DEPARTMENT OF DESIGN AND CONSTRUCTION **Thomas Foley, Commissioner**

WHAT WE DO

The Department of Design and Construction (DDC) works with more than 20 City agencies, as well as non-profit institutions receiving City funding, to deliver high-quality public buildings and infrastructure for New York City quickly and cost effectively while meeting stringent standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for public buildings projects, such as providing new and upgraded libraries, firehouses and police precincts, and infrastructure including water mains, sewers, roads, public plazas and coastal resiliency projects.

DDC's total portfolio in Fiscal 2024, including the Borough-Based Jails Program (BBJ), consists of 610 currently active projects (not including projects in the planning or closeout phases) valued at $29.4 billion.

FOCUS ON EQUITY

DDC has an extensive, diverse and growing portfolio of projects that support neighborhoods, promote economic growth, and advance the goal of protecting and helping New Yorkers in every part of the City. In Fiscal 2024, that included the fourth phase of the reconstruction of Grand Concourse in the Bronx, adding new bike lanes and advanced pedestrian safety features like raised crosswalks. DDC's design-build pilot program continues to reduce project durations by years, including at the new Shirley Chisholm Recreation Center in Brooklyn, a $141 million structure to encourage learning, recreation, and community and civic engagement named after the civil rights icon.

DDC remains a leading agency in contract awards and payments to Minority and Women-owned Business Enterprises (M/WBEs) and through the first three quarters of Fiscal 2024, the Agency's M/WBE participation was 20 percent, with nearly $220 million in contract awards.

DDC also works to increase entry-level job opportunities in the construction industry for women and minorities from underrepresented communities, and to address barriers into City work by M/WBEs. DDC's Office of Diversity and Industry Relations implements policies and programs focused on creating access to City contracts to build prosperity of M/WBEs, and the Agency structures its procurements to take advantage of new tools authorized by New York State to create additional opportunities for M/WBEs. Additionally, DDC is the first City agency to set disaggregated M/WBE goals on procurements. In Fiscal 2024, following State legislation, DDC's popular M/WBE Mentoring Program was transitioned and expanded into a new Citywide Mentoring Program led by the Mayor's Office of Minority and Women-owned Business Enterprises.

The Agency continues to tackle the City's latest challenges, and in Fiscal 2024 will advance its coastal resiliency program in Manhattan and Brooklyn. DDC made significant progress in Fiscal 2024 on both East Side Coastal Resiliency (ESCR) and Brooklyn Bridge-Montgomery Coastal Resiliency (BMCR), which together will protect 3.22 miles of Manhattan coastline where more than 150,000 residents live including many in NYC Housing Authority (NYCHA) apartments. A similar project planned for Red Hook is scheduled to start in spring 2025 and the Agency continues to design another project to protect the area near NYC Health+Hospitals/Bellevue on the east side of Manhattan.

DDC continues to lead the effort to build four Borough-Based Jails to enable the closure of Rikers Island, and in Fiscal 2024 awarded two design-build contracts for the construction of facilities in the Bronx and Queens. DDC also uses alternative delivery tools to build housing and other facilities on an emergency basis for asylum seekers, replicating the ultra-high-speed project delivery process that proved extremely successful during the COVID-19 pandemic when the Agency built field hospitals, clinics and testing sites in record time under an emergency declaration.

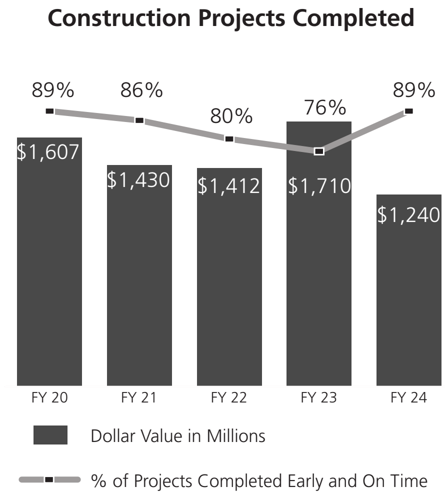
OUR SERVICES AND GOALS

SERVICE 1	**Design and build quality public buildings and infrastructure.**
Goal 1a	Complete projects on time and within budget.
Goal 1b	Meet quality assurance and site safety standards for all active projects.
Goal 1c	Improve customer satisfaction ratings.

HOW WE PERFORMED IN FISCAL 2024

SERVICE 1 **Design and build quality public buildings and infrastructure.**

Goal 1a Complete projects on time and within budget.



The Agency completed the Front-End Planning process for 110 projects in Fiscal 2024 (including 56 infrastructure projects and 54 public buildings projects), an increase of four from Fiscal 2023. Front-End Planning ensures that each project has the necessary scope and funding to achieve success before it enters the DDC project pipeline.

DDC completed 89 designs during Fiscal 2024, slightly behind its target of 96, though this target increased substantially from Fiscal 2023 when it was 80. Ninety-one percent of completed designs were early or on time, exceeding the target of 88 percent. Of the Agency's active design projects, 89 percent were early or on time, slightly above the goal of 88 percent. Of the 89 designs completed, 47 were infrastructure designs. Several infrastructure designs were delayed waiting for outside agencies to update environmental studies while others required information from private utilities that was not received on time. The Public Buildings Division exceeded its goal with 42 designs completed, however 83 percent were completed early or on time, missing the 88 percent target. In the Agency's Infrastructure Division, where more designs are done in-house, 98 percent of completed designs were early or on time.

A total of 61 projects completed construction in Fiscal 2024, slightly under the goal of 64. Eighty-nine percent of the completed construction was early or on time compared to a goal of 82 percent. Both of the Agency's two main construction divisions exceeded their goals for early or on time construction completions, with Infrastructure achieving 92 percent and Public Buildings achieving 86 percent. These early and on time percentages are a five and 21 percentage-point improvement from Fiscal 2023, respectively. On time performance for active construction projects was 91 percent, exceeding the goal of 82 percent. This improvement occurred even as the Agency continued to assist in the City's efforts to provide housing and other services for asylum seekers, efforts which redirected resources. Other priority efforts in Fiscal 2024 included creating a new alternative delivery program and overseeing the City's effort to build the four Borough-Based Jails that will allow for the closure of Rikers Island. Public Buildings is also managing several critical projects under emergency declarations including projects at the Bellevue Men's Shelter, 22 Reade Street, Horizon Juvenile Center, Hart Island and others.

As the City adapts with climate change and other new challenges, DDC has undertaken several large initiatives that redirect the Infrastructure Division's work. For the first time in the Mayor's Management Report, DDC is reporting its progress in coastal resiliency construction at sites on the East River in Manhattan and Brooklyn, in building green infrastructure for the Department of Environmental Protection (DEP) such as rain gardens and porous pavement, and in the Department of Transportation's (DOT) program to make pedestrian ramps throughout the City Americans with Disabilities Act (ADA)-compliant. These additional metrics reflect the City's continued response to climate change and pedestrian safety. These programs are relatively new but continue to increase in volume and now represent a significant part of DDC's design and construction activities. In Fiscal 2024, DDC installed 3,102 linear feet of coastal resiliency protection, 1,249 total rain gardens and infiltration basins, 20,478 square feet of porous pavement, and 5,488 ADA-compliant pedestrian ramps.

Roadway miles reconstructed, and miles of sewers and water mains either constructed or reconstructed were below target, continuing a downward five-year trend in all categories. DDC reconstructed 20.3 roadway lane miles, constructed or reconstructed 7.3 miles of sewers, and built or replaced 17.3 miles of water mains in Fiscal 2024, representing a 40 percent, 39 percent, and seven percent decrease in construction of these types, respectively. This reflects the changing priorities of the agencies that initiate and fund DDC's projects.

Performance Indicators	Actual FY20	FY21	FY22	FY23	FY24	Target FY24	FY25	Trend 5-Year	Desired Direction
Front-end-planning phase completed	71.0	49.0	109.0	106.0	110.0	*	*	Up	*
Designs completed	85	81	81	101	89	96	108	Up	*
Construction completed	108	108	64	75	61	64	65	Down	*
Roadway lane miles reconstructed	55.9	60.6	41.5	33.6	20.3	23.3	26.7	Down	*
Sewers constructed (miles)	17.7	11.6	6.8	5.5	3.4	5.4	3.1	Down	*
Sewers reconstructed (miles)	10.6	16.3	6.5	6.5	3.9	9.6	4.9	Down	*
Water mains (new and replaced) (miles)	54.8	38.7	22.0	18.7	17.3	18.1	11.1	Down	*
Rain gardens installed	NA	NA	NA	NA	153	*	115	NA	*
Infiltration basins installed	NA	NA	NA	NA	1,096	*	805	NA	*
Porous pavements installed (square feet)	NA	NA	NA	NA	20,478.00	*	72,000.00	NA	*
Pedestrian ramp corners installed	NA	NA	NA	NA	5,488	*	3,589	NA	*
Coastal protection constructed (linear feet)	NA	NA	NA	NA	3,102.00	*	2,825.00	NA	*
Completed designs early/on time (%)	79%	79%	85%	81%	91%	88%	88%	Up	Up
★ – Infrastructure (%)	83%	86%	93%	91%	98%	88%	88%	Up	Up
★ – Public buildings (%)	70%	77%	77%	71%	83%	88%	88%	Up	Up
★ Active designs — Early/on time (%)	70%	63%	75%	71%	89%	88%	88%	Up	Up
Completed construction early/on time (%)	89%	86%	80%	76%	89%	82%	82%	Neutral	Up
★ – Infrastructure (%)	88%	91%	90%	87%	92%	82%	82%	Neutral	Up
★ – Public buildings (%)	91%	83%	70%	65%	86%	82%	82%	Down	Up
★ Active construction — Early/on time (%)	67%	72%	79%	73%	91%	82%	82%	Up	Up
★ Construction contracts completed within budget (%)	85%	NA	NA	NA	NA	⇧	⇧	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Meet quality assurance and site safety standards for all active projects.

In Fiscal 2024, there were 27 construction-related accidents at DDC jobsites, two of which resulted in fatalities. This is an increase from 12 accidents with no fatalities in Fiscal 2023. Established protocols require contractors to report all safety related accidents and incidents to DDC within one hour. A construction accident report must be submitted to the Agency's Office of Construction Safety within 24 hours. All accidents and incidents are investigated by the Office of Construction Safety to determine root causes and to identify necessary corrective actions.

The Agency's coastal resiliency and Borough-Based Jails programs contributed to the increase in injuries as they are large-scale, multi-employer sites. Workers at such sites are exposed to multiple construction hazards due to various construction activities taking place simultaneously, increasing the likelihood of accidents. In Fiscal 2024, DDC hosted a Safety Summit for project staff, construction management firms and contractors, and held numerous trainings and workshops to educate contractors on hazards and preventive measures. To address the rise in accidents, the Safety and Site Support Division distributed Safety Advisories and conducted a Fall Protection Safety Awareness session. In addition, DDC developed and issued a Safety Compliance Order, addressing multiemployer-site accident prevention. These requirements are now included in contractors' site safety plans submitted for all DDC construction projects.

During Fiscal 2024, 100 percent of projects were audited and DDC conducted 3,897 safety and quality audits and inspections. When "high risk" deviations are identified indicating a threat to life or property, DDC's auditor remains on-site until the hazard is resolved. The current Stop Work Order policy is used as one of the preventive measures by DDC to mitigate imminent safety hazards observed during field audits, making site visits and safety evaluations more effective. In addition, the Office of Construction Safety continues to foster an open dialogue through an onsite Safety Outreach Program focusing on contractors' safety awareness.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up
Construction-related accidents	14	23	24	12	27	*	*	Up	Down
★ Construction-related injuries	14	23	24	12	27	⇩	⇩	Up	Down
★ Construction-related fatalities	0	0	0	0	2	⇩	⇩	Up	Down
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1c Improve customer satisfaction ratings.

To gauge how DDC's projects are received by communities and by the sponsoring agencies for which the Agency builds, DDC issues Post-Construction Satisfaction Surveys to many of the residents affected by infrastructure projects and to the agencies that sponsor public buildings projects. DDC significantly increased the number of projects surveyed and surveys sent, and 33 surveys were returned. In Fiscal 2024, 90 percent of respondents to these surveys rated a completed project as adequate or better, meeting the target of 90 percent.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Eligible projects with completed post-construction surveys (%)	25%	51%	48%	21%	18%	*	*	Down	Up
Post-construction satisfaction — Surveys returned	63	90	98	71	33	*	*	Down	Up
Respondents rating a completed project as adequate or better (%)	89%	92%	81%	100%	90%	90%	90%	Neutral	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	90%	90%	Neutral	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	90%	90%	Neutral	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5yr Trend
Expenditures ($000,000)[3]	$347.2	$349.8	$201.6	$228.4	$181.4	$190.9	$179.8	Down
Revenues ($000)	$45.9	$118.8	$6.6	$26.3	$0.0	$50.0	$50.0	Down
Personnel	1,263	1,215	1,131	1,076	1,099	1,192	1,192	Down
Overtime paid ($000,000)	$2.2	$1.2	$1.4	$1.7	$1.1	$1.1	$1.1	Down
Capital commitments (capital projects managed for client agencies) ($000,000)	$873.0	$1,557.8	$2,193.7	$2,441.6	$1,847.6	$1,866.7	$4,197.5	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level 3Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY23[1] ($000,000)	Modified Budget FY24[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$115.2	$117.5	All
002 - Other Than Personal Services	$113.2	$63.9	All
Agency Total	$228.4	$181.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2023. Includes all funds. [2]City of New York Adopted Budget for Fiscal 2024, as of June 2024. Includes all funds. [3]Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- In Fiscal 2024, DDC completed a comprehensive review of the services, goals, and indicators, resulting in significant name changes in Goal 1a. The word "project" was removed from several indicator names, as outlined below, to clarify that DDC does not manage "design projects" or "construction projects" specifically. Rather, individual projects have design and construction elements or phases for which DDC tracks progress. This is a name change only, the historical data is not affected.
  - 'Design projects completed' is now 'Designs completed'
  - 'Total design projects completed early/on time (%)' is now 'Completed designs early/on time (%)'
  - 'Construction projects completed' is now 'Construction completed'
  - 'Total construction projects completed early/on time (%)' is now 'Completed construction early/on time (%)'
  - 'Active design projects – Early/on time (%)' is now 'Active designs—Early/on time (%)'
  - 'Active construction projects – Early/on time (%)' is now 'Active construction—Early/on time (%)'
  - 'Projects completed front-end-planning phase' is now 'Front-end-planning phase completed'
- The following indicators were added to Goal 1a: 'Rain gardens installed,' 'Infiltration basins installed,' 'Porous pavements installed (square feet),' 'Pedestrian ramp corners installed,' 'Coastal protection constructed (linear feet).'
- 'Construction contracts completed within budget (%)' remains NA. DDC and the Mayor's Office of Operations are working to provide an updated metric in future Mayor's Management Reports.
- In Goal 2b, the phrase "on DDC-managed construction sites" was removed from 'Construction-related accidents,' 'Construction-related injuries,' and 'Construction-related fatalities' to eliminate redundancy.
- Previously published Fiscal 2025 targets were adjusted based on updated portfolio estimates as follows: 'Design completed' was changed from 96 to 108, 'Construction completed' from 64 to 65, 'Roadway lane miles reconstructed' from 23.3 to 26.7, 'Sewers constructed (miles)' from 5.4 to 3.1, 'Sewers reconstructed (miles)' from 9.6 to 4.9, and 'Water mains (new and replaced)(miles)' from 18.1 to 11.1.

ADDITIONAL RESOURCES

For additional information go to:

- Blueprint 2022, Capital Project Delivery Progress Update:
  https://www1.nyc.gov/assets/ddc/downloads/publications/Strategic_Blueprint_2022.pdf

For more information on the agency, please visit: www.nyc.gov/ddc.