



**WE FINANCE,  
DESIGN & BUILD  
NEW YORK'S  
FUTURE.**



**DASNY**





Rendering of Columbia University's Manhattanville Campus, where DASNY is helping keep down financing costs as Columbia expands and revitalizes a neighborhood. Cover image top photo credit: Renzo Piano Building Workshop [design architect of campus plan], and Skidmore, Owings & Merrill [master planners], rendering by FX Fowle Architects.

Rendering of Jerome L. Greene Science Center planned for Columbia University's Manhattanville Campus. Back cover image center photo credit: Renzo Piano Building Workshop [design architect] and Davis Brody Bond [executive architect], rendering by L'Autre Image.

Photo Credit: Jeremy Bittermann, back cover; pages 2, 4, 11-12, and 16.





Andrew M. Cuomo  
GOVERNOR

Alfonso L. Carney, Jr.  
CHAIR

**BENEATH EVERYTHING YOU DO**, there lies a mission. It animates the plans you make; the budgets you develop; the employees you hire; the words you write on your website.

**YOU HELP NEW YORK THRIVE.**

Think about it. Hospitals help New York thrive by promoting health. Colleges do it by educating students to seize tomorrow's opportunities. Research centers do it by facilitating scientific discovery. Emergency organizations get New Yorkers back on their feet after a disaster.

Many organizations. Many people served. One grand mission.

It is also our mission.

**WE CREATE THE FOUNDATION THAT HELPS NEW YORK THRIVE.**





# 75 YEARS OF INSPIRING CONFIDENCE.

In 1944, no one could have imagined what DASNY would become—or how many markets it would serve. Today, DASNY’s success in helping New York State meet its greatest challenges has institutions like yours coming to us because of your confidence in our track record.



We consistently rank among America’s top municipal bond issuers, rising to #1 status in several recent years.



Our staff and consultants routinely—and successfully—manage more than 1000 construction projects worth more than \$6.5 billion.



Our clients include some of the most prestigious institutions from a range of endeavors: health care, scientific research, education, resiliency, sustainability and more.

To your project, we bring a distinctive blend of advantages that maximize your benefit and fulfill your objectives:

**A FULL MENU OF SERVICES.** While many firms provide financial, design and construction services, DASNY provides all of them while adding a unique understanding of New York’s regulatory environment. You can make us your single point of contact for the entire project, or select precisely the services that meet your requirements.

**YOUR BEST INTEREST.** As a public benefit corporation, we are empowered to make every decision in your best interest.

**DEPTH OF EXPERTISE.** Together, our architects, engineers, financial analysts and other staff hold 160 professional licenses or certifications and more than 100 advanced degrees.

**SERVICES DESIGNED FOR EFFICIENCY.** Beyond the menu-of-services approach, DASNY engages in a variety of project delivery methods—to minimize your cost and streamline your project schedule.

**ECONOMIES OF SCALE.** Our size and stature typically enable us to facilitate the best available pricing.





## SELECT CLIENTS & PARTNERS

- Albany Public Libraries
- City University of New York
- Columbia University
- Governor’s Office of Storm Recovery
- Homeless Housing and Assistance Program
- New York State Department of Environmental Conservation
- New York State Department of Mental Hygiene
- New York State Health Department
- New York State Office of Parks, Recreation and Historic Preservation
- New York University
- Northwell Health
- State University of New York
- United Health Services Hospitals



# PROJECT FINANCE

*Low-cost funding.  
Flexibility.*



## FINANCIAL SERVICES

- Financing for new projects
- Refunding and/or refinancing of higher-cost debt
- Client advocate and/or liaison with other State agencies
- Bond pricing oversight services
- Tax-Exempt Equipment Leasing Program [TELP] for equipment and certain information technology



“As a prominent builder of infrastructure and consistently one of the number one issuers of tax-exempt bonds in the nation, we are continually innovating, improving our processes, expanding our services, and aggressively focusing on diversity.”

Portia Lee  
MANAGING DIRECTOR, PUBLIC FINANCE & PORTFOLIO MONITORING - DASNY

DASNY’s distinction in the municipal bond markets gives you substantial advantages in financing your project:

**TAX EXEMPTIONS.** Interest on most DASNY bonds is excluded from federal, New York State and local taxable income.

**LOW COST OF CAPITAL.** Interest rates on DASNY bonds are typically lower than commercial loan rates and those of taxable bonds.

**MULTIPLE FUNDING OPTIONS.** Clients have used DASNY bond financing for construction projects and tax-exempt leasing for state-of-the-art equipment. We regularly issue bonds tailored to institutions in the health and education sectors. And we routinely customize funding structures to meet your objectives.

**EXPERT SUPPORT.** Our deep knowledge and experience enables DASNY’s professional team to guide you through the process, and we stay in contact even after your bonds are issued.

Advantages like these spring from DASNY’s robust presence in the municipal bond market—and a track record that inspires investor confidence. Since DASNY’s first bond issue in 1949, we have issued more than \$142 billion on behalf of our clients.



DASNY CONSISTENTLY RANKS  
AMONG THE TOP 10 MUNICIPAL  
BOND ISSUERS IN THE UNITED STATES.



# PLANNING, DESIGN & QUALITY ASSURANCE

*Designed to meet your objectives.*

Client needs, program objectives, sustainability standards, regulatory objectives and budget constraints: Meeting so many parameters can test the ability of even the most accomplished firms. It calls for the rigor and extensive experience that DASNY planners, architects, engineers and project managers have brought to the oversight of every project for more than eight decades. Our meticulous process includes:

**OVERSIGHT FOR COST SAVINGS.** Our long experience as liaisons between design professionals and construction teams makes for a seamless process, saving you time and money. We monitor the design and construction documents for compliance with your goals and budget, life safety and code compliance, constructability, completeness of scope and other requirements.

**PROFESSIONALS OF DISTINCTION.** Our in-house design staff includes registered architects, professional engineers, LEED-accredited professionals and others. Meanwhile, our list of term contract architects and engineers includes some of the most respected practitioners in New York State. We have the staff and expertise to get your job done.

**REGULATORY EXPERTISE.** Everywhere in New York State, public work requires compliance with local, state and federal regulation. DASNY's relationship with those agencies, and understanding of the process, streamline approvals on even the most complex projects.



44 DASNY projects have earned the U.S. Green Building Council's LEED rating (Leadership in Energy and Environmental Design) since 2008.





“We see DASNY as an extension of our staff; we rely on their guidance navigating complexities of the contracting and regulatory environment.”

Diana Delp  
ARCHITECT / ASST. DIRECTOR  
OFFICE OF AE & CONSTRUCTION MGT.  
UNIVERSITY AT ALBANY

## PLANNING, DESIGN & QUALITY ASSURANCE SERVICES

- Capital and master planning management and resources
- Design phase management
- Financial management
- Design reviews to evaluate code compliance and constructability
- Select and manage planning and design professionals
- Expedited review for Article 28 facilities
- Conduct/manage program and feasibility studies
- Construction phase technical input
- Management of condition assessments and surveys





# CONSTRUCTION

*On-site advocates.*

In DASNY, you get unmatched expertise to oversee your project while selecting precisely the services you need. Whatever the specifics, our professionals emphasize the elements that routinely make projects a success:

**RIGOROUS COST CONTROL.** Before construction begins, we assign a team of cost control analysts to analyze and maintain cost control through to project completion. These guardians manage change orders, negotiate them as they arise, and engage in meticulous document review.

**COMPLIANCE WITH STANDARDS.** DASNY's code compliance team works in all project phases to ensure compliance with the complex array of codes and regulations, in areas from asbestos abatement to safety and environmental remediation.

**SOPHISTICATED SCHEDULING ANALYSIS.** DASNY uses state-of-the-art analytical tools to evaluate construction schedules, keeping projects on time and on budget.

**EXPERT ON-SITE SUPERVISION.** Many clients find it a challenge to oversee work at building sites. Project Managers and Field Representatives work daily with the complexities of construction in New York. DASNY's supervision relieves you from the administrative burden of on-site management.

Your project is unique. So are its construction challenges. That calls for a partner whose solutions are just as unique. DASNY's trademark flexibility and experience deliver solutions while navigating the labyrinth of costs, schedules and standards that come with every construction project.

**“DASNY-managed projects, such as CUNY's Advanced Science Research Center, develop a larger science community, contributing to society and providing jobs for New Yorkers.”**

Dr. Gillian Small

FORMER VICE CHANCELLOR FOR RESEARCH, CUNY



**1,050**  
PROJECTS

DASNY HAS COMPLETED THOUSANDS OF CONSTRUCTION PROJECTS SINCE ITS INCEPTION— SUCCESSFULLY MANAGING MORE THAN 1,050 IN DESIGN AND CONSTRUCTION AT A TIME.

## CONSTRUCTION SERVICES

- Alternative project delivery methods
- On-site advocate and monitoring
- Cost analysis, estimating, scheduling and validation
- Manage construction contractors
- Project reporting
- Code compliance and permitting
- Commissioning and retro-commissioning
- Sustainability





“DASNY was an integral partner in the successful financing and building of our Orange Regional Medical Outpatient Building and Cancer Center. DASNY has a good relationship with the Department of Health that helped us move the project through the approval process efficiently and take advantage of favorable market conditions to issue tax-exempt bonds.”

Rick Carrico  
FORMER CFO OF THE GREATER HUDSON VALLEY HEALTH SYSTEM





**MWBE**  
**67%**

A CUNY SET-ASIDE CAMPUS, MEDGAR EVERS COLLEGE IN BROOKLYN, REALIZED A 67 PERCENT MBE AND SBE PARTICIPATION RATE FOR ITS \$19.6 MILLION LIBRARY EXPANSION AND WELCOME CENTER PROJECT.



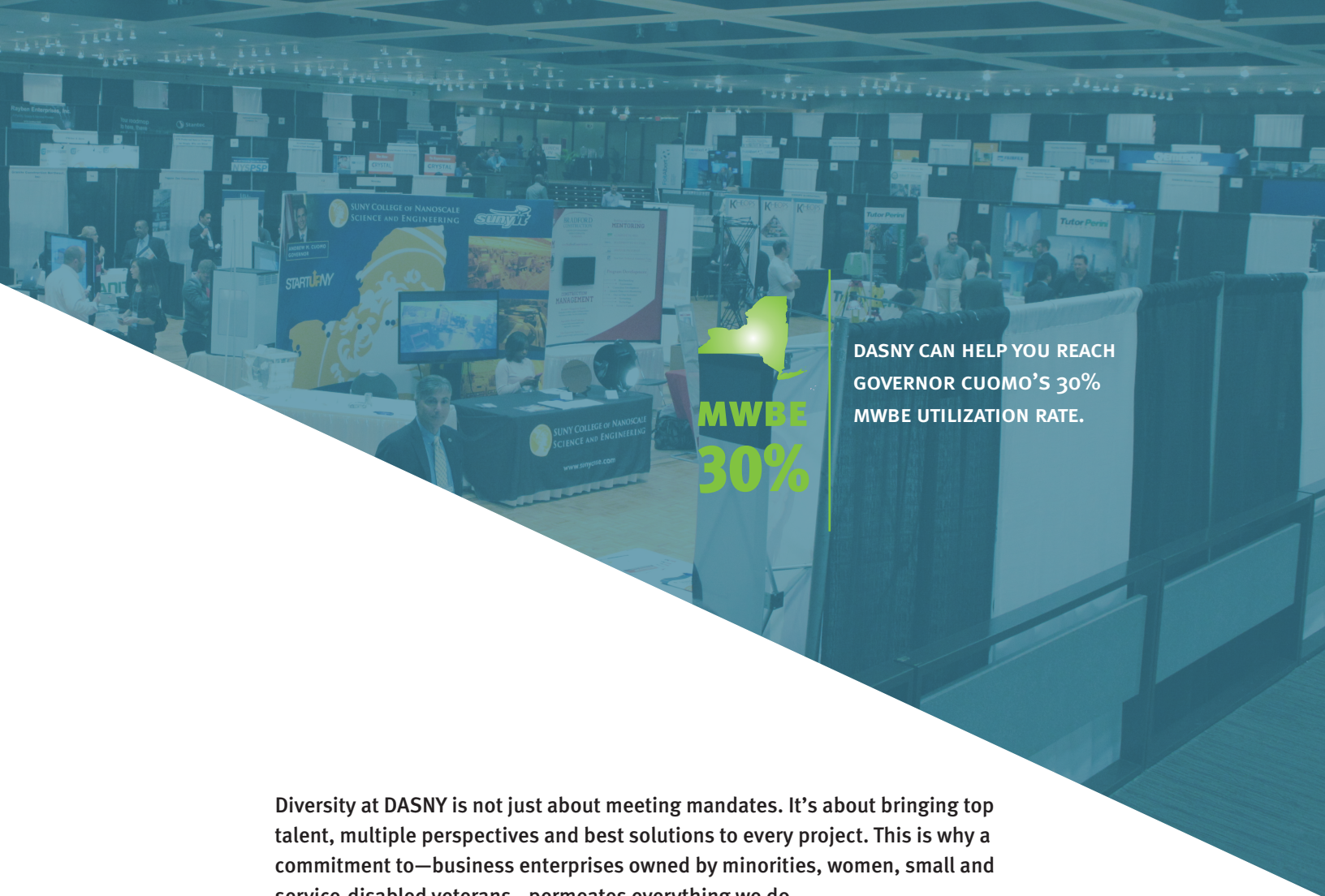
# DIVERSITY & INCLUSION

*Providing outstanding opportunities.*



## MWSBE & SDVOB SERVICES

- Construction and professional services procurement
- Minority-, Women-, Small-Business Enterprise [MWSBE] outreach events and training
- Term contracts and online networking opportunities
- DASNY MWSBE registry
- Service-Disabled Veteran-Owned Business [SDVOB] program



Diversity at DASNY is not just about meeting mandates. It's about bringing top talent, multiple perspectives and best solutions to every project. This is why a commitment to—business enterprises owned by minorities, women, small and service-disabled veterans—permeates everything we do.

**DIVERSITY IN FINANCE.** We set and meet MWBE and SDVOB participation goals for public clients.

**DIVERSITY IN CONSTRUCTION AND PROFESSIONAL SERVICES.** We require all contractors and providers to use qualified MWBE and SDVOB firms. Governor Andrew M. Cuomo's statewide construction-related goal for MWBE participation is 30%.

**DIVERSITY IN PROCUREMENT.** Our Procurement and Opportunity Programs team serves as our watchdog for MWBE issues. It approves every MWBE utilization plan, reviews actual MWBE participation on every project, and reaches out to prime contractors who need more MWBE firms to meet their goals.

By weaving MWBEs and SDVOBs into all we do, we broaden opportunity for all New Yorkers—and bring an unprecedented level of excellence to your project.

“DASNY is creating new capacity for New York State MWBE and SDVOB firms to grow and succeed. We are building the institutions New Yorkers need to access best-in-class health care and world-class schools. Our Procurement and Opportunity Programs team integrates inclusion on every DASNY project, creating diverse and vibrant communities.”

Michael M. Clay  
SENIOR DIRECTOR, PROCUREMENT/OPPORTUNITY PROGRAMS - DASNY





# SUCCESS STORIES

*WE HELP NEW YORKERS THRIVE.*

The proof is in the project. DASNY has helped clients like you thrive by completing innovative structures across New York.



**DEVELOPING WORLD-CLASS CENTERS OF SCIENTIFIC RESEARCH**

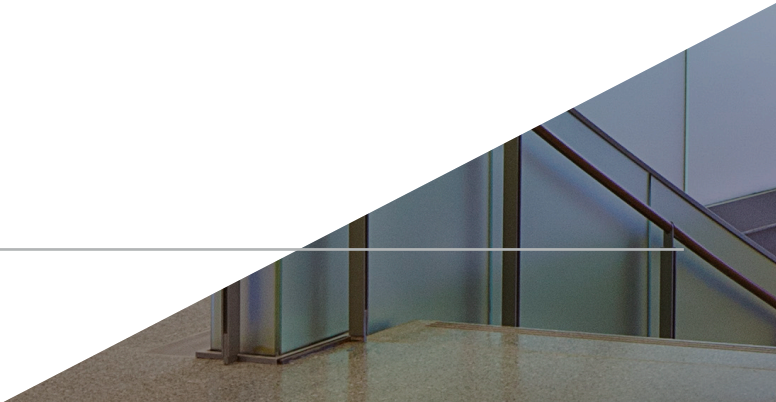
**CITY UNIVERSITY OF NEW YORK [CUNY]**

CUNY’s \$2 billion “Decade of Science” effort to attract the best and brightest scientists included a vision of a capstone science center, where researchers cross disciplines to deliver high-value breakthroughs. The result of that vision was the Advanced Science Research Center [ASRC]: An open-plan laboratory for collaboration on discoveries that will take medicine and technology in new directions. In our largest project to date, DASNY financed and provided design and construction phase services for both the ASRC and its next-door neighbor, the new Center for Discovery and Innovation at City College of New York [CUNY]. The ASRC earned a LEED Gold rating.

- Project:** Advanced Science Research Center and the ccny Center for Discovery and Innovation
- Location:** Harlem
- DASNY role:** Finance & Construction
- Project budget:** Approximately \$700 M

“For more than 50 years, DASNY and CUNY have built and rebuilt the foundation for education in New York City. In the process, they shaped New York City’s architectural landscape, creating a future defined by discovery and economic prowess.”

William Thompson  
BOARD OF TRUSTEES CHAIR, CUNY











“Waterbury Hall is more than a residence hall. It is a home away from home, a family.”

Tamika Austin  
RESIDENT HALL DIRECTOR

2

WINNING THE COMPETITION FOR THE WORLD’S BEST MINDS

SUNY OSWEGO

SUNY Oswego sought to promote two values in its renovation of Waterbury Hall: sustainability and community. DASNY responded with a sleek, energy-efficient design featuring a wealth of airy common spaces that encourage students to gather and connect. Among other sustainable elements, the renovated hall includes reused stone, reclaimed refrigerants from drinking fountains, and integrated low-energy LEDs on timers, which dim the lights automatically as sunlight floods the rooms. DASNY is bringing cutting-edge improvements to a dormitory originally constructed in 1960.

- Project: Renovation of Waterbury Hall
- Location: Oswego
- DASNY role: Design & Construction Services
- Project budget: \$11.5 M





**BUILDING A RESILIENT AND SUSTAINABLE NEW YORK**

**Governor’s Office of Storm Recovery**

DASNY is working closely with the Governor’s Office of Storm Recovery [GOSR] to deliver more than 80 projects that will help communities weather powerful storms. DASNY’s design work on these projects has started to bear fruit including: Six emergency generators in Amsterdam [upstate NY], strengthened beach heads on Staten Island, and resiliency improvements at Long Island volunteer fire departments, among others.

**Project:** Infrastructure improvements to withstand storm damage  
**Location:** Across New York State  
**DASNY role:** Design & Construction Services  
**Project budget:** \$150 M

DASNY IS PARTNERING WITH GOSR BY PROVIDING DESIGN AND CONSTRUCTION SERVICES FOR PROJECTS ACROSS NYS.

“GOVERNOR CUOMO ENVISIONED A LOCAL PARTICIPATION PROCESS WHEN WE ESTABLISHED THE COMMUNITY RECONSTRUCTION PROGRAM TO SET RESILIENCY PRIORITIES AT THE GRASS ROOTS LEVEL. LOCAL, CIVIC-MINDED RESIDENTS ARE THE PEOPLE WHO BEST KNOW THE NEEDS OF THEIR COMMUNITY.”

Lisa Bova Hiatt  
FORMER EXECUTIVE DIRECTOR  
GOVERNOR’S OFFICE OF STORM RECOVERY [GOSR]





4

TRANSFORMING HEALTH CARE DELIVERY

NORTHWELL HEALTH

Northwell Health, the largest health care system in New York State, regularly turns to DASNY to issue low-interest bonds, and fiscal 2016 was no exception, with a bond issuance that financed projects for Huntington Hospital and Southside Hospital. Over the years, the Long Island-based provider has financed a wealth of projects through DASNY, including Katz Women’s Hospital [an 88-bed tower], Zucker Hillside Hospital [115 new patient beds], and a conference center at Staten Island University Hospital, among others. DASNY’s partnership with the Department of Health expedited reimbursements from the bond proceeds, enabling healthier cash flow.

- Project: Hospital improvements
- Location: Long Island
- DASNY role: Finance
- Project budget: \$503 M [new money/refunding]

DASNY IS EVOLVING AND HAS SOLUTIONS TO MEET YOUR HOSPITAL’S CAPITAL NEEDS.







# TEAMS & SERVICES

## OFFICES

515 Broadway  
Albany, NY 12207-2964  
P 518 257-3000  
F 518 257-3100

539 Franklin Street Buffalo,  
NY 14202-1109  
P 716 884-9780  
F 716 884-9787

3495 Winton Place Building  
C, Suite 1 Rochester, NY  
14623  
P 585 450-8400





## FINANCE SERVICES

### PUBLIC FINANCE TEAM

#### Portia Lee

Managing Director, Public Finance & Portfolio Monitoring

PLee@DASNY.org  
P 518 257-3362



#### Arthur R. Ware

Senior Financial Analyst, [TELP]

AWare@DASNY.org  
P 518 257-3373



### SERVICES

- Financing for new projects
- Refunding and/or refinancing of higher-cost debt
- Fixed or variable rates available for:
  - Tax-exempt and taxable bonds for institutions rated in the BBB category or higher
  - Tax-exempt and taxable bonds, credit enhanced
  - Unrated private placements with Qualified Institutional Buyers [QIBs]
- Client advocate and/or liaison with other State agencies
- Bond pricing oversight services
- Tax-Exempt Equipment Leasing Program [TELP] for equipment and certain information technology

### ENVIRONMENTAL AFFAIRS TEAM

#### Robert S. Derico

Acting Director, Environmental Affairs

RDerico@DASNY.org  
P 518 257-3214



### SERVICES

- State Environmental Quality Review Act [SEQRA] and New York State Historic Preservation Act of 1980 [SHPA] oversight and review

## CONSTRUCTION SERVICES

#### Stephen D. Curro, PE

Managing Director, Construction

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P 518 257-3271



#### Nic B. Zarrelli

Managing Senior Director, Construction Finance & Administration

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### DESIGN TEAM

#### Sandra L. Daigler, AIA, LEED AP BD+C

Director, Planning, Design & Quality Assurance  
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#### Jerrold S. Cohen, AIA

Director, Planning, Design & Quality Assurance  
**DOWNSTATE**

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P 212 273-5058



### SERVICES

- Capital planning and master planning
- Design phase management
- Financial management [budget analysis, reporting, cash flow modeling]
- Design reviews to evaluate code compliance, constructability and coordination
- Select and manage planning and design professionals
- Expedited Certificate of Need [CON] review
- Conduct and/or manage program and feasibility studies
- Interior design
- Draft CAD furniture layout options/3-D renderings

### CONSTRUCTION TEAM



#### Rob W. Ryan, PE, LEED AP

Director, Construction and WNY Operations  
**WESTERN NEW YORK**

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P 716 884-9780





**Michael N. Stabulas, PE**  
 Managing Senior Director,  
 Construction  
**DOWNSTATE**  
 —  
 MStabula@DASNY.org  
 P 212 273-5090

**SERVICES**

- Alternative project delivery methods
- On-site advocate and monitoring
- Manage construction contractors
- Hold contracts, manage and pay contractors
- Payment review and processing
- Warranty/guarantee management

**PROJECT CONTROLS TEAM**

**Gayle M. Katzman, PE**  
 Director, Construction Administration  
 —  
 GKatzman@DASNY.org  
 P 518 257-3460



**SERVICES**

- Rigorous cost control
- Cost analysis, estimating, scheduling and validation
- Change order review and processing
- Claims resolution and support

**CODE COMPLIANCE TEAM**

**Keith E. LaPlante, PE**  
 Director, Code Compliance  
 —  
 KLaPlant@DASNY.org  
 P 518 257-3228



**SERVICES**

- Permitting—DASNY is an authorized NYS permitting agency [building permit, temporary approval for occupancy, code compliance certificate]
- Special inspections and testing [concrete, steel, mechanical, soil, etc.]
- Energy audits and surveys



**Timothy P. McGrath**  
 Director, Construction  
 —  
 TMcgrath@DASNY.org  
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**SUSTAINABILITY TEAM**

**Jodi Smits Anderson, AIA, LEED AP BD+C**  
 Director, Sustainability Programs  
 —  
 JSmitsAn@DASNY.org  
 P 518 257-3486



**SERVICES**

- Support goals of New York State, owner, campus, facility regarding energy efficiency, durability, user comfort, cost management, community connectivity, site improvements and healthy materials
- Coordination of all LEED documentation and sustainability requirements [LEED New Construction/ LEED Homes/LEED Existing Buildings]
- Energy consulting for efficiency and performance

**PROCUREMENT & OPPORTUNITY PROGRAMS**

**Michael M. Clay**  
 Senior Director,  
 Procurement/Opportunity  
 Programs  
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**J. Matthew Moore, JD**  
 Director, Procurement  
 MMoore@DASNY.org  
 P 518 257-3133



**SERVICES**

- Consultant selection and contract award [evaluations, fee negotiations, formal contract development and execution]
- Purchasing services—specify and procure furniture, fixtures and equipment [FF&E]
- Tremendous buying power, work within predefined client budget
- Prepare bid documents for furnishings
- Serve as vendor liaison [coordinate schedules, installation logistics and field staff]
- MWSBE and SDVOB compliance consulting
- DASNY MWSBE registry
- MWSBE outreach events and training





DASNY.ORG

Andrew M. Cuomo  
GOVERNOR

Alfonso L. Carney, Jr.  
CHAIR

Reuben R. McDaniel, III  
President & CEO