

Metrics to Quantify Performance Goals

Goal 1: Deliver projects/services of high quality on-time and on-budget.

Construction Metrics:

- **Customer Satisfaction Initiative (CSI)** – Strive for 100% customer satisfaction. DASNY’s benchmark measure is to achieve a rating of 4 or better on a scale of 6 indicating that DASNY’s performance exceeded customer expectations.

DASNY received a rating of 4 or better from 5 of 9 design customers during the reporting period.

Additional information: The 9 design projects surveyed had an average rating of 4.35. The 4 design projects rated below 4 had average scores that ranged from 3.67 to 3.97.

DASNY received a rating of 4 or better from 8 of 9 construction customers during the reporting period.

Additional information: The 1 construction project rated below 4 had a rating of 3.98. The 9 construction projects surveyed had ratings that ranged from 3.98 to 5.96 and averaged 4.67.

- **Actual completion date compared to baseline schedule.**

DASNY completed 11 of 44 full service construction projects that were over \$1 million in value by the projected completion date during the reporting period.

Additional information: The 11 “on-time” projects were delivered between 1 and 7 months early. 11 of the 33 projects classified as late were less than 1 month late.

- **Actual cost compared to authorized budget.**

DASNY completed 41 of 44 full service construction projects that were over \$1 million in value within the authorized budget during the reporting period.

Additional information: Total authorized budget for all 44 projects was \$1,380,815,851. The projects were delivered for an estimated total cost at completion of \$1,325,304,696, which is \$55.5 million, or 4%, under budget. The 3 projects classified as over budget exceeded the budget by .3%, 26%, and 45%. The project that was 26% over budget experienced schedule delays due to soil issues and contractor performance. The project that was 45% over budget experienced a significant change in scope but was also delivered 4 months early.

Public Finance Metrics:

- **Customer Satisfaction Initiative (CSI)** – Strive for 100% customer satisfaction. DASNY’s benchmark measure is to achieve a rating of 4 or better on a scale of 6 indicating that DASNY’s performance exceeded customer expectations.

DASNY received a rating of 4 or better from 18 of 18 financing customers during the reporting period.

Additional information: The 18 financing customers surveyed had an average rating of 4.87. The individual client scores ranged from 4.12 to 5.58, with 8 of the 18 rated 5 or higher.

DASNY received a rating of 4 or better from 11 of 12 tax-exempt equipment leasing program customers during the reporting period.

Additional information: The 12 tax-exempt leasing financing customers surveyed had an average rating of 4.90. The individual client scores ranged from 3.81 to 6.00, with 6 of the 12 rated 5 or higher.

- **Days to Market** – Goal is to achieve 100% success in meeting these expected timeframe ranges.
 - **Existing clients:** (Resolution to Proceed to closing): 90 – 120 days.
16 of 22 bonds issued during the reporting period for existing clients were issued within the 90 - 120 day timeframe.
Additional information: the remaining bond deals were delayed due to issues outside of DASNY’s control such as market conditions, timing of the institution’s audit, and negotiations with bond insurers.
 - **New clients:** (Resolution to Proceed to closing): 150 – 180 days.
There were no bonds issued during the reporting period for new clients.
 - **Pooled financings:** (Resolution to Proceed to closing): 150 – 180 days.
2 of 3 bonds issued during the reporting period for pooled financing clients were issued within the 150 – 180 day timeframe.
Additional information: the remaining bond deal fell outside of the benchmark period because the DASNY authorization was broad programmatic authorization which was not sought in connection with this specific financing.
 - **State-supported debt financings:** Did the Authority meet the DOB calendar/timeline for pricing and closing? Yes/No.
Yes. 4 of 4 bonds issued during the reporting period for State-supported debt financings met the DOB calendar/timeline for pricing and closing.
- **Pricing** – Compare bond price/yield at initial sale to bond price/yield in secondary market trading (taking into consideration any market moves).

DASNY reviews every negotiated pricing to determine whether or not the transaction was fairly priced. This review involves reviewing all trades from the time the bonds are free to trade for a period of three

consecutive business days. The review involves each maturity of the transaction. DASNY is looking for large trades, \$1 million or more where the price of the trade is higher than the initial offering price. A higher price would result in a lower yield and may indicate that the transaction was unfairly priced. The review and determination takes into consideration market fluctuation, credit spreads and any other factors that might affect the price from the time of sale through the end of the review period. For the fiscal year 4/1/2012-3/31/2013, price/yield at initial sale was compared to price/yield in the secondary market for all DASNY bonds issued or reoffered. All 31 negotiated transactions were fairly priced and 1 transaction was priced using a competitive bid process.

Goal 2: Employ a highly-effective, professional and expert workforce.

- **Education/Licenses** – Track number of employees with (highest degree):

- undergraduate degrees;

As of March 31, 2013, DASNY employed 312 permanent, salaried employees with undergraduate degrees, out of a total of 515 permanent, salaried employees.

- graduate degrees;

As of March 31, 2013, DASNY employed 108 professional level, permanent, salaried employees with graduate/professional degrees, out of a total of 377 professional level, permanent, salaried employees.

- licenses/certifications (architects, engineers, LEED professionals, accountants, internal audit and attorneys).

As of March 31, 2013, DASNY had 105 professional level, permanent, salaried employees with a total of 175 professional licenses/certifications, out of a total of 377 professional level, permanent, salaried employees.

- **Board/Employee Development/Training** – Identify number of hours devoted to Board/employee development training and type of training in broad categories, i.e. construction-related, financing-related, administration-related, etc.

Each of the 11 DASNY Board Members received one and one-half hours of development training during the reporting period.

DASNY staff received 11,120.75 hours of training during the reporting period. The training is broken down as follows:

- administration-related: 4,730.25 hours in categories such as productivity, fraud, computer, in-house required (i.e. workplace violence prevention, information security awareness, emergency response plan), etc.
- construction-related: 6,221.50 hours in categories such as procurement, design, engineering, sustainability, etc.
- financing-related: 169 hours in categories such as bonding, financing, etc.

- **Ethics Training** – Board and staff training annually (measure number of Board members and staff trained, hours, refresher courses, etc. 100% compliance).

Each of the 11 DASNY Board Members received ethics refresher training of one-half hour during the reporting period.

36 DASNY staff received 85.75 hours of ethics training during the reporting period.

Goal 3: Seek to advance the public policy of New York State.

Policy Goals of New York State Metrics:

- **Meet or exceed MWBE Utilization Goals.**
(20% Current Construction Goal: 13% MBE; 7% WBE)

DASNY exceeded the MWBE utilization goal of 20% for the reporting period with 21.66%. DASNY achieved 13.54% for MBEs and 8.12% for WBEs.

- **Establish DASNY as a leading sustainability public builder.**
 - Track number of LEED-registered projects as well as registered projects achieving certified, silver, gold, and platinum status.

During the reporting period, a total of 12 projects were registered in LEED systems. In addition, four projects achieved a rating of gold and five projects achieved a rating of silver.

- 100% compliance with all executive orders related to sustainability.

DASNY maintained 100% compliance with applicable executive orders related to sustainability during the reporting period.

- **Initiate new programs in support of DASNY’s Mission.**

- Track number of new programs implemented.

- New Bond Programs

One new bond program - SUNY Dormitory Facilities Revenue Bond program

- New OEI Programs

One new OEI program - NYS Contract System for MWBE certification as well as contract compliance and utilization

- New Procurement Initiatives

Three new procurement initiatives:

Project Labor Agreement for NYC

Began process for selection of panel of consultants for utilization of potential public/private partnership engagements

Issuance and award of RFP for banking and custodial services

- **Provide support to other public agencies and the legislature in the interest of New York State.**
 - On an annual basis, track number of employee hours spent on programs that support NYS programs and initiatives ancillary to DASNY's core financing and construction programs.

During the reporting period, DASNY staff spent 40,282.25 hours supporting other public agencies and the legislature in the interest of NYS. Programs include, but are not limited to, Grants Administration, SUNY Dormitory Facilities Revenue Bond program, NYS MWBE Conference, and NYS Contract System for MWBE certification.