



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 2015 the Department's portfolio included more than 900 active projects valued at over \$10 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

- The Department completed 44 design and 42 construction projects during the first four months of Fiscal 2016 compared to 47 and 35, respectively, during the same period last year. Completed construction projects include the Ocean Breeze Athletic Center, a 135,000 square foot elite level athletic venue on Staten Island with seating for 2,500 spectators; the Manhattan Community Districts 1, 2 and 5 Sanitation garage, which earned LEED Gold Certification due to its innovative sustainable design features, and the new and adjacent Spring Street salt shed with its iconic sculptural design. In Queens, DDC completed the expansion of the adult learning center at the Rochdale Branch Library, renovation of the Isamu Noguchi Museum Sculpture Garden, and reconstruction of the garden-wide pathway system at the Queens Botanical Garden. DDC also completed work to upgrade the City's sewer and water main infrastructure and to alleviate chronic flooding, adding a total of 4.7 miles of new and rebuilt sewers and 7.6 miles of new water main. This work includes projects at Beach 29th Street, 217th Avenue and 105th Avenue in Queens and at Amsterdam Avenue on Staten Island. On-time performance for all completed infrastructure work exceeded the target of 82 percent.
- On-time performance for active design projects was 89 percent, up by three percentage points from last year, and 85 percent for active construction projects, also up by three points. The Department closely monitors active projects to ensure on-time targets for completed projects — 88 percent for design and 82 percent for construction — are met.
- 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 this 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 68.4 percent of the 908 inspections conducted compared to findings of high-risk deviations in 74.8 percent of 990 inspections in the same four-month period in Fiscal 2015. High-risk deviations are addressed on the same day, before the inspector leaves the site.
- To obtain feedback on its work, DDC sends satisfaction surveys on completed construction projects to client City agencies, randomly selected residents and businesses impacted by street work, and to elected officials. The percent of eligible projects for which the Department received completed surveys increased during the reporting period, with DDC receiving feedback on 69 percent of the 54 eligible projects compared to 25 percent of 40 projects last year. The improved response is attributed to DDC having identified liaisons at each client City agency — in addition to the Commissioner's office — and better use of GIS data to identify candidates for resident/business surveys for infrastructure projects. Based on 37 completed surveys, the percent of respondents that gave an overall rating of satisfied or more than satisfied both with the outcome of the projects and the way they were managed also increased this period to 88 percent, up from 80 percent last year.

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	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Design projects completed	127	128	179	146	*	47	44
Total design projects completed early/on time (%)	87%	86%	84%	88%	88%	NA	NA
★ - Completed early/on time: Infrastructure (%)	83%	85%	84%	88%	88%	NA	NA
★ - Completed early/on time: Public buildings (%)	90%	87%	84%	88%	88%	NA	NA
Construction projects completed	117	118	125	102	*	35	42
Total construction projects completed early/on time (%)	81%	81%	84%	82%	82%	NA	NA
★ - Completed early/on time: Infrastructure (%)	81%	87%	88%	82%	82%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report * No Target ↕ shows desired direction

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ - Completed early/on time: Public buildings (%)	82%	76%	83%	82%	82%	NA	NA
Average cost change for all completed consultant design and construction supervision projects (excluding programmatic scope changes) (%)	2.0%	2.7%	2.6%	3.0%	3.0%	3.7%	2.7%
★Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.8%	2.1%	2.0%	3.0%	3.0%	1.6%	2.8%
Projects completed within budget (%)	94%	89%	89%	*	*	84%	85%
Lane miles reconstructed	51.8	42.6	20.4	6.0	*	3.6	4.5
- Construction completed on schedule (%)	83%	85%	93%	82%	82%	83%	83%
Sewers constructed (miles)	9.9	12.8	9.8	4.0	*	2.7	3.6
- Construction completed on schedule (%)	88%	84%	85%	82%	82%	84%	92%
Sewers reconstructed (miles)	8.8	6.7	6.1	4.0	*	1.5	1.1
- Construction completed on schedule (%)	82%	86%	84%	82%	82%	94%	82%
Water mains (new and replaced) (miles)	38.2	31.8	34.6	18.0	*	14.2	7.6
- Construction completed on schedule (%)	80%	88%	92%	82%	82%	97%	95%
★Active design projects: Early/on time (%)	84%	86%	88%	88%	88%	86%	89%
★Active construction projects: Early/on time (%)	86%	88%	84%	82%	82%	82%	85%
★Active design projects: Difference between projected and scheduled duration (%)	1.6%	2.0%	1.3%	1.5%	1.5%	1.5%	1.3%
★Active construction projects: Difference between projected and scheduled duration (%)	1.9%	2.4%	1.9%	2.5%	2.5%	2.0%	1.9%

★ Critical Indicator "NA" - means Not Available in this report * No Target ↕ ↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Projects audited (%)	100%	100%	100%	95%	95%	52%	52%
★Project inspections with at least one high-risk deviation (%)	56.3%	72.7%	74.6%	↕	↕	74.8%	68.4%

★ Critical Indicator "NA" - means Not Available in this report * No Target ↕ ↑ shows desired direction

Goal 1c Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Eligible projects with completed post-construction surveys (%)	42%	47%	28%	*	*	25%	69%
Post-construction satisfaction - Surveys returned	47	46	27	*	*	15	37
★Respondents rating a completed project as adequate or better (%)	95%	93%	85%	90%	90%	80%	88%

★ Critical Indicator "NA" - means Not Available in this report * No Target ↕ ↑ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails responded to in 14 days (%)	91%	94%	95%	90%	90%	94%	92%
Letters responded to in 14 days (%)	91%	96%	94%	90%	90%	98%	91%

"NA" - means Not Available in this report * No Target

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16'	FY17'	FY15	FY16
Expenditures (\$000,000) ²	\$138.1	\$127.3	\$160.3	\$564.2	\$613.0	\$549.4	\$45.4	\$489.7
Revenues (\$000)	\$199	\$152	\$62	\$150	\$150	\$150	\$13	\$18
Personnel	1,186	1,241	1,254	1,400	1,403	1,401	1,176	1,261
Overtime paid (\$000,000)	\$1.7	\$1.9	\$2.2	\$1.3	\$1.3	\$1.3	\$0.7	\$0.8
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,199.6	\$1,301.3	\$1,439.2	\$1,875.5	\$1,850.0	*	NA	NA

¹January 2016 Financial Plan ²Expenditures include all funds "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department corrected four-month Fiscal 2015 data for the number of design projects completed, from 32 to 47, and construction projects completed, from 30 to 35, as well as updated the two average cost change metrics and the two metrics that report on the difference between projected and scheduled project duration.
- DDC also revised Fiscal 2015 annual data for lane miles reconstructed, the number of miles of sewers constructed and reconstructed, and the number of miles of new and replaced water mains.
- The Department replaced the indicator 'Project inspections with at least one critical deviation (%)' with 'Project inspections with at least one high-risk deviation (%)'. The new measure is more inclusive and presents a broader picture of safety inspectors' findings.
- Fiscal 2017 targets for the number of design and construction projects are developed after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan and will be provided in the Fiscal 2016 Mayor's Management Report.

ADDITIONAL RESOURCES

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