

# DEPARTMENT OF DESIGN AND CONSTRUCTION

Dr. Feniosky Peña-Mora, Commissioner



## WHAT WE DO

The Department of Design and Construction (DDC) designs and builds sustainable and resilient public buildings and infrastructure for New York City. The Department works collaboratively with other City agencies, ensuring that projects are built safely and efficiently, and provides a full range of services to client agencies, from administering design consultant and construction management services to managing day-to-day operations throughout construction. DDC provides the City's diverse neighborhoods with civic structures such as museums, libraries, firehouses and police precincts, and with water and sewer mains, roadways, and plazas so the City's population can continue to grow and live healthfully. In Fiscal 2016 the Department's portfolio included more than 1,100 active projects valued at approximately \$15 billion.

## FOCUS ON EQUITY

DDC's work impacts lives and communities in every corner of New York. The Department designs and builds the civic places and spaces that welcome people equally, recognizing cultural diversity and providing access to public resources. Whether it is for a new health hub in Harlem or improved streets on Staten Island, the Office of Community Outreach and Notification reaches out early and often to community groups, local businesses and individuals affected by the Department's work to share information and respond to concerns.

Businesses working with the City should have the tools needed to compete for public work and to successfully complete projects awarded. To this end, DDC's Office of Diversity and Industry Relations holds monthly workshops and seminars so that emerging and M/WBE firms have a clear path toward a long-term professional relationship with the City of New York. In addition, the agency has expanded and restructured its Design and Construction Excellence program to provide more opportunities for smaller firms to compete and bid on City capital improvement projects.

Beyond managing the design and construction of the City's public projects, DDC also educates students about careers in science, technology, engineering, architecture and mathematics through its STEAM program. And, through its mentorship and internship opportunities, the Department provides students with the guidance and skills to successfully build careers in design and construction.

## 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 2016

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

**Goal 1a** Complete projects on time and within budget.

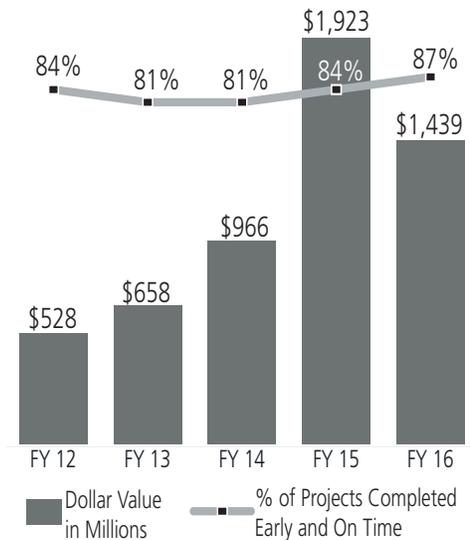
DDC completed 186 design projects and 135 construction projects for more than 20 client agencies, exceeding annual targets for both categories. Completed construction projects include the Public Safety Answering Center II, which serves as a second emergency communications 911 center, and Fordham Plaza in the Bronx; the Ocean Breeze Athletic Center and the Family Justice Center in Staten Island; the new Queens Hospital EMS Station 50, the Ravenswood Universal Pre-K site and the renovation of the Elmhurst Branch Library in Queens; the Spring Street salt shed, Phase III of the Museum of the City of New York’s renovation and the “step streets” at 215th Street in Manhattan; and the Grant Street streetscape enhancement in Brooklyn.

On average, the agency delivered 87 percent of all design and construction projects on or ahead of schedule, compared to annual targets of 88 percent and 82 percent, respectively. A project is considered on time if it is completed within 30 days of the scheduled completion date. For both infrastructure and public building projects, on-time performance increased for design by three percentage points to 87 percent. On the public buildings side, the percentage of design projects completed on time increased from 84 to 87 percent and from 83 to 85 percent for construction, with procurement and consultant delivery improvements contributing to the two percentage point increase. Due to unique and unanticipated circumstances, average cost changes for completed construction projects as well as for completed consultant design and construction supervision projects rose above eight percent, above the 3 percent target. Overall, 82 percent of projects finished within the estimated budget.

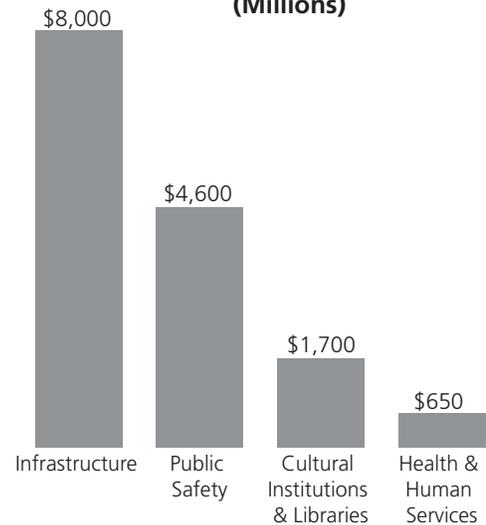
The percentage of active projects in the agency’s portfolio on or ahead of schedule decreased by three percentage points to 84 percent for design and increased by six percentage points to 90 percent for construction. As of June 30th, DDC’s portfolio included 287 projects in design and 324 projects in construction.

DDC also completed work to upgrade the City’s sewer and water main infrastructure and to alleviate chronic flooding, adding a total of 16 miles of new and rebuilt sewers and over 34 miles of new water main. This works includes projects at Beach 29th Street, 217th Avenue and 105th Avenue in Queens, and at Amsterdam Avenue on Staten Island. On-time performance for completed work met or exceeded the respective targets.

**Construction Projects Completed**



**Project Portfolio Fiscal 2016 (Millions)**



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Design projects completed	141	127	128	179	186	146	106	Neutral	Up
Total design projects completed early/on time (%)	90%	87%	86%	84%	87%	88%	88%	Up	Neutral
★ - Completed early/on time: Infrastructure (%)	91%	83%	85%	84%	87%	88%	88%	Up	Neutral
★ - Completed early/on time: Public buildings (%)	89%	90%	87%	84%	87%	88%	88%	Up	Neutral
Construction projects completed	111	117	118	125	135	102	104	Neutral	Up
Total construction projects completed early/on time (%)	84%	81%	81%	84%	87%	82%	82%	Up	Neutral
★ - Completed early/on time: Infrastructure (%)	87%	81%	87%	88%	87%	82%	82%	Up	Neutral
★ - Completed early/on time: Public buildings (%)	81%	82%	76%	83%	85%	82%	82%	Up	Neutral
Average cost change for all completed consultant design and construction supervision projects (excluding programmatic scope changes) (%)	1.1%	2.0%	2.7%	2.6%	8.4%	3.0%	3.0%	Down	Up
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.0%	1.8%	2.1%	2.0%	8.8%	3.0%	3.0%	Down	Up
Projects completed within budget (%)	92%	94%	89%	89%	82%	*	*	Up	Down
Lane miles reconstructed	28.0	51.8	42.6	20.4	16.7	6.0	20.4	Neutral	Down
- Construction completed on schedule (%)	93%	83%	85%	93%	89%	82%	82%	Up	Neutral
Sewers constructed (miles)	8.5	9.9	12.8	9.8	11.4	4.0	8.2	Neutral	Up
- Construction completed on schedule (%)	92%	88%	84%	85%	84%	82%	82%	Up	Neutral
Sewers reconstructed (miles)	5.8	8.8	6.7	6.1	4.6	4.0	8.4	Neutral	Down
- Construction completed on schedule (%)	91%	82%	86%	84%	89%	82%	82%	Up	Neutral
Water mains (new and replaced) (miles)	31.5	38.2	31.8	34.6	34.3	18.0	50.1	Neutral	Neutral
- Construction completed on schedule (%)	89%	80%	88%	92%	91%	82%	82%	Up	Neutral
★ Active design projects: Early/on time (%)	86%	84%	86%	88%	84%	88%	88%	Up	Neutral
★ Active construction projects: Early/on time (%)	88%	86%	88%	84%	90%	82%	82%	Up	Neutral
★ Active design projects: Difference between projected and scheduled duration (%)	1.2%	1.6%	2.0%	1.3%	-0.4%	1.5%	1.5%	Down	Down
★ Active construction projects: Difference between projected and scheduled duration (%)	1.9%	1.9%	2.4%	1.9%	-2.7%	2.5%	2.5%	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

As part of DDC's ongoing work to monitor and improve safety at its construction sites, trained safety inspectors routinely conduct random inspections of jobsites. Using a standardized checklist to ensure consistency, inspectors evaluate compliance with contract requirements; safety plans; and City, State and federal regulatory codes. Beginning with the Preliminary Mayor's Management report, DDC is reporting on the percent of these inspections where an inspector identified a high-risk deviation—i.e., any unsafe condition or practice that could reasonably be expected to cause serious physical harm, presenting a serious safety hazard to workers or the public at large. During the reporting period DDC inspectors found at least one high-risk deviation in 69.1 percent of the 2,595 inspections conducted. High-risk deviations are addressed on the same day, before the inspector leaves the site. DDC continues to meet the target for quality assurance/site safety inspections with 100 percent of the 207 eligible projects inspected at least once during the reporting period by DDC inspectors.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Up	Neutral
★ Project inspections with at least one high-risk deviation (%)	50.7%	56.3%	72.7%	74.6%	69.1%	↓	↓	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

**Goal 1c** Improve customer satisfaction ratings.

DDC makes every effort to reduce the impact of its work on the business and residential community. In addition to agency staff being available to provide information and answer questions, the Department prepares and distributes descriptive brochures that describe the work being done, where and when construction will occur, and who should be called if there is a problem. For most projects, a dedicated community liaison is assigned to address any issues and concerns.

To obtain feedback on its work, DDC sends satisfaction surveys on completed construction projects to its client City agencies, to randomly selected residents and businesses impacted by street work, and to elected officials. In Fiscal 2016 DDC solicited feedback for 93 eligible projects. Fifty-four of the 193 surveys that were sent were completed and returned; 91 percent of the respondents gave an overall rating of satisfied or more than satisfied both with the outcome of the projects and the way they were managed.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Eligible projects with completed post-construction surveys (%)	67%	42%	47%	28%	56%	*	*	Up	Down
Post-construction satisfaction - Surveys returned	52	47	46	27	54	*	*	Up	Down
★ Respondents rating a completed project as adequate or better (%)	94%	95%	93%	85%	91%	90%	90%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
E-mails responded to in 14 days (%)	91%	91%	94%	95%	86%	90%	90%	Up	Neutral
Letters responded to in 14 days (%)	97%	91%	96%	94%	88%	90%	90%	Up	Neutral

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) <sup>3</sup>	\$127.3	\$138.1	\$127.3	\$160.3	\$617.3	\$613.0	\$478.7	Up
Revenues (\$000)	\$79	\$199	\$152	\$62	\$49	\$150	\$150	Down
Personnel	1,134	1,186	1,241	1,254	1,437	1,403	1,399	Up
Overtime paid (\$000,000)	\$1.5	\$1.7	\$1.9	\$2.2	\$1.3	\$1.3	\$1.3	Neutral
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,199.6	\$1,474.0	\$1,301.3	\$1,439.2	\$1,312.2	\$1,850.0	\$2,257.0	Neutral

<sup>1</sup>Actual financial amounts for the most 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](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds  
 "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department added annual targets for the number of projects it expects to complete in Fiscal 2017. These targets are developed following the release of the Preliminary Mayor’s Management Report, after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan, and first appear in the fiscal Mayor’s Management Report.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/ddc](http://www.nyc.gov/ddc).

