

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 efficiently 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 projects including water mains, sewers, roads, public plazas and coastal resiliency projects.

DDC's total portfolio in Fiscal 2023, excluding the Borough-Based Jails Program (BBJ), consists of 579 currently active projects (not including projects in the planning or closeout phases) valued at approximately \$17.65 billion. The Borough-Based Jails Program consists of ten current projects valued at \$8.17 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 the beginning of Fiscal 2023, that included the completion of another infrastructure project in the \$2.5 billion Southeast Queens Initiative that installed more than 3,000 feet of new storm sewers and new curbs to alleviate street flooding. DDC also completed a new two-story auditorium at the Brooklyn Children's Museum, allowing the museum to expand its programming for young people.

DDC remains a leading agency in contract awards and payments to Minority and Women-owned Business Enterprises (M/WBE); M/WBE participation for the first quarter of Fiscal 2023 was 31 percent, with close to \$80 million in contract awards. DDC's Office of Diversity and Industry Relations implements policies and programs focused on creating accessibility to work, building business capacity, and ensuring accountability within an equitable and competitive business environment. Since 2015, the office has engaged more than 8,600 M/WBEs through internal and external workshops and seminars that enhance technical and business capacity and help connect businesses to contracting opportunities.

DDC structures its procurements to take advantage of new tools authorized by New York State to create additional opportunities for M/WBEs and to ensure its business partners reflect the diversity of the City. DDC's Mentoring Program provides emerging M/WBE firms in the construction industry the opportunity to acquire the knowledge and experience they need to successfully compete for City contracts. Through October 2022, 49 M/WBE firms have enrolled in the program.

The agency's innovative resiliency program protects some of the City's most vulnerable coastal communities. The East Side Coastal Resiliency (ESCR) project, uses creative interventions that will shield 110,000 residents of the East Side, including 28,000 living in New York City Housing Authority (NYCHA) housing, from storm surges and extreme weather. In July 2022, DDC and the Department of Parks and Recreation (DPR) celebrated the project's first completed park area at Asser Levy Playground, which added a 320-foot floodwall, a 45-ton flood gate, as well as new resilient play equipment. The agency also broke ground this fiscal year on Brooklyn Bridge-Montgomery Coastal Resilience (BMCR), a companion project to the south of ESCR. Together, the two projects will protect more than three miles of City coastline while rebuilding hundreds of acres of local parks and recreation areas. DDC continues to plan similar coastal resiliency projects for Red Hook, Brooklyn, and for the area just to the north of ESCR where NYC Health+Hospitals/Bellevue is located.

In the beginning of Fiscal 2023, DDC continued to make project delivery reform a top priority in an effort to speed completion of capital projects in every neighborhood of the City. In October 2022, DDC joined members of the Capital Process Reform Task Force to announce the Task Force's initial recommendations for reform, unveiled Blueprint 2022, the agency's latest update to the original 2019 plan for capital project improvements.

The Agency continued to advance its innovative design-build project delivery program for public buildings and infrastructure projects including naming a dedicated Associate Commissioner to oversee the program. The first Borough-Based Jails (BBJ) project, a new community space and public parking garage in Queens, which started procurement in 2021, will be fully completed in early-2023, 2.5 years faster than traditional low-bid procurement. DDC also used alternative delivery tools in Fiscal 2023 to build housing and other facilities on an emergency basis for hundreds of asylum seekers coming into the City, duplicating 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

- DDC continues to upgrade and expand the City's water and sewer infrastructure, adding 2.62 miles of new water mains plus 2.12 miles of new sewers in the first four months of Fiscal 2023. The agency also rebuilt more than 10 lane miles of roadway. Work included two new 20-inch diameter water mains that were installed under Eastchester Bay to provide a better and more reliable water system connection for City Island in the Bronx. The project received a Diamond Award in the water resources category from the American Council of Engineering Companies (ACEC New York).
- In the first four months of Fiscal 2023, the number of sewer miles constructed is down 51.6 percent, sewer miles reconstructed is down 78.2 percent, and replaced water mains are down 71.1 percent, compared to the same period in Fiscal 2022. This is because DDC has undertaken several large initiatives that have redirected the Infrastructure Division's focus, including an effort to rebuild tens of thousands of pedestrian ramps as well as the construction of thousands of individual pieces of green infrastructure designed to help the City manage stormwater. This shift is also reflected in the decline in post-construction satisfaction surveys returned from 38 in the first four-months of Fiscal 2022 to nine in the same period of Fiscal 2023, as the surveys do not include this type of work. The Infrastructure Division is also managing implementation of the City's multi-billion-dollar coastal resiliency program, which includes relatively limited water and sewer replacement or expansion. The Agency will seek ways to represent and measure this work in future reports.
- Through the start of Fiscal 2023, on-time performance for active design projects stands at 69 percent with a goal of 88 percent, an improvement of five percent from Fiscal 2022. On-time performance for active construction projects was 80 percent, slightly below the goal of 82 percent, an improvement of seven percent from Fiscal 2022. As part of its Blueprint for improved project delivery, the agency has established more detailed metrics to be able to track design and construction durations to promote timely project performance.
- The Agency had 26 projects complete the Front-End Planning process so far in Fiscal 2023, an increase of six from Fiscal 2022, including eight infrastructure projects and 18 public buildings projects. Front-End Planning ensures that the necessary funding and scope for each project is in place before it is accepted into DDC's pipeline. DDC's Front-End Planning report now serves as the official submission to the NYC Office of Management and Budget for project review, which has reduced the project initiation phase of projects by several weeks.
- DDC's Public Buildings division has also been tasked with managing several emergency construction programs, delivering highly visible critical projects on extremely short timelines. Many division staff were assigned work on emergency projects during the first quarter of Fiscal 2023, including emergency construction for the unexpected surge in the arrival of asylum seekers, as well as emergency work to improve conditions for staff and detainees at Rikers Island, and a full site assessment, design and demolition of abandoned structures on Hart Island. Due to the nature of its work, almost all public buildings projects were required to pause during the COVID-19 pandemic, and the Division is still recording the impact of these delays as they work towards completion. Despite both a more detailed measurement of actual delivery times and legacy impacts, Divisional progress is trending in the right direction.
- From July 1 through October 31, 2022, there were five construction-related accidents and injuries on DDC-managed construction sites, down from nine during the same period the previous year. All reported accidents are investigated to determine root causes and to identify necessary corrective actions to prevent further reoccurrences. Contractors are required to immediately report all safety related accidents or incidents to DDC, where established protocols dictate follow-up and reporting requirements.

SERVICE 1 Design and build quality public buildings and infrastructure

Goal 1a Complete projects on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Design projects completed	85	81	81	80	80	21	30
Total design projects completed early/on time (%)	79%	79%	85%	88%	88%	NA	NA
★ – Completed early/on time: Infrastructure (%)	83%	86%	93%	88%	88%	NA	NA
★ – Completed early/on time: Public buildings (%)	70%	77%	77%	88%	88%	NA	NA
Construction projects completed	108	108	64	72	72	22	16
Total construction projects completed early/on time (%)	89%	86%	80%	82%	82%	NA	NA
★ – Completed early/on time: Infrastructure (%)	88%	91%	90%	82%	82%	NA	NA
★ – Completed early/on time: Public buildings (%)	91%	83%	70%	82%	82%	NA	NA
★ Construction contracts completed within budget (%)	85%	NA	NA	↑	↑	NA	NA
Roadway lane miles reconstructed	55.9	60.6	41.5	35.6	35.6	12.5	10.1
Sewers constructed (miles)	17.7	11.6	6.8	7.3	7.3	3.1	1.5
Sewers reconstructed (miles)	10.6	16.3	6.5	9.7	9.7	2.9	0.6
Water mains (new and replaced) (miles)	54.8	38.7	22.0	23.0	23.0	9.1	2.6
★ Active design projects: Early/on time (%)	70%	63%	75%	88%	88%	64%	69%
★ Active construction projects: Early/on time (%)	67%	72%	79%	82%	82%	73%	80%
Projects completed front-end-planning phase	71.0	49.0	109.0	*	*	20.0	26.0
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Projects audited (%)	100%	100%	100%	95%	95%	72%	52%
Construction-related accidents on DDC-managed construction sites	14	23	24	*	*	9	5
★ Construction-related injuries on DDC-managed construction sites	14	23	24	↓	↓	9	5
★ Construction-related fatalities on DDC-managed construction sites*	0	0	0	↓	↓	0	0
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1c Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Eligible projects with completed post-construction surveys (%)	25%	51%	48%	*	*	41%	31%
Post-construction satisfaction - Surveys returned	63	90	98	*	*	38	9
★ Respondents rating a completed project as adequate or better (%)	89%	92%	81%	90%	90%	100%	100%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	90%	90%	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	90%	90%	99%	99%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23 ¹	FY24 ¹	FY22	FY23
Expenditures (\$000,000) ²	\$347.2	\$349.8	\$201.6	\$184.2	\$294.0	\$145.2	\$105.8	\$111.4
Revenues (\$000)	\$45.9	\$118.8	\$6.6	\$150.0	\$50.0	\$50.0	\$0.2	\$0.0
Personnel	1,263	1,215	1,131	1,319	1,198	1,195	1,197	1,090
Overtime paid (\$000,000)	\$2.2	\$1.2	\$1.4	\$1.1	\$1.1	\$1.1	\$0.3	\$0.5
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$873.0	\$1,557.8	\$2,193.7	\$1,874.7	\$1,861.1	*	NA	NA
¹ January 2023 Financial Plan. ² Expenditures 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 FY22 ¹ (\$000,000)	January 2023 Financial Plan FY23 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$113.9	\$119.4	All
002 - Other Than Personal Services	\$87.6	\$174.5	All
Agency Total	\$201.6	\$294.0	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds. ² Includes all funds. ³ Refer to agency goals listed at front of chapter. "NA" Not Available * None			

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DDC temporarily suspended the reporting of 'Construction contracts completed within budget (%)' while it undertakes several initiatives to improve its internal cost tracking database. Reporting is expected to resume for the Fiscal 2023 Mayor's Management Report.

ADDITIONAL RESOURCES

- 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.

