square-foot community asset will open its doors two full years faster thanks to design-build delivery.** The recreation center is slated to be complete in 2025, just three years after awarding the contract. The project has achieved over 40% M/WBE participation to date, far exceeding its 30% participation goal.

Fostering New Partnerships

DESIGN-BUILD INCORPORATES OPPORTUNITIES TO ENGAGE

To share information, generate interest, and facilitate partnerships, DDC and the design-build teams host regular events in the community in partnership with local elected officials, while also attending informal meetings with the community board and local organizations. The agency hosts hiring fairs and 'Meet the Primes' events as subcontracts are awarded, staffing projects with an on-site Community Construction Liaison to meet with community members about employment opportunities and address issues

as they arise. **The design-build pilot program has achieved over 46% M/WBE participation to date.** As DDC expands its design-build program, the agency is incorporating the lessons learned in engaging local communities into all future design-build contracts.

Expanding the Toolbox

DDC NEEDS AUTHORIZATION FOR ADDITIONAL DELIVERY METHODS

DDC has demonstrated remarkable success in its growing design-build program, but this delivery method is not appropriate for every project in the City's large, complex public works portfolio. In 2024, DDC and our partners are advocating to expand the Public Works Investment Act (PWIA) to include Progressive Design-Build and CM-Build.

Like design-build, both tools benefit from collaboration throughout the process, with construction expertise and cost estimating integrated during design, and collaborative problem-solving during construction. Because designer and builder are brought on board in a single team (design-build) or in parallel (CM-Build), and certain types of construction can start during design, these methods yield significant time savings. **DDC anticipates saving at least a year on small projects and two years on large projects.**

- **Progressive Design-Build**, also known as phased design-build, allows the City to award a design-build contract earlier in the process and partner with the design-builder to conduct site investigations and fully establish the project scope. Already in use by other public owners like the Battery Park City Authority, this delivery method is ideal for complex infrastructure projects where the project requirements are heavily influenced by hidden site conditions. DDC seeks this tool to build climate resiliency infrastructure city-wide, including areawide drainage improvements, green infrastructure, and storm sewers.
- With **CM-Build**, the City awards separate design and construction contracts in parallel, rather than conducting a low-bid construction procurement at the end of design. The construction manager provides cost estimating and constructability support during design and, during construction, holds contracts with individual subcontractors. CM-Build makes it easier to phase a project to keep the space partially open while work continues. DDC has used CM-Build extensively when authorized under an emergency declaration, achieving record time savings and M/WBE participation.

DDC+

Many of the reforms outlined here could be accomplished in a single legislative effort to create an independent Authority. Creating a DDC Authority (DDC+) would eliminate many of the administrative challenges that Charter-authorized City agencies face through a procurement policy tailored to design and construction, fewer redundant oversight steps during procurement, and wide use of alternative delivery.

Strengthening Industry Partnerships and Expanding Opportunities for M/WBEs

DDC is committed to fostering strong partnerships with the architects, engineers, contractors, construction managers, and other allied professionals who build New York City. Industry partnership has been instrumental in achieving the many legislative successes detailed earlier in this report, and remains critical to passing key legislation in 2024. In addition, DDC is firmly committed to building opportunities for Minority- and Women-Owned Business Enterprises (M/WBEs), instituting new processes to increase contract awards to M/WBEs and champion our M/WBE partners. We continue to learn from our industry partners, prioritizing the formal and informal conversations that lead to continuous improvement.

Learning Through Partnerships



Princeton University ESCR site visit

CHANGING OUR PRACTICES BASED ON FEEDBACK FROM THE INDUSTRY

To transform capital delivery, DDC continues to work closely with our industry partners to make direct, tangible changes to our business practices. **Over the past two years, DDC has engaged regularly with the industry through design and construction roundtables, industry forums, direct partnerships with industry associations, DDC's M/WBE Advisory Board, and via the Mayor's Capital Process Reform Task Force.** Feedback from vendors has informed updates to our website for enhanced user experience, overhaul of vendor payment forms, the creation of our Safety Outreach Program, and updates to our standard design and construction contracts.

DDC also engages with other public and institutional owners to share best practices and lessons learned. In 2022, DDC initiated a quarterly Public Owners Roundtable comprising leadership of the NYC School Construction Authority, MTA, Port Authority, the Dormitory Authority of the State of New York, and the NYC Economic Development Corporation to share best practices in alternative delivery, procurement and contract administration, M/WBE engagement, and other topics. DDC and Princeton University have partnered to exchange information on managing their multi-billion-dollar capital plans, including alternative delivery and contract administration topics. In 2024, DDC will continue and expand upon these partnerships.

Expanding Opportunities for M/WBEs

NEW INITIATIVES TO DIVERSIFY ALL ASPECTS OF OUR CONTRACTING PROCESS

DDC remains one of the leading City agencies for contract awards to Minority- and Women-Owned Business Enterprises (M/WBEs). In Fiscal Year 2023, DDC awarded \$361 million to M/WBE contractors, including its first award to a M/WBE firm owned by Native Americans. Within the Borough-Based Jails Program, the agency also awarded a contract to dismantle the existing Manhattan jail to an M/WBE design-build team, DDC's first design-build contract award to an M/WBE.

Alternative delivery methods dramatically expand the City's ability to engage M/WBEs and local workforce, and DDC's M/WBE engagement rate for

design-build and CM-Build emergency contracts is over two times higher than the rate for design-bid-build contracts. In its design-build contracts, DDC sets 30% M/WBE participation goals for both design and construction and has standardized disaggregated goal setting to address the 'disparity within the disparity.' In addition, on all design-build procurements, DDC evaluates teams on both their past performance and proposed approach to engaging M/WBEs, among other factors.

M/WBE Utilization by Delivery Method (FY 2021 to FY 2024 Q1)

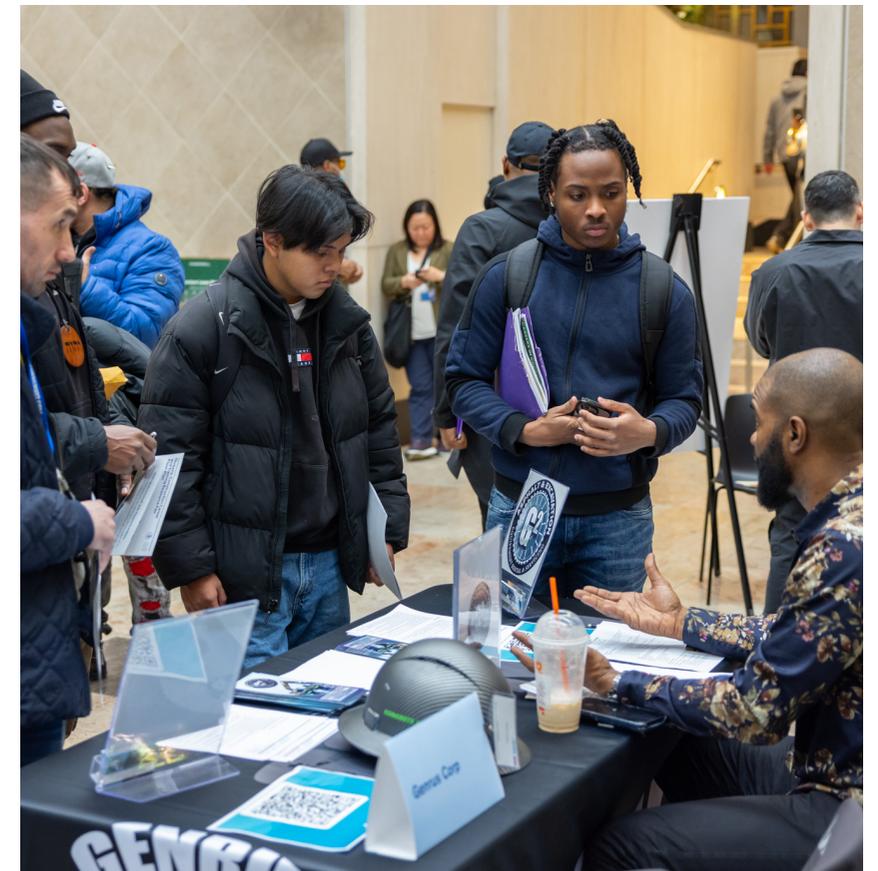
	M/WBE AWARD, \$	M/WBE, %	BLACK/HISPANIC, %
DDC Overall (per LL1)	\$1,536,038,182	22.6%	8.3%
DESIGN-BUILD	\$158,201,328	46.6%	12.5%
CM-BUILD*	\$187,830,070	53.7%	27.7%
Competitive Sealed Bid**	\$720,484,450	18.1%	6.7%

* DDC is authorized to use CM-Build only in limited circumstances, including under an emergency declaration such as COVID-19, on Rikers Island, and to build shelter for asylum seekers.

** Competitive Sealed Bid (CSB) is the method of awarding construction contracts in traditional design-bid-build delivery

Below: Attendees at the Queens Construction Career and Training Resource Fair

Design-build also allows DDC to prioritize local hiring and workforce development in partnership with design-build teams. For example, in July 2023, DDC held a "Construction Career & M/WBE Expo" in Brownsville, Brooklyn, for the upcoming \$119 million Brownsville Girls Empowerment Center and Community Hub. Individual attendees received resume counseling and were connected with union representatives, as well as training for careers in skilled construction trades. M/WBE firms were able to learn about additional upcoming contracting opportunities. DDC has made this engagement practice standard across the design-build program, hosting similar events for the Shirley Chisholm Recreation Center, Rockaway Operations Facility, and others, and is integrating it as a core requirement into all design-build contracts.



Supporting Diverse Contracting

DDC CONTINUES TO FIND WAYS TO BUILD PROSPERITY FOR M/WBES

DDC launched the City's first M/WBE-exclusive pre-qualified list of contractors (PQL) in 2022. In 2023, DDC made its first contract award under its Construction Mentoring Program for M/WBES and small businesses and welcomed a second cohort of 29 firms. In 2024, following successful legislation, DDC will transition its mentoring program to become part of the new Citywide program.

DDC also strives to champion M/WBE engineering, architecture, and construction management firms. In 2023, the agency launched a pilot to incorporate junior project managers from M/WBE firms into its construction management, resident engineering, and design contracts. The role has focused on bringing in recent graduates to gain direct experience on City capital projects. In 2024, DDC will partner with nycoba|NOMA (the New York Coalition of Black Architects | New York Chapter of the National Organization of Minority Architects) and the AIA (American Institute of Architects) New York City borough chapters to comprehensively review the agency's design solicitations, with a goal of expanding opportunities for MBE firms.

In partnership with the Capital Process Reform Task Force, DDC continued to advocate for legislative changes to benefit M/WBES. These include securing the comprehensive insurance programs (OCIP and CCIP) noted above, which will make it easier for M/WBES and small firms to contract with the City. The agency helped secure an increase to the threshold for M/WBE discretionary contract awards from \$1 million to \$1.5 million, and in 2024 will develop new design contracts reflecting this increase. DDC also advocated for State and City reciprocity for M/WBE certifications.



Mentoring program participants contributed to demolition work on Hart Island

Building, Supporting, and Empowering Our Team

DDC's professionals work hard every day to deliver essential public works to New Yorkers in every community, contributing experience and perspectives that enhance the projects we deliver. Our team of over 1,100 professional staff is proud to be among the City of New York's most diverse agencies, representing five generations within our workforce, over 40 languages spoken, and over 65 countries of origin.

DDC continues to find ways to support, empower, and equip our team for success. Since publishing the Blueprint 2022, DDC established dedicated roles to lead Recruitment, Training and Staff Development, and Employee Engagement in recognition of their importance in supporting our team. DDC has also worked hard to expand our team to meet the agency's growing workload. In 2023, we hosted hiring fairs and career days, expeditiously hiring over 200 new staff.

To promote professional development, the agency expanded its program of licensure and continuing education courses, as well as in-depth trainings on specific topics relevant to daily work. DDC's trainings include in-person, virtual and on-demand options for construction safety trainings, certification programs from leading professional organizations like PMP, DBIA, ASCE and LEED, and leadership courses. DDC also expanded internal knowledge-sharing efforts like our monthly Lessons Learned site visits to completed projects, a formal celebration process for completed projects, and the employee-led DDC Learning Workshops series.

DDC works hard to foster a sense of community, and we also expanded agency-wide programs, including interest and enrichment groups, to bring the agency together and celebrate our diversity. In late 2023, the agency conducted a Workforce Diversity Survey to solicit employee feedback that will inform future efforts, including increasing staff development and engagement, prioritizing equity efforts, creating more diversity and inclusion training opportunities, and enhancing overall accessibility. In 2024, DDC will continue to expand opportunities for increased participation and staff empowerment at DDC.





Water main replacement, East New York Avenue, Brooklyn

Implementation Summary

WHAT WE DID

DDC has achieved many of the goals outlined in the Blueprint 2022.

Transforming the City's Capital Delivery Process

- ✓ Partnered with the Mayor's Capital Process Reform Task Force to champion 30 City-level and 10 State-level reforms, many now being implemented

Planning Better

- ✓ Launched Advanced Capital Planning (ACP) data portal
- ✓ Launched ACP pilot program for libraries (Brooklyn Public Library and Queens Public Library)
- ✓ Piloted a mobile site survey tool for asylum-seeker emergency housing

Designing Better

- ✓ Partnered with Public Design Commission to streamline interagency design review
- ✓ Hired a Department of Buildings project advocate
- ✓ Implemented new Sponsor Scope Change process

Building Better

- ✓ Updated construction contracts:
 - Price adjustments for fuel, steel, and asphalt
 - Enhanced mobilization
 - Early completion incentives
 - Value engineering and substitutions
 - Executive Order 23 clean construction

- ✓ Rolled out Expanded Work Allowance on all applicable projects and partnered with the Task Force to expand citywide
- ✓ Released Joint Bid 5.0 with updated terms and price list
- ✓ Launched a comprehensive process to streamline vendor payments
- ✓ Launched Site Safety Outreach Program with new requirements for subcontractor compliance
- ✓ Piloted use of drones and robotics for inspections, and trenchless technology for underground infrastructure repair
- ✓ With the Task Force, secured legislation for electronic bidding

Expanding our Toolkit of Alternative Delivery Methods

- ✓ Completed DDC's first design-build project, the Queens Community Space and Municipal Parking Garage, in 22 months from award
- ✓ Awarded nine design-build contracts within the design-build pilot program and broke ground on the first four of those projects
- ✓ Awarded six Borough-Based Jails project contracts, including the \$2.97B new Brooklyn facility
- ✓ Deployed CM-Build teams on nine emergency project portfolios, including shelter for asylum seekers, achieving record M/WBE participation rates and rapid delivery
- ✓ Secured design-build reauthorization through 2027

Strengthening Industry Partnerships and Expanding Opportunities for M/WBEs

- ✓ Launched a Public Owners Roundtable to share best practices and lessons learned
- ✓ Strengthened industry partnerships to deliver key reforms at the agency, City, and State levels

- ✓ Set 30% M/WBE participation goals on all design-build procurements with disaggregated goals to target "disparities within the disparity"
- ✓ Kicked off a partnership with industry leaders to expand opportunities for MBEs on DDC contracts
- ✓ Awarded the first project under the first M/WBE-only Pre-Qualified List
- ✓ Advanced the inaugural cohort of DDC's M/WBE mentorship program with virtual curricula instruction, welcomed a second cohort of 29 firms, awarded the program's first contracts, and prepared to transition to the new Citywide program
- ✓ With the Task Force, secured legislation to:
 - Increase the M/WBE discretionary threshold from \$1M to \$1.5M
 - Allow comprehensive wrap-up insurance (CCIP and OCIP)

Building, Supporting, and Empowering our Team

- ✓ Established dedicated roles to lead Recruitment, Training and Staff Development, and Employee Engagement
- ✓ Hosted hiring fairs and career days, onboarding 200+ new hires in 2023 through an expedited process
- ✓ Expanded DDC's program of trainings, professional development, and continuing education
- ✓ Launched an agencywide Workforce Diversity Survey whose results will inform future efforts

What We Need

The work isn't done. Transforming how the City builds public works demands continued partnership among City, State, and industry leaders, to:

- Secure State legislation to:
 - Extend Joint Bidding authorization for ten years through 2034
 - Expand the City's alternative delivery toolkit to include CM-Build and Progressive Design-Build
 - Create a new DDC Authority
- Expand DDC's Advanced Capital Planning (ACP) data portal and program past the pilot phase
- Implement design review reform recommendations in partnership with Public Design Commission
- Launch comprehensive payment reforms, standardizing requirements across capital agencies
- Pass revisions to Procurement Policy Board rules to:
 - Standardize rules for design-build
 - Allow DDC to replace a failing contractor (Rule 4-08)
- Implement contractor-controlled (CCIP) and owner-controlled (OCIP) insurance program in partnership with City Hall and capital agencies
- Transition DDC's construction mentoring program to the new Citywide program



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