

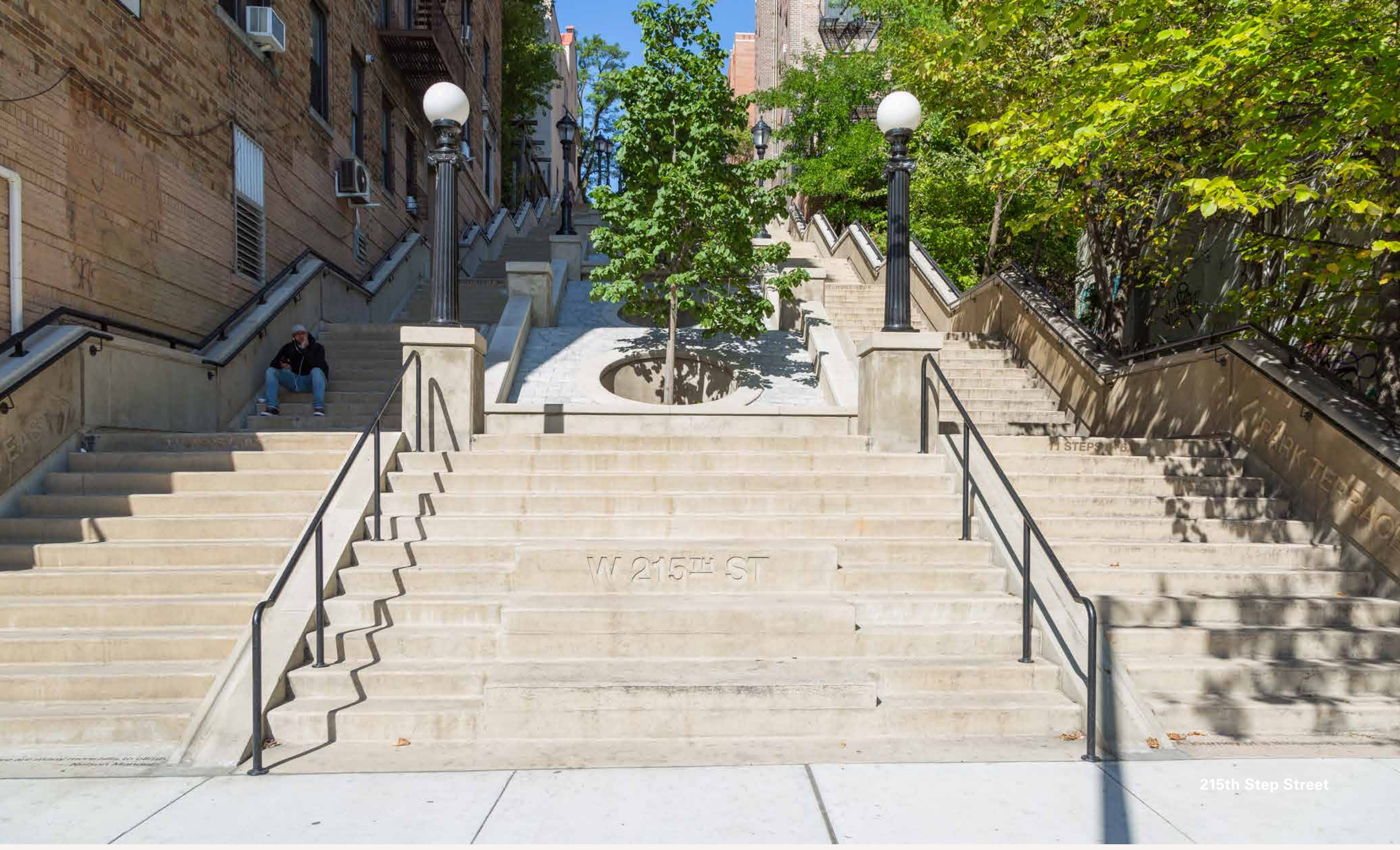
STATE OF THE AGENCY 2014-2017

Bill de Blasio
Mayor

Dr. Feniosky Peña-Mora
Commissioner

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W 215TH ST

11 STEPS

215th Step Street

STATE OF THE AGENCY

The Department of Design and Construction has been the capital construction agency for New York City since 1996. As part of Mayor de Blasio’s vision for a strong and just city, over the last three years we’ve made internal and external improvements that take our agency to the next level of excellence, allowing us to better support the Mayor’s vision of a thriving, equitable, sustainable, resilient and healthy city.

Strengthening the diverse neighborhoods of New York City is at the heart of what we do. We don’t just build the City, we empower the city. To that end, our ribbon-cutting and ground-breaking events are two of the most visible ways we signal our dedication to a more equitable city. Each of these public events – 50 over the past three years representing nearly 800 construction starts and completions valued at more than \$9.5 billion – brings together a variety of communities, including our DDC design team, local residents and neighborhood groups, and public officials.

In the past 36 months, we started or completed construction on 20 cultural facilities – including the MCC Theatre and the Bronx Council on the Arts, which will result in sustainable public buildings where visitors can improve their knowledge of Shakespeare or learn about art created by New York City-based artists.

In addition, as of April 2017 we had completed over 4,215 projects since we started in 1996 valued at over \$20 billion. The ground breakings and ribbon cuttings we have held for many of these projects showcase how we incorporate DDC’s Guiding Principles into projects in every borough, to help New York City neighborhoods thrive.

As we manage the design and construction of our projects, our goal is, most importantly, to provide value to each neighborhood, by adding to their community capital, with thoughtful, best-in-class, civic projects. As stewards of a \$15 billion capital budget with over 1,200 active projects, we take pride in the national and international recognition of our work. Since our inception, our projects and agency have won more than 260 awards within our industry, with almost 70 in the past three years, a record for DDC. For us, these awards—from local civic organizations such as the Municipal Art Society of New York (2015 MASTerworks Award for Queens Museum), to national media awards from publications like Engineering News-Record (2016 New York Owner of the Year Award, the first given to a city agency)—aren’t given to DDC alone. We accept them on behalf of everyone who has added value to the communities of our city by delivering responsive, engaging capital projects.

These awards that our capital projects have received are not only the result of the expertise and dedication of design and construction professionals. They are also the result of better project delivery methods within DDC. With contract commitments of more than \$5.4 billion over the last three fiscal years, it is more important than ever to streamline project delivery. During that period, we processed over 14,000 payments and almost 5,000 change orders—a record for our agency. Through process improvements and strategic resource allocation, we’ve been able to reduce payment processing times by 25%, and have reduced the duration of change order processing on our projects by 20% since April 2014. We also have seen a 32% increase in our five-year capital plan funding with more than \$1 billion above our pre-recession high. This means we are working more efficiently for our clients, consultants and contractors, resulting in faster payments and less administrative paperwork.

At DDC, we believe that finding new ways to communicate inspires our staff and others to better respond to the needs of New York City. With the number of projects at a record high, our Office of Community Outreach and Notification has grown from 45 to over 110 community liaisons, now allowing for thorough and timely customer service responses to the

communities most affected by our work. In fiscal year 2015, we started issuing annual reports specifically for client agencies, council members, and borough presidents—distributing 75 of these to help our partners better understand their portfolio of work with us. Within DDC, we’ve also communicated more purposefully with our staff, conducting employee surveys that resulted in developing new opportunities for staff recognition and professional development. Improved communication builds trust, promotes positive change, and allows for shared expertise across all levels, which helps us truly build New York City for all.

Positive change cannot always be an outward endeavor; as writer Leo Tolstoy once said, “Everyone thinks of changing the world, but no one thinks of changing himself.” While we do aim to improve New York City and the world with our work, we are also improving our work environment by providing opportunities for our most important asset, the dedicated staff of DDC. We’ve made great progress in this regard, offering our staff accreditation support for memberships with leading industry organizations such as the Construction Management Association of America, where, with over 460 members, DDC is now the number 2 Mega Owner in the nation and the Top Owner/Corporate Member in the New York City Metropolitan Area. Progress like this is a direct result of our employee-led

committees, whose ideas have resulted in deeper agency-wide engagement and more robust industry partnerships. Our external initiatives toward improved design and construction industry partnerships have also shown exceptional progress over the last three years. With our new office dedicated specifically to diversity and industry relations, we have significantly increased opportunities for the industry to engage with us, enabling a more diverse group of consultants and contractors to better understand how to become eligible for capital work and enabling us, in turn, to better understand their needs. Our new industry events have been extraordinarily well-received, resulting more than 200 firms taking advantage of our “Meet and Greet” program, over 160 firms participating in our business development workshops, and more than 7,400 professionals attending our open houses and networking opportunities. Particularly, the success of our workshops – with over 90% of participants saying they would attend further business development workshops – has underscored the need to effectively communicate with and educate New York City’s diverse design and construction business community about our processes and how to contribute to our projects. As a result of our outreach, we created the City’s first Ready to Build program in 2016, focused on developing the capacity of small and emerging businesses. As these businesses continue to grow, they will be better prepared to actively participate in our projects more effectively. Indeed, at the conclusion of this

9-month program, over 10% of the attendees have secured work with the City.

The importance we place on developing qualified industry professionals extends into our educational programs as well. The launch of our Community Partnerships and STEAM Initiatives Division in November 2014 has brought architecture and engineering into the lives of almost 1,500 New York City public school students, and has resulted in 57 city high school students participating in the DDC chapter of the ACE Mentor Program of America. Igniting this passion for architecture and engineering at an early age is critical in diversifying our profession, and in developing the brightest minds to respond to our city’s building and infrastructure challenges. This division has built a direct pipeline for that passion.

DDC is growing at a rate unprecedented since our inception 20 years ago. To keep up with the record amount of work in our agency, we’ve seen a 14% increase in full-time staff since 2014, and we are still growing. To help attract more professionals, we are now providing mentorship opportunities including our summer college internship program, which has seen 120 participants since 2014. We also established our new Opportunity Academy, a partnership with the School Construction Authority and LaGuardia Community College designed to train certified office professionals as experts in DDC processes. These professionals will support certified

MWBE companies who do business with the City. In addition, our expanded bi-annual job fairs now offer information on all aspects of DDC – from program management to wellness-at-work programs. In the last three years, more than 800 potential employees have attended our job fairs, resulting in over 75 job offers, less than 10% selectivity, showing that our new recruits are the best in their field.

As our agency expands, we are taking leading roles in new city-wide programs, such as our support of Vision Zero through the creation of safe streets, or our defining role in creating more resilient neighborhoods through the Build it Back program. These new programs push DDC into a new era, expanding our expertise into every aspect of the City’s urban fabric. We are creating efficient public transportation through our involvement with Select Bus Service, and strengthening our coastline through the

East Side Coastal Resiliency program. These programs address urgent needs, and our response to this urgency has made us global participants in some of the most important challenges of our time, such as climate change.

In summer 2016, we celebrated the 20th anniversary of DDC. In this document, we paused to reflect on both the amazing growth this agency has undergone in the last two decades and the changes that have transpired since Mayor de Blasio was sworn in just three years ago. The short timeline on the following page showcases the rapid transformation we’ve made as an agency and the great achievements we’ve made together in building a better city. Read further for more highlights and to learn about our continued dedication to strengthening the communities of OneNYC.





**NEARLY 800
CONSTRUCTION
STARTS AND
COMPLETIONS
SINCE 2014**



**MORE THAN 70
DESIGN AWARDS
RECEIVED FROM
LEADING INDUSTRY
ORGANIZATIONS
SINCE 2014**



**MORE THAN \$650
MILLION IN MWBE
CONTRACTS
AWARDED
SINCE 2014**



**MORE THAN 8,000
PARTNERS ENGAGED
THROUGH INDUSTRY
WORKSHOPS AND
OPEN HOUSES
SINCE 2014**



**MORE THAN
1400 STUDENTS
PARTICIPATED IN
STEAM PROGRAMS
SINCE 2014**



**NEW GUIDING
PRINCIPLES
DEVELOPED TO
ENHANCE DDC'S
DESIGN STRATEGIES**



**NEW EMPLOYEE
OPPORTUNITIES
CREATED FOR A
MORE INCLUSIVE
AND DIVERSE DDC**



**NEW EXTERNAL
PROGRAMS
LAUNCHED TO
CREATE SAFER
AND STRONGER
COMMUNITIES**



**NEW INTERNAL
PROGRAMS
INTRODUCED TO
MAXIMIZE AGENCY
OUTREACH,
TRANSPARENCY,
AND EFFECTIVENESS**



**NEW AND IMPROVED
BUSINESS
PROCESSES TO
INCREASE AGENCY
EFFICIENCY**

GROUND BREAKINGS

Over the past three years we've held public ceremonies to break ground on more than 20 projects. Each of these projects brings services and value to the communities they serve. These public celebrations represent only a fraction of the over 420 capital projects worth more than \$4.5 billion we have started construction on across the five boroughs.

We have broken ground on cultural projects that reflect the history of New York City, including historic Richmond Town on Staten Island, the Irish Repertory Theatre in Manhattan, and a transformation of Starlight Park in the Bronx that will include the last major leg of the Bronx River Greenway that connects Westchester to the Long Island Sound.

When Superstorm Sandy waylaid our work, we needed to reassess the priorities in constructing each of our coastal projects. It became clear that much of our work needed to be far more resilient than initially planned. At Belle Harbor in Queens, the waterfront was severely compromised. Rather than simply rebuilding, we fortified new roads, curbs and sidewalks with planters and protective barriers, safeguarding the community. On Staten Island, we also broke ground on the first mid-Staten Island Bluebelt, providing an economically sensitive and environmentally responsible solution in the event of a storm.

At Ocean Breeze Riding Facility, also on Staten Island, we reassessed the building design with a focus on minimizing

damage to the surrounding wetlands and meeting new FEMA elevation standards. This pre-engineered riding arena houses the headquarters of Help Others Overcome Personal Handicaps, a therapeutic equestrian program for New York City's disabled community. This arena allows for HOOPH to house and care for riding horses while providing services to the disabled community year round.

In the Bronx, we broke ground on a number of projects: the Bronx River Art Center, the New York Botanical Garden, Fordham Plaza, and at Van Cortlandt Park, where we began construction on a new pedestrian bridge over the Major Deegan Expressway. The bridge will restore the natural beauty and community ties that were lost with the construction of the expressway in 1956. In October, we broke ground on the Bronx River House, the future base of operations for the Bronx River Alliance which serves the Bronx River Greenway. One of the 7,000 square-foot building's many sustainable features include a curved vegetative wall which will provide shade in the summer and allow sunlight to help heat the building in the winter.

In Washington Heights, we broke ground on La Plaza de las Americas, transforming a 14,000-square-foot asphalt block, which has served the community for over three decades with a makeshift farmers market, into a permanent public space that securely hosts vendors and the community. This plaza now gives vendors access to electricity, water, trees, lighting, benches,

tables, chairs, bathrooms, and a water fountain. We created a space that provides the community with a sense of home and security, evoking the plazas of the Caribbean and Latin America.

At P.S. 132, the Conselyea School, in Williamsburg, Brooklyn, we broke ground on a Safe Routes to School Project. We are transforming the streets that surround the school, with new curbs, sidewalks, speed reducers, traffic signals and pavement markings, to ensure each and every child can attend school safely.

In July 2016, we began construction on the highly-anticipated new home for the FDNY's elite Rescue Company 2. The design by Studio Gang architects creates more than just a firehouse—the facility will also serve as a training facility and EMS station, helping New York's Bravest prepare for whatever unique challenges they may face when protecting New Yorkers. The structure's unique shape is organized around a large interior void extending ground to roof level, which enables the team to practice rescue scenarios similar to situations that might occur in the city.

In September 2016, we began working on the 185th Street Pedestrian Plaza, which will completely reimagine an existing closed street pedestrian space in the middle of the Yeshiva University campus. The 20,000 square-foot space has been redesigned to include upgraded infrastructure and greenery throughout the site to make it more inviting to students and passersby alike.

Two months later, in November 2016, we celebrated the start of construction on the new 3,600-square-foot Staten Island Zoo Aquarium. The aquarium, originally built in 1936, will receive a major renovation that will help visitors better understand New York's local wildlife and how we fit into the complex aquatic ecosystem surrounding us. We also broke ground on the new, environmentally friendly Queens Borough Hall Municipal Parking Lot. The project will provide spaces for over 300 automobiles and is also the first City project to use recycled asphalt pavement from milling projects in the five boroughs.

In December 2016, we started construction on the expansion of the East Elmhurst Community Library in Queens. The library, built in 1971, is slated to gain an additional 4,500 square feet of space to continue its reign as a center of learning and valuable community space for neighborhood residents. We also had a groundbreaking for a new home for the Bronx Council on the Arts, a flexible performance and event space that can be adapted to the needs of the non-profit organization that has been the official cultural agency of Bronx County since 1962.

With each ground breaking, it is our goal to provide resources that will provide equal opportunities to every individual, neighborhood, and community in this great city of ours.

GROUND BREAKING

5/14



Ocean Breeze Riding Facility

6/14



Bronx River Art Center

8/14



Fordham Plaza

5/15



Wavertree

5/15



Van Cortlandt Park

3/15



La Plaza de las Americas

10/14



Bronx River House

10/14



Irish Repertory Theatre

5/15



Hunters Point Library

8/15



Belle Harbor Hurricane Sandy Rehabilitation

10/15



Staten Island Family Justice Center

11/15



Historic Richmond Town

GROUND BREAKING

11/15



NY Botanical Garden

11/15



Staten Island's First Mid-Island Bluebelt

1/16



Vision Zero Initiative: Long Island City/
Hunters Point

3/16



MCC Theatre

11/16



Queens Borough Hall
Municipal Parking Lot

11/16



Staten Island Zoo Aquarium

10/16



Bronx River Greenway

7/16



185th Street Pedestrian Plaza

7/16



Rescue Company 2

12/16



East Elmhurst Library

12/16



Bronx Council on the Arts

3/17



Corona Plaza

425

Construction starts since 4/28/14 worth
more than \$4.5 billion



RIBBON CUTTINGS

Each of over 25 public ribbon cuttings over the last three years reflects the extensive thought and conversation between our agency, our client agencies and the communities we serve. These public celebrations represent just a portion of the over 370 projects we've completed since April 2014, worth more than \$5 billion.

In May 2014, we celebrated the opening of the new Hamilton Avenue Asphalt Plant with Mayor de Blasio in Gowanus, Brooklyn. This state-of-the-art DOT facility is crucial in resurfacing over 1,000 miles of roadway each year. The facility allows for DOT to increase production, recycle existing materials, save money, reduce emissions and take advantage of technological enhancements—allowing the agency to provide the critical services needed to create a safe and efficient city.

Summer 2015 marked a momentous occasion for our team with the reopening of the High Bridge, a crucial link joining Washington Heights with the Highbridge community of the Bronx. The High Bridge was originally completed in 1848, as a portion of the Croton Aqueduct system spanning the Harlem River. Through the 1800s and 1900s it was a beloved promenade but with the completion of the Major Deegan Expressway and the Harlem River Drive, use faded. By the 1970s, public access to the bridge was suspended.

The rehabilitation of the High Bridge commenced as part of a city-wide effort to reclaim waterfront and greenway space, and

included necessary safety upgrades as well as the incorporation of historical preservation standards to ensure the maintenance of this historic icon. Now, with the opening of the High Bridge, we have seen the bond between two boroughs reaffirmed—providing breathtaking views, easy access to opportunities across the Harlem River, and a glimpse into New York City's past and future.

In September 2015, we reopened Building A of the Staten Island Museum, at Snug Harbor on Staten Island, with local children and families playing educational games, listening to live music and doing craft projects. Saved from demolition in 1965, our work provided a historically sensitive design, upgrading the nationally significant 18,000 square-foot space. With sustainability in mind, the architects included a closed-loop geothermal system, minimizing the need for fossil fuels.

At the end of 2015, we celebrated the opening of Manhattan Districts 1/2/5 Garage and the Spring Street Salt Shed in SoHo. The 425,000-square-foot facility houses three district garages from which local Manhattan Community Board districts 1, 2, and 5 receive garbage collection, street cleaning and snow removal services. The structure accommodates over 150 Sanitation vehicles and includes facilities for DSNY personnel. This LEED Gold-certified structure, boasts an impressive array of sustainable features including a glazed curtain wall façade and 2,600 custom perforated metal fins that reduce solar heat gain and glare while filtering natural light into the space.

Across the East River, in Queens, we honored the opening of the new Police Academy with Mayor Bill de Blasio and NYPD Commissioner Bratton. The 730,000-square-foot academy provides top-of-the-line facilities to the thousands of cadets that are in training each year. The project includes the Recruit Academic Building with classrooms, realistic mock training environments, instructional offices, and administrative support spaces. The Tactical Training Building includes physical training facilities, gyms, a swimming pool, an indoor track and spaces for CPR instruction and baton training.

In June 2016, we completed the 10,000 square-foot Staten Island Family Justice Center for victims and survivors of domestic violence. First Lady Chirlane McCray attended the ceremony and spoke about the importance of such centers—the fifth in the city—as a network of sites committed to servicing New Yorkers regardless of income, language, immigration status, gender identity or sexual orientation.

We also celebrated in July 2016 the opening of two critical emergency response facilities: Public Safety Answer Center II (PSAC2) in the Bronx and FDNY Queens EMS Station 50 in Queens. PSAC2 is a highly secure facility designed to be a second emergency communications 911 call intake and dispatch center for the City, functioning as a parallel operation to the existing PSAC I in downtown Brooklyn and greatly enhancing the safety of New Yorkers in future emergencies. EMS Station

50, a new 13,000-square-foot facility in Jamaica, is the largest EMS station in Queens and the new home of Queens EMS Borough Command, housing MERV vehicles, a logistical support unit, and five ambulances.

In September 2016, we welcomed the 131-year-old Wavertree Vessel to Manhattan’s South Street Seaport Museum after a 16-month restoration on Staten Island. This historic structure is the first ship that DDC ever worked on, and now serves as an exhibit and educational space at the Museum. Visitors can feel the Wavertree’s history in every plank and every hatch. Now, over 130 years after it was built, the vessel is restored, upgraded, and ready to help educate new generations on our city’s seafaring history.

On the same day the Wavertree sailed to the Seaport, we also celebrated the completed renovation of the Irish Repertory Theater in Chelsea, which has staged over 150 Irish and Irish-American productions over the last 25 years. With the addition of 250-square-feet of space in the theater, a larger stage, and a new 40-seat balcony, the upgraded theater will enlighten and entertain for decades to come.

In October 2016, we marked the opening of the Helen Marshall Cultural Center at Queens Borough Hall. Named after the previous three-term Queens borough president, the Center is a large atrium designated for community use, providing a stage

with professional-quality lighting and audio capabilities. The project included a new entrance to the Atrium through the rear of Borough Hall, with an outdoor plaza of gardens and decorative stone for beautification.

In November 2016, we completed a two-year reconstruction of Astor Place pedestrian plaza in Lower Manhattan. The project demonstrates our commitment to enhancing city streets for pedestrians, and includes almost a full acre of new public space and two brand new public plazas. A highlight of the project was the return of The Alamo, the iconic spinning sculpture that was taken out of the plaza for renovation in 2014.

We also in December 2016 saw the opening of the new Elmhurst Community Library in Queens. The 32,000-square-foot facility is triple the size of the original library at the location and features a prominent glass cube reading room that looks out on Broadway containing a NYC Percent for Art project by the Artist Allan McCullum. Entitled “Collection of nine hundred and fifty five shapes,” and selected from the artist’s Shapes Project of 300 individual parts that may be combined to produce over 31 billion different shapes, no two pieces are alike. The artist hopes that the installation may come to symbolize the community of Elmhurst, its goals for unity, and its love of diversity.

At the end of the year, in the late-December days leading up to New Year’s Eve, we were joined by DOT, the Times Square Alliance, and other partners to cut the ribbon on perhaps DDC’s most visible project—the reconstruction of Times Square Plaza. The project permanently converted several blocks of Broadway from West 42nd to West 47th Streets for pedestrian use, creating five new pedestrian plazas with almost two full acres of pedestrian space previously occupied by traffic, permanently making the “Crossroads of the World” a place designed for people to enjoy.

And in January 2017, DDC continued its contributions to the City’s theater community with the completion of a new performance space for Alliance of Resident Theatres/New York, which includes two new theaters and a Percent for Art installation on the mezzanine floor by artists Peter Coffin and Jeppe Hein.

From our Urban Post-Disaster Housing Prototype in Brooklyn to Ravenswood Library Universal Pre-K in Long Island City, we respond to the immediate needs of New Yorkers. One by one, our ribbon cuttings help communities grow; providing necessary resources and upholding the necessary bonds of community that create a stronger and more equitable city.

RIBBON CUTTING

4/14



Tavern on the Green

5/14



Hamilton Avenue Asphalt Plant

6/14



Washington Square
Park Comfort Station

5/15



Staten Island Museum
at Snug Harbor

12/15



Ravenswood Library
Universal Pre-K

6/15



High Bridge

11/15



Sculpture Center

6/14



Urban Post-Disaster Housing Prototype

9/15



Rochdale Village Library

10/15



Queens Botanical
Garden Pathways

11/15



Ocean Breeze Athletic Center

11/15



La Plaza de las Americas

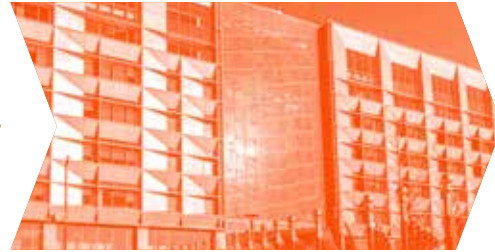
12/15



Manhattan 1/2/5 Garage

RIBBON CUTTING

12/15



Police Academy

1/16



Fordham Plaza

1/16



West 215th Street

5/16



Ocean Breeze Riding Facility

9/16



Irish Repertory Theater

9/16



Wavertree

8/16



Ulmer Park Library

7/16



EMS 50

6/16



Staten Island Family Justice Center

11/16



Astor Place

12/16



Elmhurst Library

12/16



Times Square

1/17



Alliance of Resident Theatres/
New York

373

Construction completions since
4/28/14 worth more than \$5 billion



LIBRARY

QUEENS LIBRARY

Elmhurst Library

AWARDS

Under the guidance of Commissioner Peña-Mora, DDC has been able to move far beyond simply completing projects; we have set out to surpass industry standards for every project we undertake. The results of this ambitious goal have been reflected in the nearly 70 awards we have received during the last three years; more awards than any other time in our agency's history.

When we began work on Weeksville Heritage Center, we knew our mission was to build a future for the institution that reflected the strength of the institutions past, as one of America's first free black communities. That meant building a space that would allow the institution to thrive for many years to come. We wanted to push the new performance and education spaces to the next level by setting out to make the site sustainable. As a result, we installed a closed-loop geothermal system that would be more respectful of the environment, while providing affordable heating and cooling with minimal maintenance requirements for the team at Weeksville. These careful considerations proved rewarding; we received the American Council of Engineering Companies of New York (ACECNY) Platinum Award for our work on this comprehensive geothermal system.

ACECNY has also recognized our agency with an Engineering Excellence Merit Award, an honor that recognized our coordination with other agencies and our commitment to design excellence. We also received awards from ACECNY in all the

categories that they consider, for example: a Diamond Award in Structural Systems for the rehabilitation of the High Bridge, a Platinum Award for our work on the New York Police Academy, a Gold Award for the reconstruction of the Conner Street Bulkhead, and a Silver Award for our street mapping project in Coney Island.

Other construction and engineering authorities, such as Engineering News-Record (ENR), a publication that honored our commitment to excellence and innovative work throughout the region, have also recognized our agency and our projects. ENR named us the 2016 New York Owner of the Year, an especially significant honor because it is the first time that they have bestowed such a recognition to a city agency. ENR also awarded our modular beach structures in the Rockaways the Engineering News-Record Project Award for the Government/Public Buildings Category. Most recently, ENR awarded PSAC II, Ocean Breeze Indoor Horse Riding Arena, and West 215th Step Street as Regional Best Projects. The Construction Management Association of America (CMAA) awarded us with the 2016 Project of the Year Award for our work on the reconstruction of Fordham Plaza and the 215th Step Street, both in the Bronx. Additionally, the American Society of Civil Engineers awarded us for our work at Peck Slip in Lower Manhattan and for our work at the Hamilton Avenue Asphalt Plant in Brooklyn.

Architecture authorities have recognized our leading projects as well. The New York Chapter of the American Institute of Architects (AIA NY) gave the Queens Museum project the AIA New York State Award of Merit, and the Municipal Art Society of New York (MASNY) awarded the project the MASTerworks Awards for Best Adaptive Reuse. MASNY has also honored the High Bridge with the 2016 MASTerworks Award and the AIA NY has honored the Manhattan 1/2/5 Garage and Salt Shed with the Architecture Honor Award. Additionally, Interior Design magazine awarded the New York Police Academy the Makelt WORK Award for Healthy Green Solutions. In September, The Chicago Athenaeum: Museum of Architecture honored Zerega Avenue EMS Station with a 2016 American Architectural Award. The project also recently received an 2016 Award of Excellence alongside Manhattan 1/2/5 Garage from the New York Chapter of the American Institute of Architects.

Other recognition reflects the type of work we do, such as historic preservation. The Lucy G. Moses Preservation Award, which honors “outstanding preservation efforts, named after a dedicated New Yorker whose generosity benefited the City for over 50 years,” was given to us by the New York Landmarks Conservancy. We’ve been honored to continue Mrs. Moses’ legacy with our preservation work on projects such as Tavern

on the Green in Manhattan, the Staten Island Museum and Snug Harbor Cultural Center on Staten Island, as well as the High Bridge in upper Manhattan and the Bronx.

The Public Design Commission of the City of New York, the City’s design review agency, has honored our work, including Hunters Point Library in Queens, Montefiore Square Park and Plaza in the Bronx, and most recently, Rescue Company 2 in Brooklyn, for excellence and innovation in the public realm.

In fall 2016, the Center for Active Design awarded 2016 Excellence Awards to both W215th Step Street in upper Manhattan and 2 Lafayette Street in downtown Manhattan. The new design for 2 Lafayette Street spans seven floors and was created to fulfill needs and foster identity for the tenants of the space, the City’s Department of Youth and Community Development (DYCD) and the Department for the Aging (DFTA).

In November 2016, the New York Police Academy and the Washington Square Park House received Awards of Merit from the New York Chapter of the American Institute of Architects. One of our most recent completed projects, EMS 50 in Jamaica, Queens, was named a Gold Medal Recipient of the American Architecture Prize for Institutional Building. In the same month,

the Public Design Commission recently three DDC projects with Excellence in Design Awards. The 40th Police Precinct in the Bronx, the Waterfront Nature Walk in Brooklyn, and the Snug Harbor Cultural Center Music Hall in Staten Island were recognized by Mayor de Blasio and officials from the PDC as exemplary projects in civic design.

In November 2016, our Public Safety Answering Center project in the Bronx was recognized by Government Technology magazine for Best IT Collaboration Among Organizations, for our work with client agencies DoITT, FDNY, and NYPD. In January 2017, Engineering News Record even recognized our Creative Services department by selecting two DDC photos as winners of its annual international photo contest out of 40 winners from nearly 1,100 world-wide submissions. Also in January 2017, the agency received its first Envision Award for environmental sustainability from the Institute for Sustainable Infrastructure, for a Bluebelt expansion project in Staten Island. This award is particularly significant since we introduced ENVISION into the agency in May 2015, and in a year-and-a-half received an award for our work.

In March 2017, Public Safety Answering Center II in the Bronx and the Long Island City Sculpture Center in Queens

received 2017 Design Awards from AIANY. And the High Bridge restoration was selected by the International Bridge Conference to receive its Abba G. Lichtenstein Medal for outstanding achievement in bridge engineering.

These great projects receive these awards because of the great people who work on them. Consequentially, our DDC staff members have also been recognized for their achievements. Most recently, four employees received awards from the Women Builders Council—an organization that values the dedication and hard work of women in architecture, engineering, or construction. We are also building a new program at DDC that highlights the accomplishments of our individual employees and bring them recognition across the industry.

From the AIA New York State Award of Merit for our contribution to the Urban Post-Disaster Housing Prototype following Superstorm Sandy, to the Manhattan 1/2/5 Garage and Salt Shed's Municipal Art Society 2016 MASTerworks Award, we build all of our projects with the goal that the awards we receive, as an agency and as individuals, are rewarding the community we serve. Each award pushes us to be better at building a more equitable sustainable, resilient and healthy New York City.

AWARDS

2014



Queens Museum

▪ The Municipal Art Society of New York, MASTerworks Award for Best Adaptive Re-use
▪ American Institute of Architects New York Chapter, Award of Merit



Four Directions from Hunter's Point

Public Design Commission of the City of New York, Excellence in Design Award



Modular Beach Structures

Engineering News-Record, Best Project Award for Government/Public Buildings



New York Public Library, Stapleton Branch

The New York Landmarks Conservancy, Lucy G. Moses Preservation Award



City Hall

The New York Landmarks Conservancy, Lucy G. Moses Preservation Award



Snug Harbor Cultural Center Building E

The New York Landmarks Conservancy, Lucy G. Moses Preservation Award



Joseph A. Verdino, Jr., Grandstand

Public Design Commission of the City of New York, Excellence in Design Award

2015



Hamilton Avenue Asphalt Plant

American Council of Engineering Companies New York, Engineering Excellence Diamond Award for Industrial and Manufacturing Processes and Facilities



Conner Street Bulkhead

American Council of Engineering Companies New York, Engineering Excellence Gold Award for Water Resources



Montefiore Square and Plaza

Public Design Commission of the City of New York, Excellence in Design Award



Queens Museum

American Council of Engineering Companies New York, Engineering Excellence Platinum Award for Structural Systems

AWARDS



Issue Project Room
Public Design Commission of the City of New York, Excellence in Design Award



New York Public Library, Westchester Square Branch
Public Design Commission of the City of New York, Excellence in Design Award



Weeksville Heritage Center
American Council of Engineering Companies New York, Platinum Award for Energy



Urban Post-Disaster Housing Prototype
American Institute of Architects New York Chapter, Award of Merit



Peck Slip
American Society of Civil Engineers, Design-Build Project of the Year Award



Rescue Company 2
Public Design Commission of the City of New York, Excellence in Design Award



Police Academy
American Council of Engineering Companies New York, Engineering Excellence Diamond Award for Special Projects
Built by Women New York City, Award for Best Civic Building
Center for Active Design, Honorable Mention Award for Excellence
Engineering News-Record, Best Project Award for Government/Public Buildings
Interior Design Magazine, Makelt WORK Award



Sculpture Center
The New York Landmarks Conservancy, Lucy G. Moses Preservation Award
American Institute of Architects New York Chapter, Award of Merit



Tavern on the Green
The New York Landmarks Conservancy, Lucy G. Moses Preservation Award



Church Avenue
American Council of Engineering Companies New York, Engineering Excellence Silver Award for Waste and Storm Water

2016



NYC DDC
American Council of Engineering Companies New York, Engineering Excellence Merit Award for Design Excellence

AWARDS



Coney Island Street

American Council of Engineering Companies New York, Engineering Excellence Platinum Award for Studies, Research and Consulting Engineering Services



Police Academy

- American Council of Engineering Companies New York, Engineering Excellence Platinum Award for Structural Systems
- American Council of Engineering Companies New York, Engineering Excellence Silver Award for Building/Technology Systems
- Building Design + Construction, Bronze Award for Design-Bid-Build
- Greater New York Construction User Council, Outstanding Public Project Award
- Society of American Registered Architects New York, Excellence in Design Award

**ENR
NY**

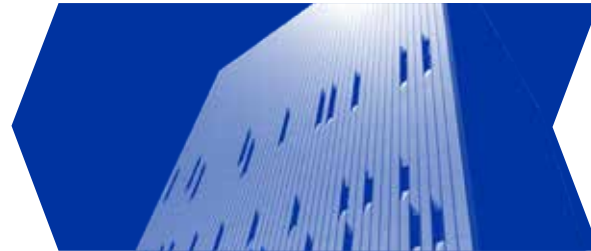
NYC DDC

Engineering News-Record, Owner of the Year Award



The High Bridge

- American Council of Engineering Companies New York, Diamond Award for Structural Systems
- The Municipal Art Society of New York, MASTerworks Award for Best New Building
- The New York Landmarks Conservancy, Lucy G. Moses Preservation Award



Public Safety Answering Center II

- American Council of Engineering Companies New York, Engineering Excellence Diamond Award for Special Projects
- Engineering News Record, Regional Best Project Merit Winner
- New York Technology Forum, Government Technology's Best IT Collaboration Award
- American Institute of Architects New York Chapter, Award of Merit



Manhattan Districts 1/2/5 Garage & Salt Shed

- American Institute of Architects New York Chapter, Honor Award for Architecture
- The Municipal Art Society of New York, MASTerworks Award for Best New Building
- American Institute of Architects New York State, Award of Excellence



Staten Island Museum

The New York Landmarks Conservancy, Lucy G. Moses Preservation Award



Dahlia Street Area Resident Engineering

American Council of Engineering Companies New York, Engineering Excellence Silver Award for Inspection Services for Sanitary and Storm Sewers



Ocean Breeze Athletic Facility

Architizer + Award for Athletic Facilities



West 215th Step Street

- Construction Management Association of America, Project of the Year Award
- Engineering News Record, Regional Best Project Landscape/Urban Winner
- Center for Active Design, Excellence Award 2016



Snug Harbor Cultural Center Building A

Construction Management Association of America, Project of the Year Award, Honorable Mention

AWARDS



Fordham Plaza
Construction Management Association of America, Project of the Year Award



Department of Finance
Construction Management Association of America, Project of the Year Award, Honorable Mention



Queens Boulevard, Vision Zero
American Society of Civil Engineers, Surveying Project of the Year Award



EMS 50
Gold Medal Recipient of the American Architecture Prize for Institutional Buildings



2 Lafayette
Center for Active Design, Excellence Award 2016



Zerega Avenue EMS Station
The Chicago Athenaeum: Museum of Architecture, 2016 American Architectural Award



Ocean Breeze Indoor Horse Riding Arena
Engineering News Record, Small Best Project



New York Police Academy
American Institute of Architects New York Chapter, COTE Award of Merit



Washington Square Park House
American Institute of Architects New York Chapter, COTE Award of Merit



Plaza de las Americas
American Council of Engineering Companies, Engineering Excellence Diamond Award



40th Precinct
Public Design Commission of the City of New York, Excellence in Design Award

AWARDS



Brooklyn Waterfront Nature Walk
Public Design Commission of the City of New York, Excellence in Design Award



Music Hall at Snug Harbor Cultural Center
Public Design Commission of the City of New York, Excellence in Design Award

2017



Times Square
American Society of Landscape Architects, New York Merit Award



Manhattan Districts 1/2/5 Garage & Salt Shed
American Institute of Architects New York Chapter, COTE Award of Merit



High Bridge
International Bridge Conference Abba G. Lichtenstein Medal



Sheldon Avenue
Institute for Sustainable Infrastructure, Envision Silver Award



Public Safety Answering Center II
American Institute of Architects New York State Chapter, Excelsior Honor Award for New Construction



Ocean Breeze Athletic Facility
American Institute of Architects New York State Chapter, Excelsior Honor Award for New Construction

71

Awards received since 4/28/14 (the most in a 3 year period—a record for our agency)



Times Square

PROJECT DELIVERY

Under the leadership of Mayor de Blasio and Commissioner Peña-Mora, our agency has placed a newfound importance on urgency and responsiveness when delivering New York City’s capital projects. One of the most important things DDC can do as the largest municipal capital construction agency in the nation is to respond to the needs of our city swiftly and effectively.

For us, that means listening and then exceeding expectations. We are responsible for ensuring the City’s capital projects are meeting the needs of a population of 8.5 million people; a population that has grown 4.6% during the previous five years and is expected to grow to 9 million by 2040. We know urgency is critical, so we are quickly allocating the appropriate resources to capital projects so New York City continues to thrive.

Our focus on urgency has resulted in more capital funds being registered for DDC projects than in any other time in our history, and an increase of 32% in five-year Capital Plan funding from fiscal year 2014 to fiscal year 2017. Our contract commitments—the number which signifies the amount of work committed in a year to improving our civic infrastructure and public buildings—were near \$2.5 billion in fiscal year 2015, a record for the agency. We’ve committed \$1.2 billion in infrastructure for fiscal year 2016, which is a 42% increase from fiscal year 2012 and a 26% increase from fiscal year 2015.

In fiscal year 2016, we also reached a record commitment of 86% of the infrastructure September Plan, after committing 51% of

the infrastructure September Plan in fiscal year 2014 and 75% in fiscal year 2015. This represents a progressive increase in our ability to complete designs and begin construction on critical infrastructure projects. That means when neighborhoods need new roadways, water mains, or sewers we are ready to build them.

We believe that faster, more efficient capital project processing makes us a more responsive agency. We are always prepared to take on the next great project. That’s why in just three years we have consolidated and re-organized the capital budget administration function of our agency, reducing project approval durations from the City’s Office of Management and Budget by 22%. In the first quarter of FY17, we’ve reduced Infrastructure CP durations by nearly 40%. Process improvements like this in the early stages of procurement help us set projects up for success. In addition, we now pro-actively schedule bids for release within 14 days of DDC Law Division’s approval, something we’ve never done before. We’ve also improved our legal reviews. For fiscal year 2016 infrastructure bids, this policy change improved the average duration for scheduling bids from 42 days to 29 days. For public building bids, average duration improved from 49 days to 27 days.

In the same way, we’ve improved our payment processing time. As of this year, we’ve reduced the amount of time it takes for us to accept payment requests to 15 days. From there, City law states that we have 30 days to complete final payments, but we

now pay our contractors in a median duration of 20 days and an average duration of 22 days. Overall, it takes us a median of 30 days and an average of 37.3 days to complete payments from invoice date, a record for our agency.

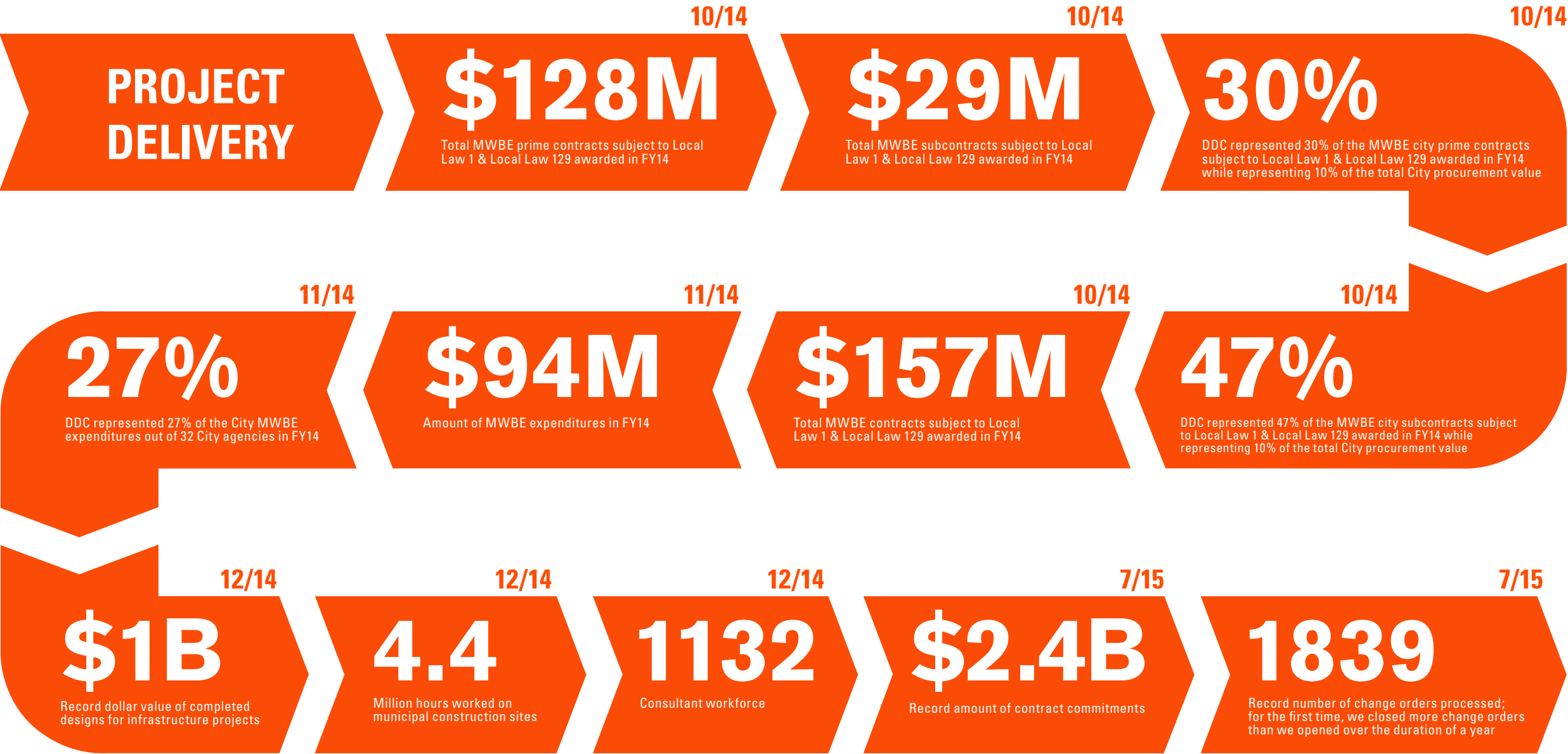
During his 2016 State of the City address, Mayor de Blasio emphasized, “Everything we’re doing to make this a fairer city, a city of opportunity, rests on the work we do to keep people safe.” We hold this same belief, and in fiscal year 2015, \$1 billion of our contract commitments went directly into improving the reliability and safety of our infrastructure. Because of this, the City can better deliver vital services, such as the daily delivery of 2 billion gallons of clean water to New Yorkers. In addition, in fiscal year 2017 we set a new record with more than \$2 billion worth of infrastructure design work completed; designs to make New York City even safer and more sustainable.

An urgent response to the administrative needs of each of our clients is also critical to successful project delivery. We’ve pledged to streamline our workflow and reduce our backlogs for our clients. Consequentially, we completed more than 1,800 change orders in fiscal year 2015, a record number for our agency. Even better, we did this with a 10% reduction in the amount of time it takes to process those changes. In fact, that year we closed more changes orders than what were opened for the first time in our history, a pattern that continued in fiscal year 2016 when we closed nearly 1,700 change orders and only opened nearly 1,300. As a result, we’ve become faster, more accurate, and more dedicated to the needs of our clients, resulting in deeper and more meaningful capital partnerships.

We also know our work quickly brings meaningful results to the Mayor’s drive to build a city workforce that better reflects our diverse citizenry. New York City is the most ethnically diverse urban area in the world, and our ability to ensure that more minority- and women-owned businesses have access to opportunities to do business with us has resulted in more equitable economic growth. In fiscal year 2016, city agencies awarded almost \$700 million in prime and subcontracts to MWBE’s. DDC was responsible for 44% of these contract awards although it comprises only 11% of the city’s total procurement value.

Over the last three fiscal years, DDC has awarded \$673 million in contracts to MWBE’s, increasing MWBE prime contract awards by 96% and subcontract awards by 255%. In fiscal year 2016, we continued to be the leading City agency in MWBE spending with a total of \$133 million, which is more than double that of the next highest agency; moreover, DDC’s fiscal year 2016 total MWBE spending is greater than the next three agencies combined. Also in 2016 we strengthened one of our most fundamental programs –Design and Construction Excellence 2.0. Through new qualification categories for micro- and small-sized firms, DCE2.0 now provides more opportunities for MWBE and emerging firms that may not have previously gotten involved in design and construction work with the City.

Our work strengthens the urban fabric that stitches our communities together, and we will continue to do it responsively and at the urgent pace of the City.



PROJECT DELIVERY

10/15

25%

Reduction in processing of payments to DDC vendors

10/15

6%

Reduction of indirect cost percentage points

10/15

DCE

DCE 2.0 announces new qualification categories: micro /small /medium /large

10/15

42%

DDC represented 42% of the MWBE City prime contracts subject to Local Law 1 & Local Law 129 awarded in FY15 while representing 15% of the total city procurement value

10/15

\$26M

Total MWBE subcontracts subject to Local Law 1 & Local Law 129 awarded in FY15

10/15

\$165M

Total MWBE prime contracts subject to Local Law 1 & Local Law 129 awarded in FY15

10/15

35%

DDC represented 35% of the MWBE City subcontracts subject to Local Law 1 & Local Law 129 awarded in FY15 while representing 15% of the total city procurement value

10/15

\$191M

Total MWBE contracts subject to Local Law 1 & Local Law 129 awarded in FY15

11/15

\$110M

Amount of MWBE expenditures in FY15

11/15

32%

DDC represented 32% of the City MWBE expenditures out of 31 City agencies in FY15

**PROJECT
DELIVERY**

22%

DDC announces 22% increase
in MWBE contract amount

4000TH

Project completed: New Police Academy

\$1.8B

Record dollar value of completed
designs for infrastructure projects

3,446

Number of payments processed FY15

10%

Reduction in change
orders duration

20%

Increase since 2014 in CP's
processed by DDC

22%

Reduction since 2014 in
OMB CP approval durations

\$242.6M

OneNYC MWBE awards FY15

29%

Increase in DDC prime contracts subject
to MWBE Local Law 1 in FY15

67%

Increase in DDC subcontracts subject
to MWBE Local Law 1 in FY15

PROJECT DELIVERY

\$190.5M

DDC contracts subject to MWBE Local Law 1 in FY15

2/16

57%

Improvement in number of days
DDC Law reviews Infrastructure
contracts

5/16

52%

Increase in number of change
orders completed

7/16

30

Median number of days payments are
processed from request to submission

7/16

25%

Increase in Capital
Projects funding

5/16

48%

Improvement in number of days
DDC Law reviews Public
Building contracts

5/16

\$1.2B

Total infrastructure commitment for
FY17 while representing only 11% of total
procurement value

7/16

42%

Increase in Infrastructure
commitment from FY12

7/16

26%

Increase in Infrastructure
commitment from FY16

7/16

10%

Decrease in payment processing
duration from FY15 to FY16

7/16



PROJECT DELIVERY

11/16

48%

Reduction in design duration for public building projects less than \$2M with design started and completed after July 1, 2014 compared to projects with design started and completed before July 1, 2014. 222 days for 85 projects with average cost ~\$500K compared to 425 days for 65 projects with an average cost of ~\$700K.

11/16

43%

Reduction in construction duration for public building projects less than \$2M with construction started and completed after July 1, 2014 compared to projects with construction started and completed before July 1, 2014. 206 days for 53 projects with average cost ~\$500K compared to 364 days for 22 projects with an average cost of ~\$500K.

11/16

40%

Reduction in design duration for civic public building projects less than \$2M with design started and completed after July 1, 2014 compared to projects with design started and completed before July 1, 2014. 263 days for 67 projects with average cost ~\$550K compared to 441 days for 59 projects with an average cost of ~\$650K.

11/16

7%

Reduction in procurement duration for public building projects between \$5-10M with procurement started and completed after July 1, 2014 compared to projects with procurement started and completed before July 1, 2014. 242 days for 14 projects with average cost ~\$7.1M compared to 261 days for 20 projects with an average cost of ~\$7M.

11/16

10%

Reduction in procurement duration for public building projects between \$2-5M with procurement started and completed after July 1, 2014 compared to projects with procurement started and completed before July 1, 2014. 242 days for 14 projects with average cost ~\$3.7M compared to 268 days for 22 projects with an average cost of ~\$3M.

11/16

42%

Reduction in procurement duration for public building projects less than \$2M with procurement started and completed after July 1, 2014 compared to projects with procurement started and completed before July 1, 2014. 266 days for 78 projects with average cost ~\$500K compared to 455 days for 36 projects with an average cost of ~\$700K.

11/16

32%

Reduction in construction duration for civic public building projects less than \$2M with construction started and completed after July 1, 2014 compared to projects with construction started and completed before July 1, 2014. 259 days for 38 projects with average cost ~\$500K compared to 380 days for 20 projects with an average cost of ~\$550K.

11/16

40%

Reduction in procurement duration for civic public building projects less than \$2M with procurement started and completed after July 1, 2014 compared to projects with procurement started and completed before July 1, 2014. 282 days for 57 projects with average cost ~\$550K compared to 470 days for 31 projects with an average cost of ~\$650K.

11/16

5%

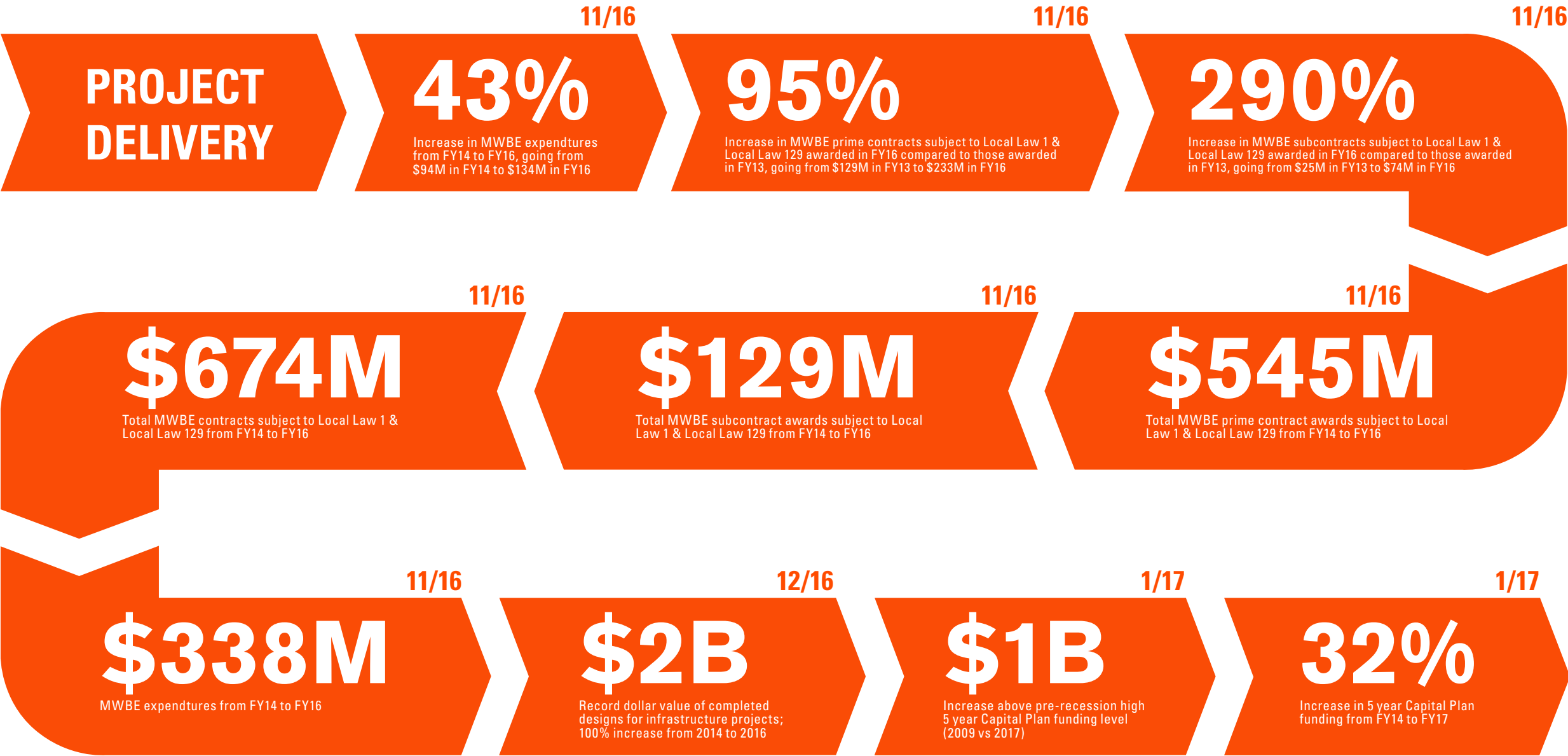
Reduction in procurement duration for civic public building projects between \$5-10M with procurement started and completed after July 1, 2014 compared to projects with procurement started and completed before July 1, 2014. 248 days for 12 projects with average cost ~\$7.2M compared to 260 days for 17 projects with an average cost of ~\$7.1M.

11/16

72%

Reduction in design duration for uniform public building projects between \$2-5M with design started and completed after July 1, 2014 compared to projects with design started and completed before July 1, 2014. 114 days for 4 projects with average cost ~\$3.6M compared to 404 days for 5 projects with an average cost of ~\$2.7M.







COMMUNICATION

We've transformed DDC into an agency that listens to the needs of our clients and the communities of New York City. At the same time we have made transparency paramount in the way we do business. In the last three years, we have made great strides, from the revitalization of our agency newsletter, The Blueprint, which keeps DDC employees in the know, to the development of processes that allow us to provide more urgent responses to the partners, city officials and communities we serve.

In 2014, we sent out our first ever agency-wide survey, asking our employees how we can build a better place to work. At the inaugural Commissioner's Forum, Commissioner Peña-Mora detailed the recommendations that arose from the survey, resulting in the establishment of three committees dedicated to making DDC the best it can be. The DDC Pride Committee developed events that promoted communal engagement throughout the agency. The DDC Opportunity for Staff Committee focused on the creation of programs to train employees and help them reach their professional potential. The DDC Staff Recognition Committee introduced ways that staff could be highlighted for their great work.

At the second Commissioner's Forum, we released our newly published agency brochure that outlines our response to the lenses of OneNYC: growth, equity, sustainability, and resiliency. This new brochure has been delivered to more than 1,000

professionals that have attended our open houses, business development workshops, and networking opportunities.

To best represent our position as an authority on municipal design and construction within New York City, we rebranded our agency's identity, updating our logo with one that aligns with the overall brand of New York City—resulting in a stronger, more consistent visual connection to our city. This process also resulted in a new agency website, introduced at the 2015 Commissioner's Forum, which in January 2017 received an unprecedented 42,000-plus page views. The new website has allowed us to showcase our projects and our people so that New Yorkers can better understand our work and get to know the people that make it happen.

DDC's rebrand has also helped increase our following on social media, where we share news about our people, programs, and projects. As of February 2016, DDC was the third most re-tweeted New York City government agency and our social community engagement has risen 80% over the previous year, meaning more social partnerships and better community awareness of our agency and the work we do. Since 2014, we've had a nearly 400% increase in followers on Twitter, where in 2016 we averaged 2,387 impressions daily. And on LinkedIn we've seen an increase of 30% in total followers since the last quarter of 2015.

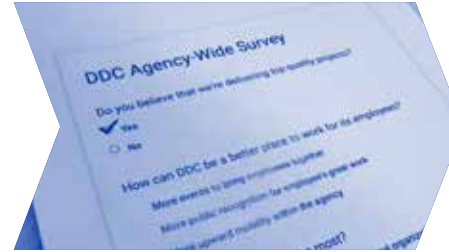
At DDC, we pride ourselves on urgency and responsiveness –two values that encompass everything we do. Managing a \$15 billion portfolio with over 1200 projects is a complex undertaking that reinforces the need for effective communication. That’s why in fiscal year 2015 we started producing our first annual reports specifically for client agencies, council members, and borough presidents that help our partners better understand the necessary information regarding our work in their particular organization, district, or borough. Within DDC, we’ve also communicated more purposefully with our staff, conducting employee surveys that resulted in developing new opportunities for staff recognition and professional development. Improved communication builds trust, promotes positive change, and allows for shared expertise across all levels, which helps us truly build New York City for all. We also built a new contract documents database on our website, which allows anyone – contractors, consultants, the public, and media – to access our agency records without the need to submit a Freedom of Information Law request. Both of these efforts have improved trust and transparency between us and the people we serve.

Our expanded Construction Community Outreach program –one of the primary ways we communicate to those most affected by our work - now includes over 110 community liaisons in our infrastructure division and, for the first time, also in our public buildings division. Our liaisons work around the clock to answer questions from neighborhood residents and local businesses, resulting in quicker response times to all inquiries and emergencies that arise on site. We also increase communication and responsiveness to the communities we serve through our Good Neighbor initiative. We send 72-hour and 24-hour notifications to residents within the radius of our upcoming work about water disconnects and parking suspensions. We also collaborate with the communities to stop construction when there are local celebrations, holidays, and important events.

From listening to our employees, our clients, and the communities we work in, we’ve taken the initiative and committed ourselves to strengthening communication across all platforms. We can’t build a great city alone. That’s why we believe in trust and transparency when it comes to doing business with DDC.

COMMUNICATION

8/14



First Ever Agency-wide Surveys

9/14



Inaugural Commissioner's Forum

1/15



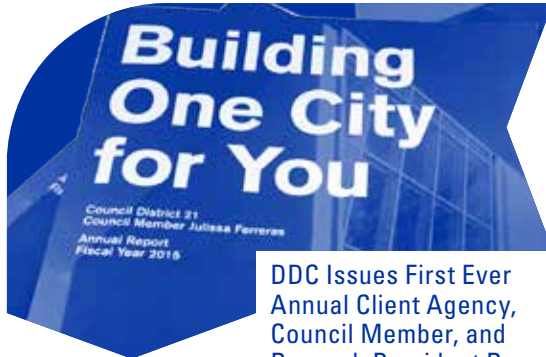
New Agency Identity

3/15



Expansion of Construction Community Outreach

11/15



DDC Issues First Ever Annual Client Agency, Council Member, and Borough President Reports

9/15



Second Commissioner's Forum

9/15



Agency Newsletter Redesigned

9/15



New Agency Brochure

9/15



New Agency Website

7/15



New FOIL System Launched

2/16



DDC ranks as 3rd most re-tweeted New York City agency

2/16



DDC judged as fastest response time of any city agency regarding customer service inquiries on construction projects

9/16



DDC ranks as 3rd most popular city agency site on LinkedIn

12/16



DDC Issues FY16 Annual Client Agency, Council Member, and Borough President Reports

1/17



Two DDC entries selected as winners of *Engineering News-Record's* "Year in Construction" photo contest out of 40 winners from nearly 1,100 world-wide submissions



Ocean Breeze
Athletic Center

STAFF SUPPORT

Opportunities for Staff

We know that the success of our agency begins with an engaged staff, and that's why we've made our staff a priority. In 2014, we launched three staff-led committees that created 11 initiatives to boost agency pride as well as provide opportunities and recognition for our staff. We want our employees to have every chance available to enhance their experience and expertise so they can be the best they can possibly be.

We created new managerial training programs that have enrolled 386 participants, and we designed a shadow program for employees interested in gaining experience in different DDC units from where they work. We also built a multipurpose area with seating for up to 60 people, which allows DDC employees to hold meetings, gather for lunch, and host both internal and external events. This new area has led to greater participation in agency-wide activities like Black History Month, Women's History Month, Hispanic Heritage Month, and our Diwali celebration among others.

We also believe in the professional development of our staff; in 2015, we increased the amount of female hires for our managerial positions by 78% and increased female hires for non-managerial roles by 30%, meaning we've created a more diverse organizational structure in an incredibly short period of time. We understand that in order for the City to thrive, our staff must be thriving as well. As a result of this understanding, DDC now

offers more opportunities for professional accreditation. We've built a strategic partnership with the Chartered Institute of Building and obtained agency membership with the Construction Management Association of America, which has resulted in over 460 employees gaining membership. We are also proud to report that 63 DDC professionals of 120 people nationwide achieved their Construction Manager-in-Training (CMIT) designation in 2016, putting them on track to becoming official Certified Construction Managers (CCMs). This means that more than half of the professionals nationwide who achieved the CMIT designation were from DDC, a major feat for our agency, and it demonstrates the caliber of support we provide our staff in their professional development.

Additionally, seven more senior professionals are approved to sit for their CCM exam, which will double the number of CCMs in our agency to 14 and help us grow our overall expertise. This is particularly important since there were no CCMs in the agency prior to 2014. These achievements demonstrate the importance professional development at our agency and our commitment to increasing certification in our industry.

Establishing new opportunities for current staff such as training and professional development programs, along with enhancing hiring initiatives, help us continue to build a strong, equitable, collaborative, and healthy agency.

DDC PRIDE

With more than 1,400 employees at DDC, we are posed with the unique challenge of motivating our staff and increasing their pride for the work we do. In order to create a sense of community within such a large agency, our Office of Equal Employment Opportunity regularly develops and hosts agency-wide activities for staff members to participate in and learn more about their colleagues.

That's why we celebrate the diversity of our staff every month at DDC. March was Women's History Month and EEO hosted weekly viewing of Ted Talks, from inspiring women. We also organized a women's roundtable discussion on financial planning. In addition to these events, we implemented a social media and in-house digital campaign that highlighted women who have been influential in the engineering and architecture industry. This celebration allowed DDC to start a deeper conversation about the important role women play as leaders in the workplace. We also celebrated Black History Month in February with a cultural luncheon and we will soon host DDC's first African Heritage Cultural Luncheon. We also celebrated Hispanic Heritage Month and Diwali this fall.

Not only do we want our staff to succeed professionally, but we want our staff to live healthy lives. That's why we offer the Wellness @ Work Series, a program led by our Office of Equal Employment Opportunity, that focuses on improving the physical and financial health of our employees. Each year dozens of

DDC employees participate. Our most recent courses include yoga, self-defense, Zumba, smoking cessation, and a 17-week Weight Watchers program in which our agency lost a total of 268 pounds. Our program even ranked first among at-work groups in our area. In addition, in 2015 we completed a 15-course financial wellness program that helped 47 DDC employees develop a better understanding of their financial future. Lecture sessions were led by professionals from the Social Security Administration and the New York City Employee Retirement System, among others. Our focus on building pride has also resulted in the Blueprint Hitters, DDC's new twenty-two member softball team.

In April, we established the DDC Lending Library, a program where staff members can borrow and trade books. We also hosted a DDC Lunchtime Film Series this spring designed to bring a better understanding of the world that we live in today and how we can help improve the environment through the projects we undertake. These events foster conversations between colleagues who might not otherwise meet each other in their normal work routine, resulting in a more dynamic and well-rounded workplace.

Monthly events, weekly wellness programs, and organized activities like these help DDC employees understand the diverse strengths their colleagues bring to the work environment and to all of our agency collaborations. We believe in promoting pride amongst our staff resulting in stronger, more enduring collaborations.

STAFF RECOGNITION

We are proud of the projects we manage at DDC but we're even more proud of the heart behind those projects: our staff. We value the critical work our employees contribute to the City, so our DDC Staff Recognition Committee and our Ideas Implementation Committee have paired up to create new initiatives and bring back programs for staff to be recognized for their successes.

Each summer, we hold the Commissioner's Employee Recognition Awards – an agency-wide event that honors nominated employees for their hard work over the past year. Last June, 16 people were awarded. But the ceremony isn't only for specific employees; it also serves as an opportunity for the Commissioner to personally thank our staff of over 1,400 employees for their contributions in building the city.

In addition to our annual Employee Recognition Awards Ceremony, we now recognize staff members each quarter for their exemplary performance and engagement. Since its

inception last fall, 34 employees have been highlighted as quarterly staff recognition recipients, which have resulted in a greater sense of pride throughout our agency's various units. Their photos are featured in our revived quarterly agency newsletter, Blueprint. The fourth edition came out this summer as a 20th Anniversary special that detailed the stories of our agency's founding employees.

We are also building a new initiative to get our staff recognized outside of the agency. In May, our Chief Diversity and Industry Relations Officer Magalie D. Austin, Esq. was awarded the 2016 Champion of the Women Builders Council along with three members of our resiliency programs who were given Outstanding Women awards.

It's important to us to showcase the talents of our colleagues here at DDC. Without their efforts, we wouldn't be able to manage the construction of a city like New York. That's why we make sure they know the value they hold not only as DDC employees, but as residents of this great city.

STAFF SUPPORT

OPPORTUNITIES FOR STAFF



DDC Opportunity for Staff Committee Launched

9/14

CMAA

CMAA
Agency Membership

11/14

4/15
14%

Asian American managerial new hires has increased by 4 percentage points for a 14% increase from 2014.

4/15
30%

Black or African American non-managerial new hires has increased by 5 percentage points for a 30% increase from 2014.

4/15
29%

Hispanic non-managerial new hires has increased by 2 percentage points for a 29% increase from 2014.

4/15
78%

Female managerial new hires increased by 15 percentage points for a 78% increase from 2014.

4/15
30%

Female non-managerial new hires increased by 12 percentage points for a 30% increase from 2014.



5/15

Envision Training for employees



9/15

Agency Strategic Partnership with the Chartered Institute of Building (CIOB)



3/16

CMAA Agency Membership reaches 460 CMAA Metro NY/NJ Chapter; number 2 Mega Owner Organization nationwide, number 1 in the New York-New Jersey chapter



3/16

DDC Launches Shadow Program for employees

4/16
18%

Female managerial new hires has increased by 6 percentage points for a 18% increase from 2015.

STAFF SUPPORT

DDC PRIDE



DDC Pride Committee Launched

3/16



New Yoga Wellness @ Work Classes begin

2/16



New DDC Film Series

1/16



New Zumba Wellness @ Work Classes Begin

1/15



DDC Creates Employee-led Ideas Implementation Committee

3/16



Inaugural Women's History Month Events Including New Film and Discussion Series

3/16



DDC Establishes New Lending Library

4/16



New DDC Softball Team

5/16



DDC Re-instates the Bowling Team

STAFF SUPPORT

DDC PRIDE

5/16



New African Heritage Cultural Luncheon

6/16



DDC's first Professional Organization and Networking Fair for staff

10/16



Hispanic Heritage Luncheon

7/16



Wellness Walk

7/16



EID Celebration Luncheon

10/16



Diwali Celebration

12/16



Weight Watchers Work program one of the highest sustained weight loss in our area

1/17



Tai Chi lunchtime sessions

STAFF SUPPORT

STAFF RECOGNITION

9/14



DDC Staff Recognition
Committee Launched

6/15



Employee Recognition Awards

9/15



Blueprint

1/16



Commitment Plan
Milestone-Infrastructure

12/15



2nd Quarterly Staff Recognition

9/15



Build It Back Recognition for Lifting Milestone House

9/15



Inaugural Quarterly Staff Recognition

3/16



3rd Quarterly Staff Recognition

5/16



Women Builders Council Awards:
Lissette Molina-Gurevich, Maggie
Austin, Starlene Scott, and How
Sheen Pau

6/16



Employee Recognition Awards

10/16



4th Quarterly Staff Recognition

12/16



5th Quarterly Staff Recognition



Wavertree

INDUSTRY

We not only want to improve our agency, we also want to support and promote a healthy and responsible construction industry, and that's why we've spent the three years strengthening our relationship with the groups who work with us.

In September 2014, we hired our inaugural chief diversity and industry relations officer to strengthen relationships with industry partners and to develop innovative policies and procedures that support minority and women-owned business enterprises (MWBE) as well as the entire architecture, engineering, and construction industry. Thus, over the past three fiscal years our MWBE prime contract awards have increased by more than 96% and subcontract awards by 255%, more than double any other city agency.

The first step in strengthening our relationship with our industry partners was to establish a mechanism that can be used as a platform for sharing information and concerns. To that end, Commissioner Peña-Mora formed a roundtable that includes representatives of the Building Trades Employers' Association (BTEA), the General Contractors Association (GCA), the New York Building Congress (NYBC), the American Institute of Architects New York (AIANY), the American Council of Engineering Companies (ACEC), the chair of the DDC External Advisory Board, as well as our chief diversity

and industry relations officer. During these quarterly meetings, the commissioner provides an update on agency activities and representatives report on issues pertinent to their organization and the industry at large.

To further bolster our communication efforts, DDC hosts open houses at our offices and throughout the five boroughs for contractors and consultants. Our open houses allow us to introduce attendees to the agency and its processes, including the project pipeline, and to strengthen the continuing dialogue between our agency and its partners. Over the past three fiscal years we have hosted almost 1,500 people at our open houses.

To support the Mayor's vision of an equitable city, we also host events focused on engaging the MWBE community. In the last three years, more than 200 vendors have attended our Meet and Greet meetings, and more than 160 people have attended our professional development workshops. In total, 7,433 people have attended various events organized by the office of diversity and industry relations at DDC and other locations throughout the city. Finally, we have developed a suite of capacity-building workshops to make sure MWBE's are prepared to work with us.

We are working to build a better agency, a better design and construction industry, and a better New York City.

INDUSTRY

9/14



DDC Hires First Chief Diversity and Industry Relations Officer

10/14



DDC/SCA MWBE Procurement and Network Event

10/14



AIA Forum for Chief Architect

5/15



DDC Hires First Chief Architect

4/15



Inaugural Contractors Open House

3/15



Industry Leaders Roundtable Launched

3/15



Monthly MWBE Business Development Workshops Launched

2/15



External Advisory Board Launched

7/15



Inaugural Consultants Open House

8/15



Brooklyn Borough President Contractors Open House

10/15



DDC Annual MWBE Networking Event

10/15



Bronx Borough President Open House

11-12/15



Construction Mentorship Program

INDUSTRY



Contractors Open House

2/16



Guiding Principles Book

2/16



Ready to Build

3/16



Safety Summit

12/16



MWBE Outreach at Bronx Lehman College

12/16



First Ready to Build Program Graduation

11/16



MWBE Conference

9/16



Second Annual Consultants Open House

7/16



2017 Contractors Open House

1/17

214

Over 200 "Meet and Greet" meetings with companies

168

Over 160 companies have attended DDC workshops

8,094

Industry professionals engaged since 4/28/14 (a record for the agency)



Astor Place

EDUCATION

We know that the next generation of great architects, engineers, and builders is just a classroom away. That's why we created the STEAM Initiatives program in November 2014 – establishing a diverse and inclusive pipeline for New York City's youth to engage in science, technology, engineering, architecture/art, and mathematics. Our customized outreach programs bring students awareness of these fields throughout the education lifecycle.

We believe in supporting schools with a holistic educational approach. Through our after-school Young Engineers Program starting in 2015 we've taught middle school students at ten New York City schools the work of our industry, showing them how to decrease pollution runoff in the environment, insulate model homes and build sustainable structures. These students now understand the positive impacts that sustainable design can have on the environment.

We've also created a new DDC curriculum, Building the Future, which we rolled out in 2016 at JHS 22 in the South Bronx during our inaugural Summer Enrichment Program for middle school students. Our young engineers went on a journey from ancient time to the 21st century history of building structures where they engaged in project-based learning to investigate and examine the different architectural and engineering concepts and technologies used throughout history. The curriculum challenges them to learn new vocabulary, conduct various experiments, and apply critical problem-solving skills to effectively answer complex

engineering issues as a team. Students also took educational field visits throughout the program to places such as the Metropolitan Museum of Art, the Museum of the City of New York, and Google, Inc., where they spoke with industry professionals about the history and future of engineering.

A study of students who participated in our Middle School Summer Enrichment Program in 2016 found that the students became more interested in technical career fields, were more likely to take science and math classes, and felt more confident in their ability to do advanced math and to become engineers or architects. The study showed the students had a full 25% increase in desire to take more math and science classes, and a 21% decrease in the belief that engineering and architecture are fields for other people, not for underrepresented students like those in the program, and a 12% increase in STEAM careers.

At a higher level, our high school internship program in the summer of 2016 enrolled 29 high school students from New York City schools, and our college internship program enrolled 30 local and national college students. The interns worked closely alongside our professionals gaining valuable insight and mentorship each day on the job. They now have a better understanding of the industry, have stronger collaboration skills, and have experience presenting design projects to design and construction professionals.

DDC interns also expanded their construction knowledge by exploring six DDC worksites and participating in a community service day at JHS 22, alongside the Summer Enrichment Program participants, where they contributed to the beautification of the school through activities such as neighborhood gardening, and mural painting.

Throughout all of this, our pipeline mentorship model is at the heart of all we do. Established in the spring of 2015, this program encourages students to pursue STEAM careers through guided advising. Graduate students mentor undergraduate students, college students mentor high school students and high school students mentor middle school students. The high school interns participated in Architecture, Engineering, and Construction workshops with DDC staff, as well as college and career readiness workshops led by our college interns. This past summer, college interns demonstrated and practiced interviewing and networking skills, and work etiquette with high school interns.

We also invite our staff to participate in the ACE Mentor Program of America where over the last two years 57 high school students joined TEAM 8 and collaborated with DDC professionals in national design competitions. The students learn how to develop the scope for a project, create design and construction drawings, and present their work to local and national audiences. The present group of students in our ACE Mentor Program are

exploring concepts of Upcycled Architecture to redesign the existing Eastland Mall in Columbus, OH, for other purposes. The students will consider the surrounding communities' needs and balance them with various competing community supported proposals such as research facilities, students housing, and recreation. In addition, two DDC participants on DDC's ACE TEAM received national scholarships.

While we enjoy teaching in a classroom setting, as well as creating connections at our in-house workshops like Introduce a Girl to AEC Day, we have also extended our innovative approach to STEAM education to the streets of New York City. Since Commissioner Peña-Mora brought the STEAM program to DDC, we have participated in over 40 external community events including street fairs, school career days, and parades throughout New York City, resulting in a greater awareness of DDC's dedication to educating all communities about the exciting opportunities in the fields of architecture and engineering.

Since the beginning of the STEAM initiative just two years ago, nearly 1,500 students have been involved with our programs. We've built fresh curriculum and experimented with creative ways to cultivate curiosity and engage students of all ages in learning more about our industry. We believe in the future of New York City and the future of our city starts with our STEAM students.

Beyond STEAM, DDC also has the Town+Gown program. Town+Gown is a built environment research program at DDC, available to all city agencies, that develops and supports collaborative academic research projects with experiential learning programs and through the Academic Consortium Master Contract it created and administers. Town+Gown engages with experiential learning programs at colleges and universities, located primarily within New York City, to develop projects with undergraduate and graduate students in STEAM and other built environment disciplines. These students work

with city agency staff members, who function as clients of the experiential learning student team, on built environment issues, often with city agency data. Town+Gown has supported 15 research projects of this type in academic year 2015-2016. In addition, Town+Gown's Academic Consortium Master Contract currently has a pool of 13 academic institutions, and, in February 2015 for the first time ever, DDC registered four task orders under this contract for academic research to support development of DDC's design guidelines.

EDUCATION

6/14



DDC's summer college intern program is 50% female

4/15



DDC Creates Community Partnerships and STEAM Initiative Division

1/15-5/15



ACE Mentor Program Presentation

5/15



DDC Job Fair

4/15



Pipeline Mentorship Model

2/15-5/15



High School & Middle School Career Days

2/15-11/15



Middle School Young Engineers Program

5/15-9/15



STEAM Community Outreach

7/15



DDC's Summer College Internship Program

7/15



High School Summer Internship Program

7/15



Summer Faculty Fellow

EDUCATION

9/15



DDC In-house Events

10/15



DDC Job Fair

11/15



Summer College Interns
Day of Service

7/16



DDC's Summer College
Internship Program

7/16



High School Summer Internship
Program Kick-off 2016

7/16



Middle School Summer Program

11/15



Town+Gown Presents its
First Annual Research Review

8/16



Summer College Interns Day of Service

9/16



Parking Day

9/16



SoBroCommunity Street Fair Roberto
Clemente Plaza

9/16



Whedco Southern Blvd Infrastructure
Beautification Project

EDUCATION

10/16



Town+Gown: Research on the Road

10/16



YEP at Lower East Side Girls Club

11/16



DYCD Work, Learn, Grow

12/16



YEP at J.H.S. 8 in Jamaica

1/17



DOE Summer Enrichment Program Fair

1/17



ACE Mentor Program: visit to St. Ann's Warehouse

12/16

21%

Decrease in belief that engineering and architecture are fields for other people, not for underrepresented students like those in the program (based on student survey)

12/16

25%

Increase in the desire to take more math and science classes (based on student survey)

12/16

12%

Increase in interest in STEAM careers (based on student survey)

2/17



STEM Night at Hall of Science

2/17



DREAM BIG film event

2/17



YEP at Teller Avenue Campus

4/17



Opportunity Academy

1,479

Student participants since 4/28/14 (a record for the agency)



High Bridge

NEW PROGRAMS

After many of New York City's most vulnerable communities were affected by Superstorm Sandy, it became clear that the banks of our current waterways would no longer suffice in protecting our coastlines. Working with the Mayor's Office of Recovery and Resilience, we took immediate action, helping to develop the Eastside Coastal Resiliency program that runs from East 25th Street to Montgomery Street on the Lower East Side of Manhattan.

Through natural design and engineering strategies, this program will strengthen our coastal defenses, creating a resiliency park, and protect infrastructure and services in order to make neighborhoods safer and more vibrant. In this work, DDC has placed a priority on ensuring that communities within the program area have opportunities to be heard, and that neighborhoods are engaged in the on-going work of the program. We held community engagement sessions with more than 35 community and stakeholder groups, and consequently the preliminary designs were changed to reflect their feedback. These changes included creating separate bike and pedestrian pathways in Stuyvesant Cove Park and providing better access to the Delancey Street and East 10th Street pedestrian bridges. When complete, the ESCR program will provide improved coastal protection to more than 110,000 vulnerable New Yorkers through 2.2 miles of enhanced waterfront and urban ecology.

In 2014, we also began our pivotal work with the Build it Back program – our commitment to restoring and protecting the communities affected by Superstorm Sandy so that residents can move back into their resilient homes. Since our involvement,

we have dedicated more than 90 DDC staff to the project and completed designs on over 900 homes. Over 400 Build it Back projects have been completed, 90 of which were homes that were elevated and/or fully reconstructed. This work provides a clear path toward the future for the many homeowners whose residences were impacted by Superstorm Sandy.

Over the past 24 months, our infrastructure division also began working closely with the Department of Transportation on new roadway projects that make roads safer and more sustainable. With the Select Bus Service Program, we have completed two SBS corridors and are currently designing seven SBS corridors across the five boroughs, with 13 additional routes being designed through 2017. These corridors will include new waiting areas, offset bus lanes, off-board fare collection, pedestrian safety islands, and traffic improvements. DDC's development and implementation of these design elements has resulted in 20% faster bus speeds, a 10% ridership increase, and improved passenger comfort.

Our partnership with DOT, on the \$250 million Great Streets Program within Vision Zero, is a direct result of the Mayor's focus on improving safety on the City's most dangerous streets. We worked with Community Board 2 in Long Island City on our Great Streets project in that neighborhood, and as a result of their feedback we are implementing infrastructure design elements that provide safe refuge for pedestrians, such as raised and planted medians, protected bike lanes, and high visibility crosswalks design.

Our infrastructure safe-street design work on Vision Zero projects such as this has directly impacted New Yorkers; 2015 and 2016 were the safest years in New York City's history regarding traffic fatalities. We are currently moving forward on Great Street projects on Atlantic Avenue in Brooklyn, the Grand Concourse in the Bronx, and Queens Boulevard.

Working with the Department of Environmental Protection, DDC has been instrumental in implementing the Green Infrastructure program. Green Infrastructure is a citywide system of engineered landscapes that transforms unused impervious areas into vibrant and pervious green space by using design solutions and natural systems, such as bioswales. These solutions provide a multitude of environmental benefits, including reducing the combined sewer overflow into New York City's waterways. Also in tandem with DEP, we are working on the South East Queens Initiative Program to substantially accelerate relief in the borough's neighborhoods that were most affected by Superstorm Sandy. This program currently consists of 51 active projects which will alleviate flooding by pairing traditional sewer construction with green infrastructure.

Creating a stronger and more resilient city isn't only about buildings and infrastructure, it's also about contributing to mayoral initiatives that strengthen the diverse population of New York City. Three years ago, Mayor De Blasio instituted Universal Pre-K and tasked DDC with identifying and upgrading community-based organization space for appropriate UPK sites. Since then, DDC has completed more than 175 site visits, resulting in the upgrade or scheduled upgrade of 77 sites eligible

for UPK. Our work on these sites has ranged from aesthetic improvements such as applying fresh coats of paint, to legal requirements such as installing ADA-compliant bathrooms. We continue to inspect potential UPK sites in anticipation of the school year that begins September 2017 so that pre-kindergarten students can learn in a safe, upgraded classroom.

In addition to UPK sites, we're also further contributing to healthy childhood development through our ACS Daycare Facilities project. We are evaluating the current physical conditions of over 40 ACS daycare facilities, documenting the conditions of each facility, and assessing the level of repairs necessary to render them fully functioning and in full code compliance for anticipated use. Our data will provide ACS with the ability to better negotiate the long-term lease needs of their sites so that they can provide safe, low-maintenance daycare facilities for children and staff. Ultimately, the results of our evaluations will also be used by architects and engineers to accurately develop construction documents and specifications to implement the necessary design improvements.

One of our most recent programs was the Homeless Shelter Repair program, initiated by Mayor de Blasio in February 2016. This new rapid response program made immediate repairs of poor conditions in New York City's homeless shelters. Within a two-week period in February 2016, DDC was able to assess over 280 sites and complete over 6,000 repairs. Now this work is continuing by evaluating family shelters. Our ability to increase repair work has resulted in fewer building violations and in safer living conditions for families relying on the City for shelter. In

one month we helped cut violations at non-cluster shelters by 23 percent. DDC continues to assess the Bellevue Men’s Shelter in Manhattan, using conscious shelter design to make the facility for inviting and better connected to the community.

We’re also developing robust, new programs within our agency, including our new “Ready to Build” workshop series, which was designed and implemented by DDC’s Office of Diversity and Industry Relations. This workshop series emphasized business development and was specifically designed for small and emerging construction contractors who want to focus on public sector contracting. Comprised of nine workshops, it helped 49 small firms learn about public sector business plans, competitive bidding, and best practices for mobilizing and managing projects. The Office of Diversity and Industry Relations also hosts open houses twice a year to introduce contractors and consultants to the agency, its processes, and to share our project pipeline.

Our public buildings division, the division responsible for nearly half of our project pipeline, has recently started an in-house design unit – a group of highly skilled architects and engineers with a commitment to public service. The team consists of professionals with deep private-sector experience, senior agency staff members, and an expandable roster of junior staff that can be assembled and deployed quickly when needed, allowing us to be nimble and flexible to the changing needs of our clients. The team will quickly provide design services from within DDC, rather than using the standard consultant procurement process. This will not only result in a less-burdened

city-wide procurement process, but will also result in efficient design execution for our clients with full internal accountability.

Whether it’s from our in-house design team, or from our design consultants, our projects should prioritize the quality and excellence of design in the public realm. Our new office of the chief architect is charged with guaranteeing that our design strategies reflect the Mayor’s vision of a thriving, equitable, sustainable, resilient, and healthy city. This new office is also responsible for publishing and updating our Guiding Principles, DDC’s publication that encourages design teams to think deeply and creatively in their quest to achieve superior buildings and infrastructure through efficient, transformative design.

Another new in-house team focused on efficiency is the DDC Program Management Division. Program management consolidates cross-cutting technical and support services related to capital project delivery into a single unit. Functions included in the division include safety and quality, surveying and mapping, environmental and geotechnical, information technology, and engineering audit. In addition, the division is responsible for establishing a new project controls bureau to provide programmatic and direct project support with regard to scope, schedule, budget, and risk management.

Centralizing these functions through the program management division benefits the City by moving toward more consistent and standard practice in all capital project delivery. It allows for rapid deployment of industry best practices and for a centralized point of contact for collaboration on process improvements

with our client agencies. In addition to improved project delivery, this new unit increased opportunities for employee professional development in the area of project controls and risk management, which are new to our agency. We are also providing training on capital delivery-related tasks such as comprehensive schedule management.

Within the last year, the public buildings division has also created an in-house capital project front-end planning unit. This unit has been developed to better define the scope of work, project schedule, and budget prior to expending funds on design services. The ultimate goal is to reduce time spent in design and to build capital projects that fall within their assigned budgets.

The ICPFEP Unit is a team of experienced architects, engineers, and construction project managers familiar with project scoping and planning working to best analyze the conditions particular to each project. The team will oversee the initialization of capital projects to ensure project scope and budget are each comprehensive and appropriate to each particular program. The unit will also conduct studies at the request of our clients, in order to better understand their capital needs, programmatic constraints, and code requirements, as well as offer guidance to help them to manage their portfolio.

As a result of this new unit, project scheduling at DDC will be more predictable and budgets more precise. Projects will kick-off with clearly defined expectations, and budgets will not be negatively impacted due to a lack of comprehensive planning. This unit also directly benefits New York City, as capital funding

will be expended in the most appropriate and cost effective manner ensuring that city funding is being dispersed equitably.

In our Administration Division, we have instituted several new measures to improve the quality and efficiency of our capital budget administration. A new, centralized review and approval process for capital project funding approvals has led to improved processing times with the Office of Management and Budget (OMB). Both the Budget and ACCO units have increased formal collaboration with the new Front End Planning Units, the Program Management Division, and project management teams to improve budget and procurement planning. Improved planning ensures that we have the necessary funds and procurement vehicles available to deliver projects as efficiently as possible.

We are also taking steps within DDC's Information Technology Services to revamp and modernize the agency's business intelligence approach, applications, and IT infrastructure. The bureau is currently working to enhance and automate key areas within our IT systems for tracking OMB approvals, purchases, and human resource information. To improve how we work together and in the field from remote locations, DDC IT will elevate the capabilities of our Intranet site and collaboration platform. Overall, in the next three years we will move to upgrade all of the agency's critical IT systems.

All of these programs have not only made New York City stronger, they've also made DDC stronger, pushing us forward in ways that continually improve our expertise and help us provide safe, responsive services and projects to the people of the City.

NEW PROGRAMS

INTERNAL



STEAM

8/14



Office of Diversity and Industry Relations

9/14



CM Design Build with PQL List

7/15



DDC initiates Envision Program

5/15



Office of the Chief Architect

5/15



Program Management

11/14



In-house Design

8/15



In-house Capital Project Front End Planning Unit: Public Buildings

1/16



Capital Delivery-related Training in Program Management

9/16



In-house Capital Project Front End Planning Unit: Infrastructure

3/17

NEW PROGRAMS

EXTERNAL

5/14



Eastside Coastal Resiliency Program Launched

6/14



Universal Pre-K Support Program Launched

1/15



Green Infrastructure

1/15



Great Streets

1/15



SBS (Select Bus Service)

1/15



Vision Zero

6/14



Build it Back Program Launched

12/15



ACS Day Care Facilities

2/16



Homeless Shelter Repair

4/16



Safe Neighborhoods Focusing on Crime Prevention Through Environmental Design

8/16



Flagship Shelters Using Conscious Shelter Design

12/16



Program for Emergency Contracts with Tiered Insurance Overlays in the Event of Disaster

CONCLUSION

We believe in building a better New York City – one that is equitable, sustainable, and resilient. A city that inspires all its residents to live healthy lives. This belief is manifested in our public buildings and infrastructure projects, which strengthen the communities of New York City.

But we are not just providing projects for New Yorkers; our belief in a better City goes further. We are providing better economic opportunities for the diverse communities of the City. We are providing better educational programs for students and training the next generation of engineers and architects that will build our city in the future. And we are providing better technologies and innovative design that move the design and construction industry toward higher standards.

In every way, the work we do has resulted in a better New York City.

The changes our agency has made under Mayor de Blasio and Commissioner Peña-Mora during the last three years take our agency to the next level of excellence, allowing us to better support the Mayor’s vision of a thriving, equitable, sustainable, resilient and healthy city. As the City prepares for a growing population, we are ready to use our expertise to provide a stronger, safer, more secure way of life for a truly equitable OneNYC.



IN THE NEWS

When the work we do to improve New York City appears in local and national publications, it alerts the communities of the City that we are working toward a sustainable, more equitable city. Whether it's an infrastructure project in Staten Island, a new library in Queens, an arts center in the Bronx, a pedestrian plaza in Manhattan, or a firehouse in Brooklyn, when these

improvements appear in the media they also serve as a reminder to the dedicated employees of DDC that the work we do is consistently improving the lives of all New Yorkers. During the last two-and-a-half years, DDC's work has been featured more than 100 times in publications throughout New York City, the United States, and the world.

IN THE NEWS



Officials Celebrate New Plaza At The Midwood Library - Ditmas Park Corner

Council member Greenfield, BPL CEO Linda Johnson and Community Board 14 Chairman Alvin Berk Celebrated the new plaza on Tuesday morning.



Adult Learning Center 2.0 in Rochdale Village

City and area officials last Friday cut the ribbon at the Queens Library's newly expanded Adult Learning Center at Rochdale Village. The facility serves adults with various needs, including those who are learning to read, foreign-born residents learning to read, write and converse in English, and those students taking pre-GED classes.

ny1noticias.com

Feniosky Peña Mora, huracán Sandy y la representación latina en Nueva York

queenstribune.com

Select Bus Service Launched On Q44 Route | Queens Tribune



A Building That Resembles What It Stores: Salt for New York City's Roads

Looking at the \$20 million Spring Street Salt Shed, which is nearing completion on the Manhattan waterfront, it is hard not to see a giant salt grain.

David W. Dunlap



2 Centuries-Old Burial Vaults, Bones Unearthed in Manhattan

Workers upgrading old water mains under Washington Square Park in Greenwich Village have discovered two centuries-old burial vaults that likely were part of a Presbyterian church cemetery and contained more than...



Step by Step, Rebuilding New York City's Open-Air Staircases

For roughly a century, residents of New York's hilltops, slopes and valleys have relied on "step streets." Now, the city is modernizing and rebuilding a portion of these steep, block-long, open-air staircases and tricking out a handful of passageways with eye-catching murals.

Douglas Feiden

queenstribune.com

Three Queens Libraries To Receive Updates | Queens Tribune

globalconstructionreview.com

GCR - News - New York construction department to boost staff skills with new training partnership



2 Proud Daughters of the Bronx Share More Than a Name

Supreme Court Justice Sonia Sotomayor and the actress Sonia Manzano don't have to trumpet that they're from the block, but they want the borough's children to think bigger.

David Gonzalez



For New York's Best New Public Sculpture, Thank the Sanitation Department

Opponents feared a new garage would blight their neighborhood. But it has turned out to be a boon: an eye-catching tribute to inventive design.

Michael Kimmelman

IN THE NEWS



Inwood's 215th Street Steps Have Finally Been Revamped

Two years after renovation work began on Inwood's historic 215th Street staircase—which connects Park Terrace East to Broadway over a 50-foot incline—the work has finished, and the refurbished...

broadwayworld.com

Photo Flash: NYC Parks Partners with NYC Department of Design & Construction to Re-Open High Bridge



World's Fair Bridge Set for Long-Awaited \$125M Overhaul

The reconstruction of the Passarelle, built in 1939, will get \$125 million in renovations.



Schomburg Center in Harlem gets \$22 million facelift

Harlem's Schomburg Center houses millions of documents, recordings, films and memorabilia — a collection 90 years old.



Washington Heights 'Town Square' Opens to Public With Plans to Host Vendors

Plaza de Las Americas features seating and a water fountain on West 175th Street.



New Bluebelt created to prevent flooding in Midland Beach

Officials gathered in Midland Beach to break ground on the first two of 19 wetlands in the new Mid-Island Bluebelt.



Trottenberg Announces Plaza Equity Program at Plaza de Las Americas Reveal | Streetsblog New York City



Historic Richmond Town breaks ground on \$8M upgrade

Construction has begun on an \$8 million project to renovate the living history village.



10 things to know about new Ocean Breeze track

Key things to know about the Ocean Breeze Track & Field Athletic Complex.



Un genio dominicano que diseña el futuro de NYC | El Diario NY

Feniosky Peña-Mora, Comisionado de Diseño y Construcción, llegó a los Estados Unidos sin hablar inglés

IN THE NEWS



Two centuries-old tombs unearthed beneath historic New York City park

The tombs, which city archaeologists knew existed but were unsure exactly where, were discovered during a water main dig and are about two centuries old

Alan Yuhas

tnj.com

DDC Launches New Business Development Program for Small and Emerging Construction Contractors | The Network Journal



Beneath Washington Square, Forgotten Tombs Begin to Yield Their Secrets

Construction on a new water main in Lower Manhattan uncovered two forgotten burial vaults, whose contents and histories are still unknown to archaeologists.

David W. Dunlap



Landmarks Preservation Commission approves 'reading circle' for Park Slope library's lawn | Brooklyn Daily Eagle

Landmarks Preservation Commission approves 'reading circle' for Park Slope library's lawn



New York City Tests Post-Disaster Housing That Stacks Up

The stackable apartment pods, complete with stainless-steel appliances and private balconies, could shelter thousands of New Yorkers as they await reconstruction of their homes after a disaster.

Matt A.v. Chaban



2 NYC Agencies Get New Offices by BSK Architects

The New York City Department of Design and Construction's Design Excellence program continues to churn out, well, excellent projects. One of the lat...



Plans for expanding Snug Harbor Music Hall underway

A look at the plans to expand the historic Music Hall at Snug Harbor Cultural Center and Botanical Garden in Livingston.

construction-manager.co.uk

NY's Design and Construction Commissioner to Upskill 1,200 Staff with CIOB Support

ny1.com

Staten Island Breaks Ground on Family Justice Center



**A Groundbreaking In
Belle Harbor | August 21,
2015 |
www.rockawave.com |
Wave of Long Island**

It was a hot day, and there wasn't much room under the hastily constructed tents the city had set up for the special press conference on Beach 131st Street. But the joy radiating from Hank Iori's smile was brighter and warmer than any Rockaway summer sun.



Empire Boulevard Reconstruction Will Create Two Plazas | Streetsblog New York City

IN THE NEWS



DDC Releases New Handbook of Municipal Design Principles

The New York City Department of Design and Construction (DDC) unveiled a revamped set of priorities March 9 for architects working on public facilities and infrastructure. These four new guiding principles—equity, sustainability, resiliency, and healthy living—align with Mayor Bill de Blasio’s environmental and economic policies.

queensledger.com

Feniosky Pena-Mora DDC Commissioner - Feniosky Pena-Mora wants to build a pipeline.



\$950 Million Police Academy Simulates the Mean Streets

The 730,000-square-foot complex in Queens includes several reproduced urban settings, like a subway station, apartments, precinct houses and courtrooms.

David W. Dunlap



Q+A> Commissioner Feniosky Peña-Mora, New York City Department of Design & Construction



Columbia And Other Students Attend NYC Department Of Design And Construction 2016 Job Fair - Harlem World Magazine

The New York City Department of Design and Construction hosted 307 attendees at a job fair in the atrium of its office on Friday, March 18th. The job fair was Continue Reading →



Take a Look at What's on the Table for Long Island City Streets | Streetsblog New York City



Manhattan Districts 1/2/5 Garage

It's no surprise that, when New York chose to build a garage for 150 garbage trucks in an upscale residential neighborhood, the community rebelled. But the 425,000-square-foot facility now standing just north of TriBeCa, beside expensive condo buildings, is sheathed in fritted glass and aluminum louvers that pixillate its long facades.



NYC Building Agency Aims for Big Impact

Despite challenges in a complex market, the Dept. of Design and Construction pushes projects and programs to enhance the city's public face.



Long Island City/Hunters Point Reconstruction Project Limits

LIC To Get \$40M In Street And Infrastructure Upgrades

February 1, By Christian Murray The Long Island City/Hunters Point area is about to get a \$40 million infrastructure and roadway upgrade through funding allocated by Mayor Bill de Blasio. Most of the roadways in the Hunters Point area have not been reconstructed since the beginning of the 20th Century...

newyorkyimby.com

Construction Ongoing For Four-Block-Long Myrtle Avenue Pedestrian Plaza, Clinton Hill | New York YIMBY

manhattantimesnews.com

First for Feniosky (El Primero para Feniosky)

IN THE NEWS



Restoration of Damaged Fountain on Queens Blvd. Underway in Kew Gardens

The site will also include a commemoration of the women of Queens, according to the borough president.

ny1.com

NY tiene miles de ofertas laborales para estudiantes



An Unneighborly Building That Hums With Lifesaving Capacity

From its extraterrestrial presence to its security-state name, PSAC II, New York's new emergency answering center, is not neighborly. But you'll be glad it's there.

David W. Dunlap



Sandy recovery project provides family an elevated home

A family that lost their home to Superstorm Sandy finally got to return to Gerritsen Beach on Thursday, along with some extra peace of mind.



City's Long-Delayed Therapeutic Horse-Riding Arena Opens in Ocean Breeze

The city opened the \$5.8 million Ocean Breeze Riding Arena Friday, which broke ground in 2014.



Monica Ponce de Leon to design new wing of the Bronx Museum of the Arts

norwoodnews.org

Webster Avenue Bus Route to Get Upgrades and More | Norwood News



New York City Program Targets Young Engineers

NYC's Department of Design and Construction launched an engineering program for young people, and it features EIE's Engineering Everywhere curriculum!

Cynthia Berger

rockawave.com

DDC's Outstanding Women Builders | Wave of Long Island



Revamping Astor Place-Cooper Square for pedestrians and public space



Happy family returns to elevated home on Greeley Avenue

The elevation of the one-family house in Midland Beach was carried out under the city's Build It Back program.

IN THE NEWS



New \$22 Million EMS Station Opens in Jamaica

The facility, at Queens Hospital Center, is the largest EMS station in Queens.

magicvalley.com

NYC 'Ghostbusters' firehouse undergoing renovation

NEW YORK (AP) — A landmarked Manhattan firehouse featured in the 1984 movie "Ghostbusters" and an episode of "Seinfeld" is undergoing major renovation.



Opportunity Academy graduation

The Opportunity Academy held its first graduation. The construction administration program just launched this spring as a collaboration between La Guardia Community College, the city's Department of Design and Construction and the School Construction Authority, of which reverend Jacques DeGraff is chairman of the diversity council.

FOX



NYC's summer education programs won't let students slide

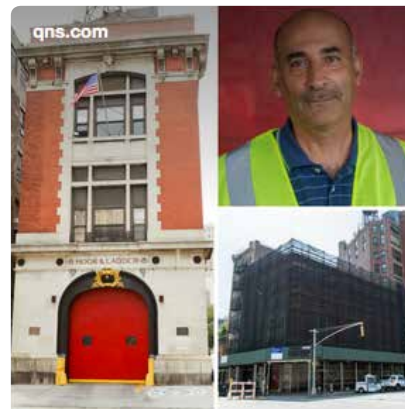
For thousands of city kids enjoying the summer, school can seem like a distant memory.



A New Queens Building That Can't Be Overlooked: A Library

The \$38 million Queens Library at Hunters Point is still at least a year from opening, but it has already staked its place on the waterfront.

David W. Dunlap



Bayside resident is managing a \$6M renovation of iconic Ghostbusters firehouse



New \$22 Million EMS Station Opens in Jamaica

The facility, at Queens Hospital Center, is the largest EMS station in Queens.



Back in Chelsea, Irish Rep Makes a Play for Home

BY SCOTT STIFFLER | Anyone who's ever introduced a nail to the business end of a hammer will eagerly testify that a clear vision of things to come is no match for the shocking lack of respect construction projects have for deadlines. So it's more a product of steely resolve than luck that the Irish...



Irish Repertory Theatre Undergoes Renovations in Chelsea

The New York City Department of Design and Construction (DDC) is improving audience experience at the 8,240 square-foot Irish Repertory Theatre at 132 West 22nd Street in Chelsea through a \$6 million renovation being funded by the New York City Department of Cultural Affairs (DCLA).

main.aiany.org

For New York's Bravest

The Fire Department City of New York (FDNY) recently cut at the new EMS 50, designed by Dean/Wolf Architects. Located on the grounds of NYC Health + Hospitals/Queens, the two-story, 13,000-square-foot facility is the largest emergency medical service station in Queens and the new home of Queens EMS Borough Command.

IN THE NEWS



New Sewers Bring Much Needed Drainage To Coney Island - Sheephead Bay News Site

An Indian American Jatin Upadhyay is DDC Engineer-in Charge of a project to expand storm sewers and increase drainage capacity on parts of West 21st Street and Mermaid Avenue in Coney Island. The \$27.7 million project began in May 2015 and is being managed by the New York City Department of Design and Construction (DDC).



NYC DDC Shares CMAA Award with CH2M for Fordham Plaza Reconstruction Project

On June 3, the Construction Management Association of America (CMAA) Metro New York/New Jersey Chapter hosted their 23rd Annual Awards Banquet at the Yale Club in New York City, where the Reconstruction of the Fordham Plaza Project was the Category 1 – Less than \$20 Million – award-winner. The New York City Department of Design and Construction (NYC DDC) shared the joint award with CH2M.

queenstribune.com

\$41.5M Ozone Park Sewer Project Announced - Queens Tribune

The multi-million dollar project will be funded by the City Department of Environmental Protection, Department of Transportation, and the Department of Design and Construction which will run it and forecast its completion in late 2018.



Work Begins on \$32M Eco-Friendly Rescue Training Facility and Firehouse

The new home for Rescue Company 2 will include interior and roof space for mock rescues, the FDNY said.



Construction Starts on Library Garden Where Knuffle Bunny Statue Could Go

A planned Knuffle Bunny statue still awaits approvals from two city panels.



Indian-American Engineer, Jatin Upadhyay, Leads Sewer and Water Main Project in New York

The New York City Department of Design and Construction will manage the \$27.7 million project, which will expand storm sewers and increase drainage capacity on parts of West 21st Street and Mermaid Avenue in Coney Island.

enr.com

Best Project Winners Announced for ENR New York

Three DDC projects were selected as winners for ENR NY's Best Projects 2016: Landscape/Urban Development: West 215th Step Street, Government/Public: Award of Merit: Public Safety Answering Center II (PAC II), Bronx, Small Project: Ocean Breeze Indoor Horse Riding Area, Staten Island



DDC Interns Visit Bronx River House

Nearly 60 high school and college students from NYC Department of Design and Construction's summer internship program visited Bronx River House to learn more about its effective public design.



Gravesend's Ulmer Park library reopens

The renovations at Ulmer Park were completed by the NYC Department of Design & Construction, which manages the Library's major capital projects.

IN THE NEWS



A.R.T./New York to Open Two State-of-the-Art Performance Spaces This Fall

Construction for the A.R.T./NEW YORK THEATRES is fully funded by the City of New York (\$16.672 million), with an additional \$400k leadership investment from New York State. The project is part of the NYC Department of Design and Construction's Design Excellence Program.



\$46M Water, Sewer Project Underway in the Bronx

New water mains will help ensure a reliable supply of drinking water for decades to come and larger sewers and new catch basins will improve drainage during heavy rainstorms.

westsiderag.com

Curbs Ripped Out On West End For Pedestrian Project

The Department of Transportation is ripping out curbs on 77th, 78th and 79th Street and West End to create curb extensions as part of its Safe Routes to School Project. Construction, led by the Department of Design and Construction, started last October and is expected to be complete next February.



A Last Farewell to the Peking at South Street Seaport Before It Heads to Germany

Thanks to unprecedented city funding, the Wavertree has undergone a \$13 million dollar restoration to sailing condition, managed by the New York City Department of Design and Construction, after 15 months at Caddell's dock.

yucommentator.org

City Officials Join YU for 185th Street Plaza Groundbreaking Ceremony

Construction on YU's \$3.6 million pedestrian plaza on 185th street has been progressing since the summer, but it symbolically began yesterday. Over the past few months, the pavement of the 20,000-f...



In the News: Audiences Over the Finnian's Rainbow at Renovated Theater

Working with the NYC Department of Design + Construction (DDC), Garrison Architects undertook a comprehensive renovation of the 8,240-square-foot Irish Repertory Theatre.

nytimes.com

New York Today: Artists-in-Residence

In 2015, the city's Department of Cultural Affairs began a public artist-in-residency program that has placed artists in the Mayor's Office of Immigrant Affairs, the Department of Design and Construction, the Administration for Children's Services and the Department of Veterans' Services.



Small Project Best Project: Ocean Breeze Indoor Horse Riding Arena

The Ocean Breeze Indoor Horse Riding Arena in Staten Island, N.Y., was built through the Dept. of Parks and Recreation and the Dept. of Design and Construction (DDC) for the Helping Others Overcome Personal Handicaps therapeutic riding program that serves New York City's disabled community.

ny1.com

The World's Only Remaining Wrought-Iron Ship Sails Home to the South Street Seaport Museum

The Wavertree, the world's only remaining wrought-iron ship, arrived at the South Street Seaport Saturday after undergoing 16 months of repairs.

IN THE NEWS



Government/Public Building Award of Merit: Public Safety Answering Center II >

Public Safety Answering Center II will be a second emergency communications 911 call intake and dispatch center for New York City.



Landscape/Urban Best Project: West 215th Step Street >

Originally built in 1915, West 215th Step Street has since become one of the most iconic landmarks in the Inwood section of Manhattan.



New Two-Story, 31,800-Square-Foot Queens Library Branch Planned At 16-37 Central Avenue, Far Rockaway - New York YIMBY >

YIMBY has the latest news of the two-story, 31,800-square-foot library at 16-37 Central Avenue, in Far Rockaway.



WAVERTREE of 1885 Returns To South Street Seaport Museum >

South Street Seaport Museum in lower Manhattan celebrates the return of the 1885 full-rigged ship WAVERTREE Date of arrival: September 24, 2016 from 1pm



Redesigned 185th Street Plaza Coming Soon to Wilf Campus >

The 185th Street Plaza, located in the heart of Yeshiva University's Wilf Campus, is getting a makeover. Situated between Amsterdam and Audubon Avenues, the street was converted into a pedestrian t...



Studio Gang, Dattner could design new NYC public projects >

New York City continues to double down on its investment in public projects that combine utility with good design: 26 architects were chosen to participate in the DDC's Design and Construction Excellence 2.0 initiative.



\$100M South Beach project to mitigate flooding begins this month >

The project is funded by the Departments of Environmental Protection and Transportation and will be managed by the Department of Design and Construction.



Staten Island Zoo Aquarium's \$8.4M Renovation to Add Huge Tanks >

The project, which broke ground Friday, will replace 15 smaller tanks inside the 3,600-square-foot aquarium with four 75-square-foot ones that can hold 3,300 gallons of water each, according to the Department of Design and Construction.



The Best New Public Design Projects In NYC, According To The City >

With its 34th public design awards, NYC isn't just navel gazing. It's establishing a blueprint for the future of civic architecture.

IN THE NEWS



The 10 Winners of the 2016 NYC Awards for Excellence in Design >

From Dock72 the WeWork building at the Brooklyn Navy Yard to a new portion of the High Line, here are the 2016 winners of NYC's Awards for Excellence in Design.



Officials Break Ground on Long-Awaited East Elmhurst Library Expansion >

The expansion comes after the library got \$8.9 million in city funds.



Times Square Reconstruction Complete >

In time for more than a million New Year's Eve revelers, improvements include more permanent plazas with almost two acres of pedestrian space; New benches, kiosks and sidewalks are complemented by new southbound bike lane.



ADA Accessibility Improvements Made in New York >

The Department of Design and Construction has improved pedestrian ramps in lower Manhattan and came in one-third under budget.



Women are the Future of Engineering >

New York public works agencies partner to cultivate future employees.



Hunters Point Library to open toward the end of summer >

January 9, By Hannah Wulkan The long-anticipated Hunters Point Library is scheduled to open toward the end of the summer, Councilman Jimmy Van Bramer announced on Facebook Friday. According to Van Bramer, he toured the facility along with Queens Library CEO Dennis Walcott and New York City Department of Design and Construction Commissioner Feniosky Peña-Mora Friday morning to get an update on the project....



Science ed picks up steam >

The city's Department of Design and Construction hosted a Young Engineers Showcase on Dec. 16 at JHS 8, the Richard S. Grossley School, in Jamaica. The event featured the work of 26 of the school's students who are participating in the DDC's STEAM education initiative, aimed at encouraging students with an interest in the fields of science, technology, engineering, architecture and art, and math.



Renovations begin on new BCA headquarters >

Construction on The Bronx Council on the Arts' long awaited new headquarters is underway.

IN THE NEWS



Staten Island projects receive various design awards >

Five prestigious architecture and engineering awards were received by recently completed Staten Island projects in the last 12 months.



Elmhurst's erstwhile Carnegie library reveals its modern, glassy transformation >

The newly expanded branch is expected to be the most visited within the Queens Library system.

Ameena Walker



Commissioner Peña-Mora and Deputy Commissioner Lee Llambelis Appear on Tiempo >

joe torres, eyewitness news, wabc-tv, channel 7, abc 7, 7online, new york city



Bjarke Ingels Group's Bronx police precinct building moves forward >

The project, which will rise in one of the city's toughest precincts, is expected to cost \$50 million and will have LEED silver certification.

Amy Plitt



\$15 Million Project Underway to Overhaul Storm Sewer System >

The existing combined sewer system will then be converted into a sanitary sewer system and joined with an additional 2,900 feet of new sanitary sewer lines being installed under the project.



Billy Porter Hosts A.R.T./New York Theatres Ribbon Cutting Today >

The Alliance of Resident Theatres/New York, New York City's leading service and advocacy organization for nonprofit theatre, welcomes Tony Award-winning actor Billy Porter as host of the official opening and ribbon-cutting ceremony for the A.R.T./NEW YORK THEATRES today, January 18, 2017 beginning at 10:30am and located at 502 West 53rd Street.

BWW News Desk



Under-Construction Woodrow Bluebelt Wins Sustainability Award >

The \$48 million project is only the second in the city to be given the honor.



NYC's Department of Design and Construction offering internships >

High school, college and graduate students can get an up-close look at a career in the public sector this summer.



Construction underway to reduce Annadale street flooding >

Sanitary sewers and storm sewers will be installed along Katan Avenue between Richmond Avenue and Annadale Road.

IN THE NEWS



Emergency Medical Service Station 50 by Dean/Wolf Architects >

An EMS station in Queens brings innovative design to a quiet residential neighborhood.



\$4.3 Million Sewer Project Starts in Annadale >

A new construction project in Annadale is underway to help alleviate street flooding.



Billie Holiday Theatre Renovations Slated to Wrap Up This Spring, City Says >

Changes in the \$4.1 million renovation include an expanded stage, new lighting, seating and more.



Engineering Gets IMAX Big-Screen Boost in New Film >

More than 200 New York City students donned 3D glasses for "Dream Big: Engineering Our World," which will air in theaters across the U.S. to promote engineering careers



Kew Gardens Hills Library Project Back On Track | www.qgazette.com | Queens Gazette >

After being stalled for many years, the \$9.4 million renovation of the Kew Garden Hills Library is proceeding at rapid pace that will allow the library to reopen this summer.



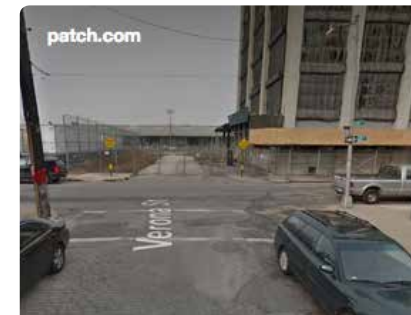
NYC's Department of Design and Construction offering internships >

High school, college and graduate students can get an up-close look at a career in the public sector this summer.



Road work begins on Main St. in Flushing >

Walking and driving along Main Street in Flushing is about to get even less pleasant. But elected officials and business leaders are saying that the reconstruction of sidewalks and roadwork between 37th Avenue and 40th Road will, upon completion this summer, bring long-needed improvements to one of the most heavily trafficked pedestrian areas in New York City.



Red Hook Sewer Work Begins Next Week >

Here's how you will (and won't) be affected.



\$56 Million Infrastructure Project to Improve Stormwater Drainage >

Project underway in Brooklyn to remove combined sewers to ease flooding near Fresh Creek.