

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson
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Report of the Finance Division on the
Fiscal 2022 Preliminary Plan
Fiscal 2022 Preliminary Capital Commitment Plan, and the
Fiscal 2021 Preliminary Mayor's Management Report for the

Department of Design and Construction

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Finance Division

Monika Bujak, Financial Analyst
Chima Obichere, Unit Head

Latonia McKinney, Director
Regina Poreda Ryan, Deputy Director

Nathan Toth, Deputy Director
Paul Scimone, Deputy Director

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Department of Design & Construction Overview

The mission of the Department of Design and Construction (DDC or the Department) is to deliver the City’s capital construction projects in a safe, cost-effective manner while maintaining the highest degree of architectural, engineering, and construction quality. Projects range from roadways, sewers and water mains to public safety, health and human services facilities, as well as cultural institutions and libraries. DDC uses a combination of in-house staff and private consultants and contractors to execute its mission.

As the City’s capital construction agency, DDC is given much latitude in determining the method by which capital contracts are let. DDC utilizes several different special contracting procedures for awarding capital work, including, but not limited to, requirements contracts, pass-thru contracts, negotiated acquisitions and sole-source contracts. These methods allow DDC to award contracts in instances when competitive sealed bidding is not practicable or advantageous. The Fiscal 2022 Preliminary Plan includes funding for 1,281 positions, a decrease of 262 positions when compared to the Fiscal 2021 Adopted Budget headcount of 1,543 positions.

This report provides a review of DDC’s Fiscal 2022 Preliminary Budget. The first section presents the highlights of the \$150.4 million Fiscal 2022 expense budget and the relevant new needs that were added in the November and Preliminary Plans. The report then presents the impact of recent federal actions on the Department’s budget, the Preliminary Mayor’s Management Report for Fiscal 2021, and the Contract Budget. This is followed by a review of the Capital Commitment Plan for Fiscal 2021-2025 (the Commitment Plan). Finally, the appendices are included that provide additional details on the budget actions in the November and Preliminary Plans.

Table 1

DDC Expense Budget						
<i>Dollars in Thousands</i>						
	2019	2020	2021	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2021	2022	2021 - 2022
Personal Services	\$118,839	\$121,780	\$135,152	\$119,308	\$122,230	(\$12,922)
Other Than Personal Services	167,968	225,373	33,976	225,056	28,133	(\$5,843)
TOTAL	\$286,807	\$347,152	\$169,128	\$344,364	\$150,362	(\$18,766)

**The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.*

COVID Program

In Fiscal 2021 many of DDC’s projects were impacted by the response to the COVID-19 pandemic that resulted in a pause of months of consultant design contracts and of public building construction. However, in order to help the City manage the pandemic, DDC was allowed by the State’s and City’s emergency declarations to work outside of the typical procurement, administrative and oversight regulations. There are three categories of things that enabled the agency to deliver projects in FY2021 in quickly and efficiently. First, the permission from the State legislature to use the design-build method of procurement. During the pandemic DDC was able to hire General Contractor together with GC’s design team. Second, the streamlining of the notice and hearing processes which proved that permanent improvements to Local Law 63 would be very helpful to deliver projects more effectively. Third, Emergency Oversight that allowed the agency to register contracts immediately. Because there was streamlined oversight process at OMB, DDC did not have to go through standard Comptroller reviews, which also typically adds months to the procurement phase. The agency, in the cooperation with Health and Hospitals and the Department of Health and Mental Hygiene, built the facilities the

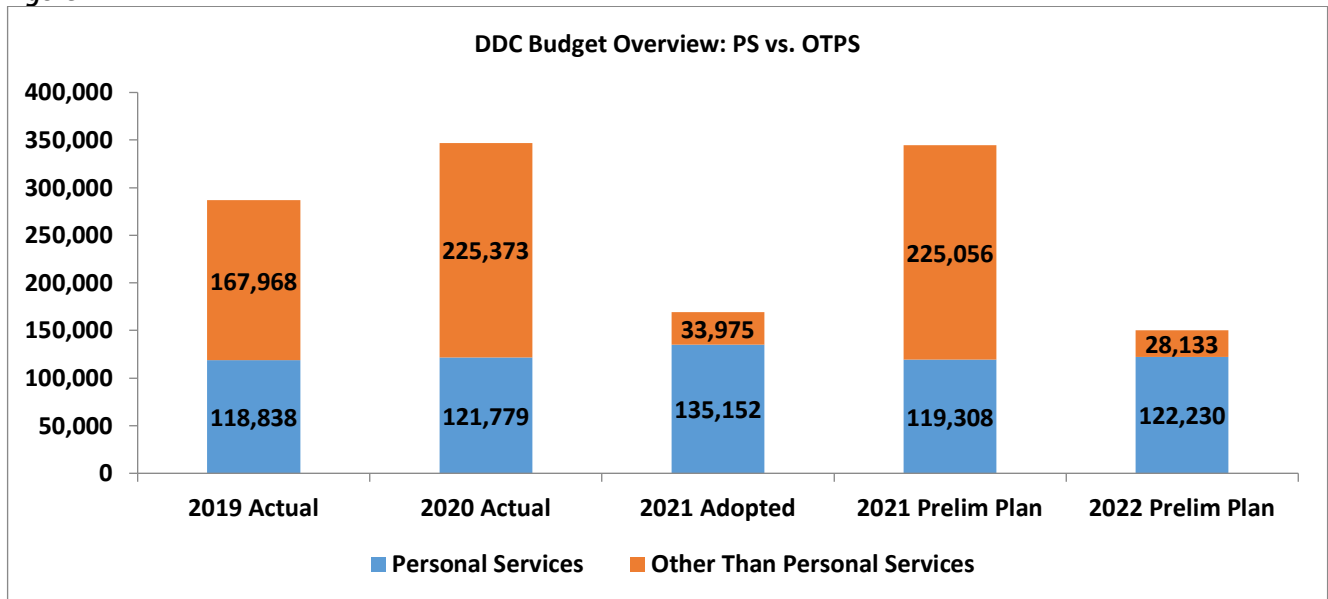
City has relied upon to manage the pandemic, including: three large COVID Centers of Excellence, two field hospitals, and twenty eight COVID testing sites. Moreover, DDC procured eight mobile waterproof testing trucks for Health and Hospitals and expanded four NYC Health Department labs with upgraded negative air pressure handling.

Fiscal 2022 Preliminary Budget Highlights

DDC’s Fiscal 2022 Preliminary Budget totals \$150.4 million (including City and non-City funds), which represents approximately less than one percent of the City’s total Fiscal 2022 Preliminary Budget of \$92.3 billion. DDC’s Fiscal 2022 Preliminary Budget is \$19 million less than its Fiscal 2021 Adopted Budget of \$169.1 million, primarily due to a \$13 million reduction in the personal services (PS) budget. The majority of this change is due to a natural fluctuation in the Department’s Contract Budget, which is further explained later in the report.

Due to the nature of DDC’s work, more than 88 percent of its expense funding in Fiscal 2022 comes through capital inter-fund agreement (IFA) funding. IFA funds are transferred from the City’s capital fund to the general fund as reimbursement for costs related to any capital planning and design work and project supervision performed by City employees. Under the City rules, IFA expenditures may be financed with proceeds from long-term borrowing. Since the Department is the capital construction agency of the City, the use of IFA funding to cover items funded through the expense budget is permitted.

Figure 1



Highlights of DDC’s Fiscal 2022 Preliminary Budget

- **New Needs.** Since the adoption of the Fiscal 2021 budget, the DDC has identified \$15.7 million in new needs for Fiscal 2021 and no new needs for Fiscal 2022.
- **Citywide Savings Program.** DDC will generate additional savings of \$433,000 in Fiscal 2021 and \$432,000 in Fiscal 2022 as part of the Citywide Savings Program.

- **Preliminary Mayor's Management Report (PMMR) Highlights.** Notable performance metrics reported by the Department of Design and Construction in the Fiscal 2021 PMMR include the following.
 - ✓ Complete projects on time and within budget
 - ✓ Meet quality assurance and site safety standards for all active projects
 - ✓ Improve customer satisfaction ratings

Financial Plan Summary

Table 2

DDC Financial Summary						
<i>Dollars in Thousands</i>						
	2019	2020	2021	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2021	2022	2021 - 2022
Spending						
Personal Services	\$118,839	\$121,779	\$135,152	\$119,308	\$122,230	(\$12,922)
Other Than Personal Services	167,968	225,373	33,976	225,056	28,132	(5,844)
TOTAL	\$286,807	\$347,152	\$169,128	\$344,364	\$150,362	(\$18,766)
Personal Services						
Additional Gross Pay	\$5,697	\$3,405	\$2,098	\$2,098	\$2,098	\$0
Fringe Benefits	1.5	4.3	0	0	0	0
Full-Time Salaried - Civilian	109,959	115,592	131,465	115,621	118,543	(12,922)
Full-Time Salaried- Uniformed	0	0	0	0	0	0
Other Salaried	0	0	2	2	2	0
Overtime - Civilian	2,536	2,198	1,075	1,075	1,075	0
P.S. Other	0	0	0	0	0	0
Unsalaries	644	580	512	512	512	0
SUBTOTAL	\$118,838	\$121,779	\$135,152	\$119,308	\$122,230	(\$12,922)
Other Than Personal Services						
Contractual Services	\$116,358	\$166,695	\$3,790	\$133,281	\$1,714	(\$2,076)
Contractual Services – Prof. Services	25,051	37,147	6,391	50,399	6,391	0
Contractual Services - Waste Export	3	2	3	0	3	0
Fixed & Misc. Charges	10,704	5,837	84	86	84	0
Other Services & Charges	12,546	13,605	21,598	37,857	18,088	(3,510)
Property & Equipment	1,822	763	898	1,283	646	(252)
Supplies & Materials	1,484	1,323	1,212	2,150	1,206	(6)
SUBTOTAL	\$167,968	\$225,372	\$33,976	\$225,056	\$28,132	(\$5,844)
TOTAL	\$286,807	\$347,152	\$169,128	\$344,364	\$150,362	(\$18,766)
Funding						
City Funds			\$17,428	\$106,118	\$16,294	(\$1,134)
Other Categorical			0	336	0	0
Capital- IFA			147,538	130,027	133,505	(14,033)
State			0	0	0	0
Federal - Community Development			3,250	11,918	551	(\$2,699)
Federal - Other			0	77,519	0	0
Intra City			911	18,446	11	(900)
TOTAL	\$286,807	\$347,152	\$169,128	\$344,364	\$150,362	(\$18,766)
Budgeted Headcount						
Full-Time Positions - Civilian	1,307	1,256	1,543	1,234	1,281	(262)
TOTAL	1,307	1,256	1,543	1,234	1,281	(262)

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

New in the Fiscal 2022 Preliminary Plan

For DDC, the Fiscal 2022 Preliminary Plans includes a net total of \$32.9 million in budget action changes in Fiscal 2021 and a net total reduction of \$432,000 in Fiscal 2022. The \$32.9 million in Fiscal 2021 includes \$15.7 million in new needs, \$17.7 million in other adjustments, and \$433,000 in Program to Eliminate the Gap (PEG) savings. For Fiscal 2022, the changes include PEG savings of \$432,000, but no new needs and no other adjustment as reflected in table 3 below.

Table 3

<i>Dollars in Thousands</i>	FY 2021	FY 2022
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	City	Non-City	Total	City	Non-City	Total
DDC Budget as of the November 2021	\$77,059	\$234,355	\$311,414	\$16,727	\$134,066	\$150,793
New Needs						
BBJ Manhattan	\$8,916	\$0	\$8,916	\$0	\$0	\$0
BBJ Design Stipends	500	0	500	0	0	0
BBJ Operations	818	0	818	0	0	0
Isaias Debris Removal	5,500	0	5,500	0	0	0
Subtotal, New Needs	\$15,734	\$0	\$15,734	\$0	\$0	\$0
Other Adjustments						
Build it Back Payments Under Current Contracts (City Funds)	\$13,757	\$0	\$13,757	\$0	\$0	\$0
Other Categorical	0	0	0	0	0	0
Capital IFA	0	(58)	(58)	0	0	0
State	0	0	0	0	0	0
Federal CD	0	(5,393)	(5,393)	0	0	0
ESCR Design Services (CDFS)	0	3,648	3,648	0	0	0
ESCR (CDFS)		1,320	1,320	0	0	0
COVID Vaccine Distribution (Federal Other)	0	4,161	4,161	0	0	0
Intra-City	0	213	213	0	0	0
Subtotal, Other Adjustments	\$13,757	\$3,892	\$17,649	\$0	\$0	\$0
PEG						
Hiring and Attrition Management	(\$14)	0	(\$14)	\$0	\$0	\$0
Projects Re-estimates	(419)	0	(419)	(432)	0	(432)
Subtotal, PEG	(\$433)	\$0	(\$433)	(\$432)	\$0	(\$432)
TOTAL, All Changes	\$29,058	\$3,892	\$32,950	(\$432)	\$0	(\$432)
DDC Budget as of the Fiscal 2022 Preliminary Budget	\$106,117	\$238,247	\$344,364	\$16,295	\$134,066	\$150,362

New Needs

- **Borough-Based Jail Program- Manhattan.** The Fiscal 2022 Preliminary Plan includes \$8.9 million in City funds in Fiscal 2021 for the Borough-Based Jail Program. The funding is for non-capitally eligible costs necessitated as a result of the ruling regarding the Manhattan Detention Center Uniform Land Use Review Procedure (ULURP) approval.
- **Borough-Based Jail Program Design Stipends.** The Fiscal 2022 Preliminary Plan includes \$500,000 in City funds in Fiscal 2021 for design stipends for Request for Proposal (RFP) submitters for the Borough-Based Jail Program.
- **Borough-Based Jails Operations.** The Fiscal 2022 Preliminary Plan includes \$818,000 in City funds in Fiscal 2021 for other than personal services (OTPS) costs associated with the Borough-Based Jail Program.
- **Isaias Debris Removal.** The Fiscal 2022 Preliminary Plan includes \$5.5 million in Fiscal 2021 only for the costs associated with debris removal after Hurricane Isaias hit in August 2020. The total budgeted amount for the debris removal is \$11.5 million and it is anticipated that the remaining \$6 million will be added to the agency's budget as Federal Emergency Management Agency (FEMA) funding before the close of the fiscal year.

Other Adjustments

- **Funding for Build it Back Regular Payments under Current Contracts.** The Fiscal 2022 Preliminary Plan includes \$13.8 million in Fiscal 2021 only for costs related the registration of change orders related to the Build it Back program, which requires funding as well as additional contract authority.
- **COVID-19 Vaccine Distribution.** The Fiscal 2022 Preliminary Plan includes \$4.2 million in Fiscal 2021 only to retrofit DDC and School Construction Authority (SCA) COVID-19 testing centers to allow for the distribution of vaccines.
- **East Side Coastal Resiliency Design Services.** The Fiscal 2022 Preliminary Plan includes funding adjustments of \$3.6 million in Fiscal 2021 only for design services associated with the East Side Coastal Resiliency Program (ESCR) that were not capially eligible.

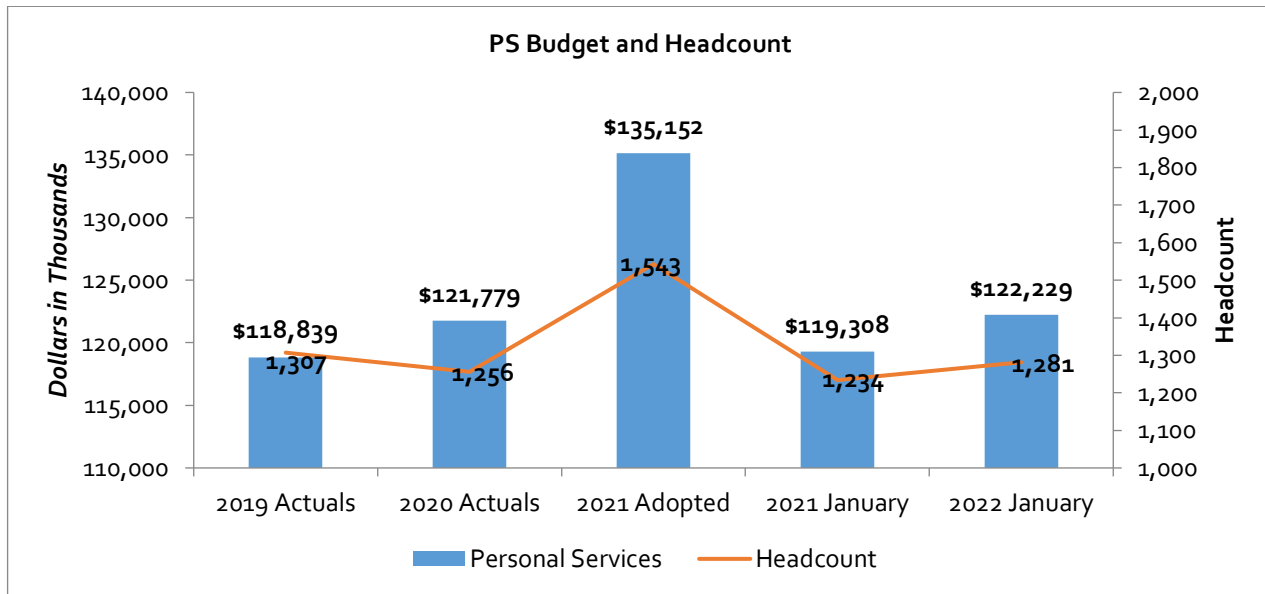
Citywide Savings Program

- **Hiring and Attrition Management.** DDC anticipates saving \$14,000 in Fiscal 2021 only through hiring and attrition management, including the citywide three-for-one hiring policy.
- **Project Re-estimates.** DDC anticipates savings of \$419,000 in Fiscal 2021 and \$432,000 in Fiscal 2022 resulting from project re-estimates.

Headcount

The Fiscal 2022 Preliminary Plan includes headcount of 1,281 full-time positions for DDC in Fiscal 2022 with a PS budget of \$122.2 million. Of these, 1,158 positions are City-funded.

Figure 2



The Fiscal 2022 headcount has decreased by 262 positions when compared to the Fiscal 2021 Adopted Budget. This decrease reflects a combination of vacant positions which either were intended to be filled, were at various stages of the hiring process, and other positions which have been eliminated or whose responsibilities have been taken on by current agency staff.

Contract Budget

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personnel service provided to the City by means of a contract. The Contract Budget is actually a subset of the OTPS portion of the City's Expense Budget. The Fiscal 2022 Preliminary Contract Budget totals approximately \$17 billion for procurement expenditures across all City agencies, with over 17,851 contracts, which remains unchanged when compared to the Fiscal 2021 Adopted Budget. For DDC, the Contract Budget for Fiscal 2022 is approximately \$8.1 million, a \$2.1 million decrease from the Fiscal 2021 Adopted Budget of \$10.2 million.

Table 4

DDC Fiscal 2022 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	Number of Contracts	Fiscal 2021 Adopted	Number of Contracts	Fiscal 2022 Preliminary
Contractual Services - General	8	\$2,162	8	\$86
Prof. Services - Computer Services	61	400	61	400
Prof. Services - Other	21	5,991	21	5,991
All Other Contracts	36	1,631	36	1,631
TOTAL	126	\$10,184	126	\$8,108

PMMR Performance Measures

According to the Fiscal 2021 PMMR, the Department completed 11 design and 19 construction projects during the first four months of Fiscal 2021 and is far from meeting the annual targets of 97 design and 103 construction projects, respectively. On-time performance for active design projects was 64 percent, fourteen percentage points lower than during the comparable Fiscal 2020 period and twenty four percentage points below the target. DDC achieved 67 percent on-time performance for active construction projects, which is sixteen percentage points lower than during the comparable Fiscal 2020 period and fifteen percentage point below the target.

In the first four months of Fiscal 2021, DDC has reconstructed 19 lane miles of roadway, added a total of 9.2 miles of new and rebuilt sewers and 16.5 miles of new and replacement water mains. Overall the agency reported an increase in construction contracts completed within budget. The increase in the number of contracts completion is attributed to a major decrease in traffic during the pandemic, which enabled the agency's Infrastructure Division to complete work efficiently.

For additional information on the Department's performance and effectiveness across its various programs, please refer to the Fiscal 2021 Preliminary Mayor's Management Report (PMMR) for DDC at: <https://www1.nyc.gov/assets/operations/downloads/pdf/pmmr2021/ddc.pdf>

Budget Issues: Design Build

In 2019, the State authorized several City agencies, including DDC, to use the design-build method for projects over \$10 million that are subject to a project labor agreement. Design-build was also authorized for certain other projects over \$1.2 million, including pedestrian ramps, libraries, and security infrastructure.

Prior to this authorization, New York City was only authorized to use the Design-Bid-Build method of procurement meaning that different firms design and then build the capital projects. This type of procurement is not always the most time or cost efficient, as is evidenced by the City's slow pace of

project completions along with time and money consuming change orders. For these reasons the process needed to be revisited.

DDC's design-build team plans to implement the design-build program gradually and modify it later if necessary. The Design-Build procurement method allows projects to be designed and built by the same firm. Not only does this save time and costs involved with putting out multiple bids for the same project, but also it allows the City to hold the designer/constructor responsible for the timeframe and cost estimates given in the design phase. Costs are then saved by drastically reducing the need for change orders.

However, there is a concern that lack of permanent authorization will lead to uncertainty and require the issuance of multiple temporary design-build reauthorizations in the future. Therefore, it is preferable for the State to permanently authorize the City's use of design-build.

DDC reports based on conversations with City agencies, that currently the time saved by the use of design-build is on the average about two years. However, the agency believes this could be more going forward. The reduction in change orders and claims is a huge catalyst for allowing projects to be finished sooner in addition to savings in project's costs. It has been estimated that the cost savings the City could expect would at minimum be six percent, but could be higher.

Strategic Blueprint

On January 24, 2019, DDC announced a comprehensive plan to improve capital projects delivery. The plan laid out four overall themes to deliver essential public works projects faster and within budget. The tenets of the plan were implemented in 2019. Six months later the Department released its Six-Month Blueprint Progress Plan that summarized some of the significant changes that DDC believed helped it transform project delivery. The Department reports that it has improved the way it has used City funds by reducing design and construction durations to minimize delays. According to the blueprint update, DDC has on average saved five months in the initiation process and three months in the procurement process timeline. The agency expects an additional thirty months saved in the design and construction timeline for a typical project.

Below are the four main themes of the plan with milestones as reported by DDC:

Improve the pipeline. DDC has streamlined the review process to more effectively scope and budget capital projects. The agency has implemented several efforts to better identify and prioritize needs of its partner agencies. Those efforts include helping sponsor agencies plan for the future, front-end planning expansion, improved project initiation, Certificate to Proceed (CP) streamlining and acceleration, and enhancing the City's Asset Information Management (AIMS) Program. DDC is creating an Advance Capital Planning unit that will support sponsor agencies in planning for future programmatic needs. DDC's Front End Planning Unit now reviews all projects before they are accepted to ensure fully defined project scopes, appropriate budgets, and no last-minute changes. Moreover, DDC has streamlined the initiation process to meet the six-month target for the period when DDC accepts a project to when it starts design through standardized CP requests for accelerated Office of Management and Budget (OMB) approval and faster selection of designers.

Manage projects more effectively. DDC has improved and standardized internal project management controls and processes. The agency has provided new training that should establish and reinforce industry best-practice standards for project managers and empower them to oversee all aspects of the project. In order to measure and set agency performance standards, DDC has established an Office of Cost Control that is mining project information to standardize a range of unit costs. To speed project completion and reduce overall cost by streamlining approvals and minimize payment delays, DDC, OMB, and the Comptroller's Office are developing an Expanded Work Allowance pilot for more than twenty initial projects. Additionally, DDC has created a Construction Allowance and Change Order Task Force (CACO) to expedite review of change orders that in some cases are unavoidable. As reported by the agency, CACO has reduced central Change Orders' processing times by more than 50 percent (almost forty days). Also, to pay consultants and contractors faster, DDC is establishing a Payment Review Unit and reforming its Engineering Audit Office.

Get more out of contractors and construction managers. DDC decided to offer incentives that would reduce contractor risk and speed payment, but it also increased its expectations for contractors doing business with the agency. The agency is exploring a range of options to restructure contracts to promote timely performance. For example, DDC is creating a new Business Development Unit to broaden its engagement with the minority and women-owned business enterprise (M/WBE) community. Also, the agency is reforming its pre-qualified lists to procure contractors more quickly, implementing performance management measures to get the most from the vendors that help deliver the project, and it is exploring options like Design-Build and Construction-Manager-At-Risk.

Modernize Internal Systems and technology. DDC has modernized its internal systems and information technology to improve project execution and tracking which allows staff to manage

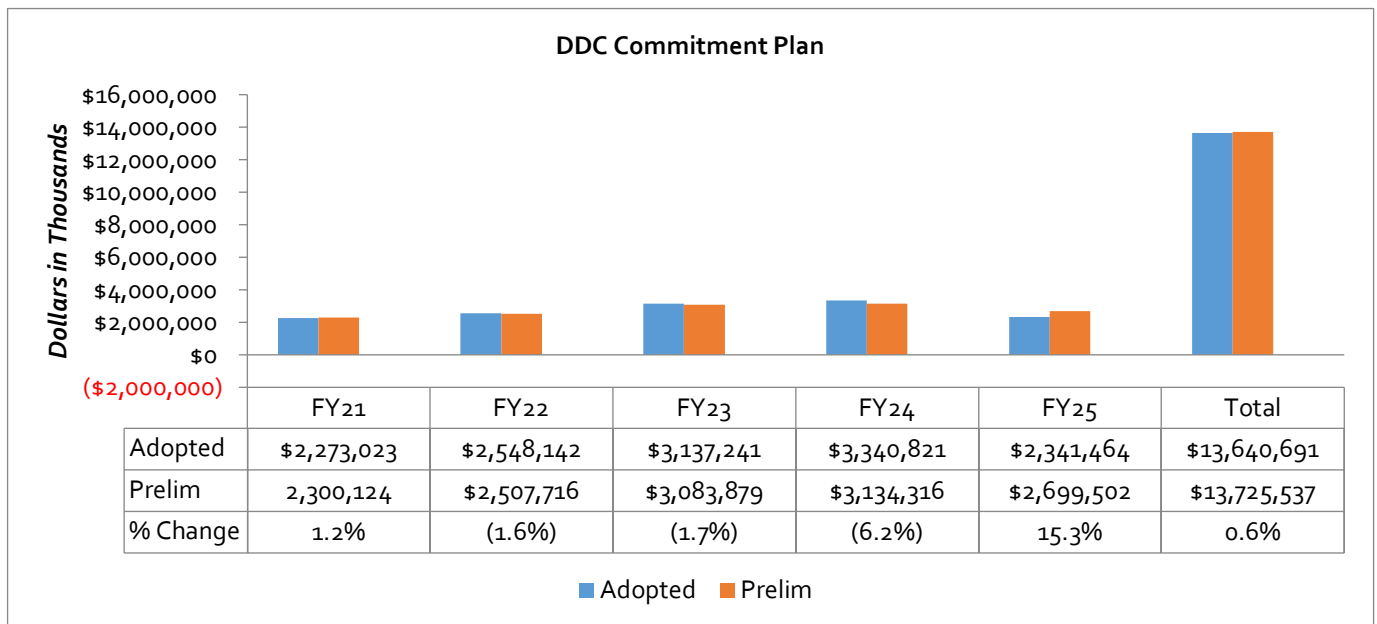
complex projects more effectively. DDC implemented a comprehensive information technology strategy and created standard operating procedures. Also, the agency developed Complex Program Management Teams on efforts like the City’s Coastal Resiliency Program and the creation of the new borough-based jail system.

Capital Program

The Capital Budget provides the requested appropriations for Fiscal 2022 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption. The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations.

DDC is a unique agency as it was created solely to manage capital projects for other City agencies. As a result, DDC does not have any budget lines of its own and is therefore not directly represented in the Capital Budget or in the Ten-Year Capital Strategy, though the projects it manages are designated specifically to the agency in the Capital Commitment Plan. Currently, DDC manages all or a portion of the capital budgets of 20 client agencies.

Figure 4



The Fiscal 2022 Preliminary Capital Commitment Plan includes \$13.7 billion in Fiscal 2021-2025 for DDC (including City and Non-City funds). This represents approximately sixteen percent of the City’s total \$84.1 billion Preliminary Capital Commitment Plan for Fiscal 2021-2025. The agency’s Preliminary Capital Commitment Plan for Fiscal 2021-2025 is \$84.8 million more than the \$13.6 billion scheduled in the Fiscal 2021 Adopted Capital Commitment Plan, largely stemming from the addition of approximately \$110 million in funding for infrastructure projects, with the majority of the projects in sewers, water pollution control and highways..

In Fiscal 2020, DDC had actual commitments of approximately \$873 million, representing a commitment rate of 72 percent. This is a sharp decrease from the Fiscal 2019 commitment rate of 124 percent and mainly due to the COVID-19 pandemic restrictions.

The chart below summarizes DDC’s Fiscal 2022 Preliminary Capital Commitment Plan by client agency.

Table 5

Client Agency	<i>Dollars in Thousands</i>		
	Preliminary Fiscal Years 21-25	Adopted Fiscal Years 21-25	Variance Fiscal Years 21-25
ADMIN FOR CHILDREN'S SERVICES	20,100	20,100	0
BROOKLYN PUBLIC LIBRARY	162,091	151,698	10,393
CORRECTION	5,715,568	5,715,602	(34)
COURTS	243,456	241,081	2,375
CULTURAL INSTITUTIONS	246,841	244,783	2,058
DEP EQUIPMENT	23,593	61,703	(38,110)
DEPARTMENT FOR THE AGING	13,759	13,759	0
ECONOMIC DEVELOPMENT	62,200	18,059	44,141
FIRE	105,686	92,442	13,244
HEALTH	228,642	228,904	(262)
HEALTH & HOSPITALS CORP.	151,946	151,946	0
HIGHWAY BRIDGES	12,699	8,770	3,929
HIGHWAYS	2,158,247	2,242,328	(84,081)
HOMELESS SERVICES	172,974	187,634	(14,660)
HOUSING & DEVELOPMENT	1,721	1,638	83
HOUSING AUTHORITY	49,072	28,573	20,499
HUMAN RESOURCES	12,554	12,554	0
NEW YORK PUBLIC LIBRARY	107,414	107,634	(220)
NEW YORK RESEARCH LIBRARY	1,374	1,374	0
PARKS	261,462	260,912	550
POLICE	297,917	297,409	508
PUBLIC BUILDINGS	496,506	486,881	9,625
QUEENS BOROUGH PUB. LIB.	170,863	182,219	(11,356)
RESILIENCY, TECHNOLOGY & EQUIP.	1,634,212	1,616,997	17,215
SANITATION	174,378	174,381	(3)
SEWERS	657,878	571,678	86,200
TRAFFIC	28,458	28,263	195
WATER MAINS	320,159	297,602	22,557
WATER POLLUTION CONTROL	193,767	193,767	0
Grand Total	\$13,725,537	\$13,640,691	\$84,846

Fiscal 2022 Preliminary Capital Commitment Plan Highlights

While DDC manages various large projects, below is a list of the current capital projects of note with significant increases in DDC's Preliminary Capital Commitment Plan.

East Side Coastal Resiliency Project

The Fiscal 2022 Preliminary Capital Commitment Plan includes over \$980 million in funding for the ESCR project and represents the total capital cost of design and construction of the project, running from Montgomery Street in the south, to 25th Street in the north. The funding provides for a multi-year design process; installation of subsurface infrastructure, including extensive new sewers in the project area and bulkhead repairs; construction of a flood protection barrier system to prevent flooding that meets FEMA projections for a 100 year storm in the 2050's; replacement of three access bridges and their foundations to a flyover bridge managed by the Department of Parks and Recreation for enhanced bike and pedestrian access at the 13th Street "pinch point." The ESCR project also includes the full reconstruction of East River Park and three other parks to be fully resilient. In response to the local community and elected officials' request, implementation of the project phasing will allow for approximately 50 percent of the park to remain open at all times during construction.

The construction phase for Project Area 2 began in November 2020. DDC held a bid opening for Project Area 1 on February 8, 2021 with a projected construction start of late spring.

Reconstruction of Queens Boulevard

The reconstruction of Queens Boulevard consists of four phases. Phase 1, which has been scheduled for Fiscal 2023, includes reconstruction of Queens Boulevard from Roosevelt Avenue to 73rd Street with a current budget estimate of \$131 million and projected design phase completion of fall 2022. Phase 2, with a current budget of \$125 million, includes reconstruction of Queens Boulevard from 73rd Street to Eliot Avenue and is in design stage that should be completed in the fall of 2021. Phase 3 that includes reconstruction of Queens Boulevard from Eliot Avenue to Yellowstone Boulevard with estimated construction costs of \$80 million, is in the design stage and is scheduled for completion in the fall of 2022. Phase 4 includes reconstruction of Queens Boulevard from Yellowstone Boulevard to Union Turnpike. Phase 4 is not yet funded.

Storm Sewer outlet in 224th Street

This project involves the placement of a storm sewer line along 224th Street in Queens between 149th Avenue and Rockaway Boulevard. The proposed sewer will likely go through Idlewild Park. The total estimated construction cost of the project is \$94.5 million. Before the COVID-19 pandemic, this project had been in preliminary design and was scheduled for completion in summer 2021. However, due to the ongoing budget implications, the sponsor agency pushed out funding for this project to Fiscal 2022.

Staten Island 1 and 3 Garage Construction

The Department of Sanitation (DSNY) is planning to develop the Staten Island district 1 and 3 campuses that will include a new garage and district repair shop serving both districts. The renovation of the existing borough repair shop, and site improvements are on-going. DSNY developed a rough construction estimate, which was used for the original CP dated February 17, 2016. Site improvements will include new grading and drainage, new covered salt storage, new outdoor fueling, new household special waste collection, outdoor DSNY truck parking, and a new force main sanitary line to connect to the City's sewer system. The project has been divided into parts to enhance construction timeline. Phase 1, which includes infrastructure connections to the facility and has an estimated cost of \$15.5 million, has an ongoing construction. DDC recently registered a construction contract for Phase 2, which includes construction of new garage, salt shed, fueling station, household recycling and site parking and has an estimated total cost of \$128 million, with the Comptroller's office.

4th Ave Safety Improvements

The Fiscal 2022 Capital Commitment Plan includes \$35.5 million in funding for the Vision Zero Great Streets' project that will bring safety improvements along 4th Avenue from 18th Street to 33rd Street and 52nd Street to 60th Street in the Sunset Park section of Brooklyn. The Department of Transportation (DOT) combined different phases of the project into one, accounting for the variance. The design consultant for this project has completed the outstanding work related to additional requests made by the New York State Department of Transportation (NYSDOT) and the Federal Highway Administration (FHWA). The design is going through a final review and DDC plans to start the construction stage upon NYSDOT and FHWA's approval of the design.

Facility Renovations at Crossroads Juvenile Facility in Brooklyn and Horizon Juvenile Facility in the Bronx

In April 2017, New York State enacted a new law commonly referred to as “Raise the Age.” The law prohibits the Department of Correction (DOC) from housing any juvenile inmate aged 16 and 17 years old on Rikers Island after October 2018. As a result, 16 and 17 year-olds must be housed in a facility not on Rikers. Working with the Administration for Children’s Services (ACS) and DOC, DDC is redesigning and renovating two new facilities to accommodate the new population. The existing Horizon Juvenile Center was built in the 1990s to house youths under the age of 16 in a secure detention setting. The goal of the renovation is to provide a facility that is safe and secure while meeting residents’ physical, medical, mental health and educational needs and connecting them to supportive services in the community. The renovations have been developed to support the need for innovative programming and providing a positive learning experience. The facility is currently operational with 93 percent of the project completed. The full completion is projected for summer 2021. The existing Crossroads facility was built in the 1980s. Similar to the Horizon facility, it was designed and used for youth 15 years old and younger. Renovations are being conducted to expand and improve spaces needed for education (increase seat capacity), recreation (renovating the gymnasium and outdoor recreation areas) and vocational training (cooking, beauty salon). The facility is currently operational with 95 percent of the project completed and scheduled for full completion in summer 2021.

The construction cost for the Crossroads Juvenile Facility in Brooklyn is \$68 million, and the construction cost for the Horizon Juvenile Facility in the Bronx is \$62.7 million.

Rodman’s Neck, Bronx

The Fiscal 2022 Preliminary Plan includes \$242 million for new Firearms Training Facility at Rodman’s Neck in the Bronx. Currently, the New York Police Department (NYPD) conducts firearms and tactical training as well as bomb detonation for recovered ordnance at the site while DOC uses the facility for firearms training. The training facility is a conglomeration of temporary structures, modular units and a scattering of permanent structures. The modular facilities are used for classrooms, simulation training, administrative offices, weapons cleaning, locker rooms, equipment distribution, firearms repair, ammunition storage, food services, and restroom facilities. Thirty storage containers are used for equipment and records storage. Six outdoor firing ranges are used for firearms training. The existing ranges consist of a wood frame shed for shooter locations and stationary targets downrange. The bullets fired within the range are captured by large earthen berms requiring constant hazardous material remediation to clear the berms of spent ammunition. This cyclical remediation requires the ranges to be taken out of service resulting in reduced training capacity.

The prime objective of this project is to design and construct new buildings and structures to replace or augment the existing facilities at the Rodman’s Neck Firearms and Tactics Facility for NYPD. The new facility will provide critically needed program spaces that include, but is not limited to, the following components: recruit and in-service instructional spaces, administrative offices, lecture environments, tactical village environments, firearm ranges, food services, ammunition storage, parking areas, exterior site improvements, and site infrastructure. Due to budget constraint resulting from the COVID-19 pandemic, the project was paused in 2020. It resumed in January 2021 and is currently in the design phase. It will continue in two separate phases with construction for Phase 1 scheduled for Fiscal 2022.

Appendix

A. Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY 2021			FY 2022		
	City	Non-City	Total	City	Non-City	Total
DDC Budget as of the Fiscal 2021 Adopted Budget	\$17,429	\$151,699	\$169,128	\$17,280	\$148,150	\$165,430
New Needs						
BBJ Manhattan	\$8,916	\$0	\$8,916	\$0	\$0	\$0
BBJ Design Stipends	\$500	0	500	0	0	0
BBJ Operations	\$818	0	818	0	0	0
Isaias Debris Removal	\$5,500	0	5,500	0	0	0
Subtotal, New Needs	\$15,734	\$0	\$15,734	\$0	\$0	\$0
Other Adjustments						
City Funds	\$73,440	\$0	\$73,440	\$0	\$0	\$0
Other Categorical	0	336	336	0	0	0
Capital IFA	0	-17,510	-17,510	0	(14,084)	(14,084)
State	0	0	0	0	0	0
Federal CD	0	9,728	9,728	0	0	0
Federal Other	0	76,460	76,460	0	0	0
Intra-City	0	17,534	17,534	0	0	0
Subtotal, Other Adjustments	\$73,440	\$86,548	\$159,988	\$0	(\$14,084)	(\$14,084)
PEG						
OTPS Re-estimate	(\$53)	\$0	(\$53)	(\$553)	\$0	(\$553)
Hiring and Attrition Management	(14)	0	(14)	0	0	0
Projects Re-estimates	(419)	0	(419)	(431)	0	(431)
Subtotal, PEG	(\$486)	\$0	(\$486)	(\$984)	\$0	(\$984)
TOTAL, All Changes	\$88,688	\$86,548	\$175,236	(\$984)	(\$14,084)	(\$15,068)
DDC Budget as of the Fiscal 2022 Preliminary Budget	\$106,117	\$238,247	\$344,364	\$16,296	\$134,066	\$150,362