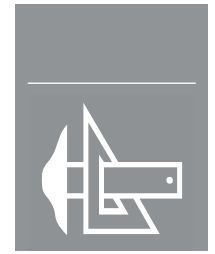


# DEPARTMENT OF DESIGN AND CONSTRUCTION

Lorraine Grillo, 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 new and upgraded libraries, firehouses and police precincts, and infrastructure projects including water mains, sewers, roads and public plazas.

In Fiscal 2020 many of the agency's projects, at all stages of development and implementation, were impacted by the effects of and response to the COVID-19 pandemic, particularly in DDC's Public Buildings Division.

DDC's total portfolio in Fiscal Year 2020 consisted of more than 650 active projects (not including borough-based jail facilities or projects in the planning or closeout phases) valued at approximately \$14 billion. Of those, 330 projects were impacted by COVID-19.

## FOCUS ON EQUITY

DDC has an extensive and diverse portfolio of projects that support neighborhoods, promote economic growth and advance the Mayor's commitment to enhance the well-being of New Yorkers in every part of the City. Whether it is the award-winning historic renovation of the Bachelor Officers' Quarters in Fort Totten, Queens to create a new home for the Center for the Women of New York, or the massive East Side Coastal Resiliency project to protect over 100,000 residents on Manhattan's Lower East Side from the effects of future storms, the agency develops world-class projects that benefit every New York City resident.

DDC fosters an equitable and competitive business environment while ensuring its procurement process reflect the diversity of New York City. The Office of Diversity and Industry Relations implements policies and programs focused on the principles of accessibility, capacity building, accountability and sustainability and has engaged over 6,300 Minority and Women-owned Business Enterprises (M/WBEs) through internal and external workshops and seminars that enhance technical and business capacity. DDC has also restructured procurements to create opportunities for small M/WBEs, and is a leading agency in contract awards and payments to M/WBE firms.

DDC's commitment to equity is also exemplified through its work to help the City meet its long-term environmental goals. In every neighborhood, DDC ensures that its projects are built to higher standards for resiliency and sustainability. One example is the new home for FDNY's Rescue Company No. 2 that opened in Brooklyn in November 2019. Featuring a 500-foot-deep geothermal system, green roof and solar water heating system, the building was designed to maximize energy efficiency, reduce carbon emissions, conserve water and contribute to a healthy urban environment.

To help neighborhoods manage the impacts of construction, DDC's Office of Community Outreach and Notification reaches out to local businesses and individuals in every community to share information and respond to concerns. Most infrastructure projects have full-time Community Construction Liaisons assigned to them, many of whom are multilingual, working daily at job sites to proactively address community issues.

DDC also educates students about careers in science, technology, engineering, architecture/art and mathematics through its STEAM program, providing workforce development, mentorship and internship programs for students from middle school through college. Through STEAM, DDC has provided more than 4,550 students in targeted high schools and in Title 1 middle schools with the guidance and skills to carve out careers in the design and construction industries. In summer 2020, due to COVID, STEAM offered a virtual "Lunch and Learn" program as a substitute for DDC's summer internship for NYC high school students.

## 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 2020

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

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

DDC's operations were directly impacted by the pandemic and COVID-related pause that occurred in mid-March 2020. Design and construction of almost all planned public buildings projects were suspended. While infrastructure projects were deemed essential and could continue under the State's emergency declaration, work was performed under strict new health protocols impeding delivery on some projects. Infrastructure projects benefitted because of reductions in vehicle and pedestrian traffic that allowed for construction to proceed more quickly than it had pre-COVID.

In January 2019, DDC introduced its Strategic Blueprint for Construction Excellence in order to comprehensively improve the capital project delivery process. A one-year update to the Blueprint completed immediately prior to the pandemic showed significant progress toward reducing overall project durations. The data below however represent the entire Fiscal Year 2020, almost one-third of which occurred after the statewide pause order was issued, and so reflect the impact of the pandemic on the agency's project delivery.

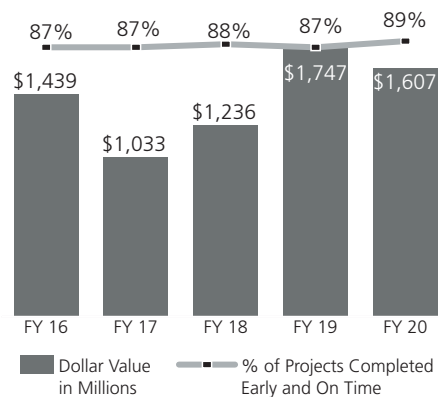
The Department completed 85 design projects during Fiscal 2020, below the target of 118. There were 108 construction projects completed however, exceeding the annual target of 90. For projects that were completed, 88 percent of infrastructure projects and 91 percent of public buildings projects were on or ahead of schedule, also exceeding each division's target of 82 percent. Overall, the percent of construction contracts completed within budget was 85 percent, one percentage point lower than in Fiscal 2019.

Completed public buildings projects include renovations to Queens Theatre in the Park, where an M/WBE contractor completed work under budget and two months ahead of schedule. DDC also completed work to upgrade the City's sewer and water main infrastructure and to alleviate chronic flooding, adding a total of 28.4 miles of new and rebuilt sewers, over 54.8 miles of new and replacement water mains and reconstructing 55.9 lane miles of roadway. This work includes the \$1.9 billion Southeast Queens Initiative, where 14 projects have been completed out of a total of 43, with seven more in construction.

The impacts of COVID were noticeable in the agency's on-time performance for active design projects, which fell to 70 percent, 12 percentage points lower than in Fiscal 2019 and 18 percentage points under the Fiscal Year 2020 target of 88%. On-time performance for active construction projects was 67 percent, 16 percentage points less than in Fiscal Year 2020 and 15 percentage points below the Fiscal 2020 target of 82%.

DDC's Public Buildings Division has been an integral part of the City's response to COVID-19, and in the span of less than four months under emergency procurement rules managed the construction of two large field hospitals, 15 local specimen collection sites and four new laboratory spaces in DOH community health centers. The agency also managed the distribution and installation of more than 50,000 residential air conditioner units and continues to oversee construction of three large centers that will include long-term care for patients in the City's public hospital system. These emergency projects are not reflected in the data below.

Construction Projects Completed



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Design projects completed	181	138	136	115	85	118	*	Down	*
Total design projects completed early/on time (%)	87%	90%	93%	92%	79%	88%	88%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	87%	100%	96%	91%	83%	88%	88%	Neutral	Up
★ – Completed early/on time: Public buildings (%)	87%	88%	89%	92%	70%	88%	88%	Down	Up
Construction projects completed	135	147	132	118	108	90	*	Down	*
Total construction projects completed early/on time (%)	87%	87%	88%	87%	89%	82%	82%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	87%	90%	87%	83%	88%	82%	82%	Neutral	Up
★ – Completed early/on time: Public buildings (%)	85%	86%	88%	91%	91%	82%	82%	Neutral	Up
★ Construction contracts completed within budget (%)	NA	83%	83%	86%	85%	↑	↑	NA	Up
Roadway lane miles reconstructed	16.7	52.0	25.0	30.8	55.9	56.0	*	Up	*
Sewers constructed (miles)	11.4	10.6	18.2	18.3	17.7	20.0	*	Up	*
Sewers reconstructed (miles)	4.6	12.0	7.4	10.0	10.6	21.0	*	Up	*
Water mains (new and replaced) (miles)	34.3	62.5	92.6	82.7	54.8	73.0	*	Up	*
★ Active design projects: Early/on time (%)	84%	83%	85%	82%	70%	88%	88%	Down	Up
★ Active construction projects: Early/on time (%)	90%	88%	87%	83%	67%	82%	82%	Down	Up
Projects completed front-end-planning phase		NA	NA	NA	71.0	*	*	NA	*
★ Critical Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

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

In Fiscal 2020 there were 14 construction-related accidents at DDC-managed construction sites, ten fewer than in Fiscal 2019 representing a reduction of more than 41 percent. There were also 14 construction-related injuries, down from 26 the previous year. To improve safety at construction sites and to align with established industry safety metrics, DDC continues reporting on the number of accidents, injuries and fatalities that occur at or involve DDC-managed construction sites. All reported accidents are investigated to determine root causes and to identify necessary corrective actions to prevent further occurrences. Contractor safety compliance and implementation of corrective actions are verified by the Office of Construction Safety through safety audits and inspections.

Contractors are required to immediately report and investigate all safety related accidents and incidents to DDC, where established protocols dictate follow-up and reporting requirements. A completed construction accident report must be submitted to the Agency’s Office of Construction Safety by project staff within 24 hours of the time of an accident or incident. However, notification of any accident and/or incident needs to be reported within two hours of occurrence.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up
Construction-related accidents on DDC-managed construction sites	NA	NA	32	24	14	*	*	NA	Down
★ Construction-related injuries on DDC-managed construction sites	NA	NA	32	26	14	↓	↓	NA	Down
★ Construction-related fatalities on DDC-managed construction sites*	NA	NA	0	1	0	↓	↓	NA	Down
★ Critical 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 that the agency builds for, DDC sends out Post-Construction Satisfaction Surveys to many of the residents affected by infrastructure projects and to the agencies that sponsor public buildings projects. In Fiscal 2020, 89 percent of the surveys returned rated the project in question as adequate or better, ten percentage points above the previous year but one percentage point below the target of 90 percent.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Eligible projects with completed post-construction surveys (%)	56%	53%	39%	26%	25%	*	*	Down	Up
Post-construction satisfaction - Surveys returned	54	41	51	28	63	*	*	Neutral	Up
★ Respondents rating a completed project as adequate or better (%)	91%	91%	90%	79%	89%	90%	90%	Neutral	Up
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	86%	90%	99%	100%	100%	90%	90%	Up	Up
Letters responded to in 14 days (%)	88%	86%	98%	99%	100%	90%	90%	Up	Up
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) <sup>3</sup>	\$399.3	\$505.6	\$550.9	\$286.8	\$530.3	\$331.8	\$169.1	Neutral
Revenues (\$000)	\$49	\$106	\$20	\$15	\$12	\$150	\$150	Down
Personnel	1,437	1,396	1,389	1,355	1,263	1,566	1,553	Down
Overtime paid (\$000,000)	\$2.7	\$3.0	\$2.7	\$2.5	\$2.3	\$1.1	\$1.1	Down
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,584.7	\$2,224.5	\$2,170.2	\$1,770.2	\$868.6	\$1,401.5	\$2,062.2	Down
<sup>1</sup> 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 <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY19 <sup>1</sup> (\$000,000)	Modified Budget FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$118.8	\$119.1	All
002 - Other Than Personal Services	\$168.0	\$411.1	All
Agency Total	\$286.8	\$530.3	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.                    “NA” Not Available                    *None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Constructions projects completed within budget (%)' has been reworded to 'Construction contracts completed within budget (%)' to better reflect the work and the indicator definition.
- "\*" appears as the target for indicators related to Front End Planning because the number of projects reaching the Front End Planning stage is dependent on the number of new projects initiated by DDC's sponsoring agencies, a factor DDC does not control.
- FY20 target values were revised after the PMMR 20 session due to an error.
- Multiple Goal 1a targets for FY21 have been left undetermined because of the unknown effect the COVID-19 pandemic will have on the capital construction targets of the agencies that fund DDC projects.
- The indicator 'Projects completed front-end-planning phase' was recently added.

## ADDITIONAL RESOURCES

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

