



DORMITORY AUTHORITY STATE OF NEW YORK

## Metrics to Quantify Performance Goals (DASNY)

For 4/1/2019-3/31/2020

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

#### Construction Metrics:

- **Actual completion date compared to scheduled completion date. \***

**DASNY completed 29 of 49 full service construction projects that were over \$1 million in value by the scheduled completion date.**

- Additional information: All (100%) of the 11 schedule-critical SUNY housing projects were delivered in time for student occupancy.
- Additional information: 8 of the projects were delivered within 4 months after the scheduled completion date.
- Additional information: The remaining 12 projects were delivered between 3 and 20 months after the scheduled completion date. Delays were the result of program changes requested by the client, unforeseen field conditions, product manufacturing timeframes, and contractor performance issues.

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

**For projects completed with a value over \$1 million, DASNY completed 37 of 49 full service construction projects within the authorized budget.**

- Additional information: Total authorized budget for the 49 projects was \$633.5 million. These 49 projects were delivered for an estimated cost at completion of \$634.1 million, which is \$.6 million, or .1%, over the total budgets for all completed projects.
- Additional information: 8 of the 12 projects that were over budget were within 4% of the total authorized budget.
- Additional information: The Office of Mental Health New Inpatient Building project at South Beach Psychiatric Center more than accounts for the dollar amount budget overage cited above; however, the project was less than 4% over budget.

\* Scheduled completion date is a contractual date, set at the time the contract is awarded, and represents the date the contractor is obligated to complete all of the work required in the contract. DASNY measures as “on time” any project that completes within a month of the date established as Scheduled Completion Date. For all SUNY residence hall projects, DASNY establishes a Scheduled Completion Date that is consistent with when the campus needs to occupy the building by rather than the actual contract completion date. Adjustments are made to the Scheduled Completion Date for any client approved program change that impacts the schedule.

## **Public Finance Metrics:**

- **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.

18 of the 22 bond issues that closed during the reporting period for existing clients met the 90 – 120 day goal.

Additional information: Two of the remaining bond issues fell outside of the benchmark goal period as the transactions were considered for Resolution to Proceed in December 2017 as placeholders in advance of proposed federal tax law changes. The transactions were undertaken as multi-phase plans of finance. Kickoff calls were held on February 15, 2019 and July 16, 2019, and closed on April 25, 2019 and September 19, 2019, respectively, thus meeting the days to market goal.

Additional information: The final two bond issues fell outside of the benchmark goal period as the transactions were considered for Resolution to Proceed in February 2019; however, at the request of the client, the bond issues were placed on hold for an extended period of time. Working group meetings resumed on October 10, 2019. The transactions closed on November 26, 2019 and December 11, 2019, respectively, thus meeting the days to market goal.

- **New clients:** (Resolution to Proceed to closing): 150 – 180 days.

There were no bond issues that closed during the reporting period for new clients.

- **Pooled financings:** (Resolution to Proceed to closing): 150 – 180 days.

The two bond issues that closed during the reporting period for pooled financing clients met the 150 – 180 day goal.

- **State-supported debt financings:** Did DASNY meet the DOB calendar/timeline for pricing and closing? Yes/No.

Yes, the three state-supported debt financings that closed during the reporting period 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 period 4/1/2019-3/31/2020, price/yield at initial sale was compared to price/yield in the secondary market for all DASNY bond issues that were issued through a public negotiated offering. After evaluating against the above criteria, DASNY determined that 17 negotiated transactions were fairly priced. In the case of one negotiated financing, the borrower entity had a contract with a banking firm to undertake best efforts to sell the bonds. Such contract did not include a requirement to underwrite bonds. It should be noted that, in addition to the negotiated offerings, one transaction was priced using a competitive bid process, seven transactions were privately placed, and four transactions were variable rate.

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

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

- undergraduate degrees.

As of March 31, 2020, 305 of the 504 permanent DASNY salaried employees possess an undergraduate degree.

- graduate degrees.

As of March 31, 2020, 131 of the 391 professional level, permanent, salaried employees possess a graduate or advanced/professional degree.

- **Licenses** – Track number of employees with:

- licenses/certifications (including, but not limited to, architects, engineers, LEED professionals, accountants, internal auditors and attorneys).

As of March 31, 2020, out of 391 professional level, permanent, salaried employees, DASNY had 120 employees with a total of 167 professional licenses/certifications.

- **Board Member and Employee Development and Training** – Track number of hours devoted to Board Member and employee:

- Professional development training.

DASNY staff received 15,297.75 hours of professional development training during the reporting period, an increase of 10% over the prior year.

- NYS required training.

DASNY Board members and staff received 2,360.25 hours of NYS required training during the reporting period.

- **Ethics Training** – Track number of hours Board Members and employees are trained in ethics.

DASNY Board members and staff received 456 hours of ethics training during the reporting period.

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

- **Meet or exceed MWBE Utilization Goals. \*\***

- 30% MWBE Corporate Goal on contracts issued after 3/31/2015: 18% MBE; 12% WBE. In addition, DASNY shall retain the option to utilize a combined MWBE goal of 30%.
- Continue tracking applicable Construction Goal on contracts issued through 3/31/2015.

DASNY's MWBE utilization for the period 4/1/2019-3/31/2020 was 31.28%. DASNY achieved 15.82% for MBEs and 15.46% for WBEs.

\*\* MWBE utilization goals are subject to adjustment in accordance with applicable law, including the procedures at 5 NYCRR Part 140 which permit under certain circumstances modification of applicable utilization goals.

- **Establish DASNY as a leading sustainability public builder.**

- Track number of LEED- registered projects and number that achieved silver, gold, or platinum status.

During the reporting period, two projects were registered in the LEED system.

Also during the reporting period, one completed project achieved a rating of gold and three completed projects received a rating of silver.

- 100% compliance with executive orders related to sustainability and energy efficiency.

DASNY maintained 100% compliance with sustainability-related executive orders 18, 88, and 166 during the reporting period. DASNY is striving to be compliant with executive order 4 but has experienced slippage regarding green procurement, waste/recycling, and paper use reduction goals. Purchasing has become more de-centralized resulting in a need to educate a wider array of staff about green procurement and the goals of New York state. Waste and recycling compliance has decreased due to serious issues with current recycling markets and increased policing of recycling bins by our vendor. DASNY has identified a need for ongoing staff training on paper use goals and reduction strategies.

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

- Track number of new programs implemented.

“New” is defined as “in development and not part of DASNY’s core mission.” A program ceases to be a “new program” the fiscal year after the fiscal year in which a program becomes part of DASNY’s core mission.

- **Transfer of Atlantic Avenue Property:** The enacted 2019-20 State Budget included an amendment authorizing Atlantic Avenue Healthcare Property Holding Corporation to transfer four parcels pursuant to a plan to increase access and quality of health care services and preventative care and create affordable housing to transform Central Brooklyn (Public Authorities Law 1678[25][e] and [f], as amended by Part C of Chapter 58 of the Laws of 2019). Such plan is subject to approval of the Commissioner of the New York State Homes and Community Renewal (“HCR”), the Commissioner of Health (“DOH”), and the Director of the Division of the Budget (“DOB”) in accordance with the legislation. A Request for Proposals (RFP) process is currently underway and being overseen by HCR, and the timing and terms of any potential transfer of the parcels pursuant to this legislation have yet to be determined.
- The **Lake Ontario Resiliency and Economic Development Initiative Program (REDI)** was established by Chapters 39 and 314 of the fiscal year 2019-2020 New York State budget.
- The State has appropriated \$100,000,000 through the Lake Ontario Resiliency and Economic Development Program and has also authorized the use of State and Municipal Capital Program Funds for approved REDI projects.
- REDI projects are those that will harden infrastructure along the Lake Ontario waterfront and strengthen local economies within the region, including but not limited to projects recommended by the REDI Commission.
- DASNY undertakes a diligence review of each grant funded project, including but not limited to a financial review to verify that sufficient committed funding sources exist to fully fund the

project; confirming that all required environmental reviews have been undertaken; and affirming that the projects can be paid with the proceeds of DASNY-issued Bonds.

- **Provide support to other public agencies and the Legislature in the interest of New York State.**
  - Track number of employee hours spent on development and implementation of programs that support potential and actual NYS programs and initiatives ancillary to DASNY's core financing and construction programs.

Hours are tracked and reported whether or not the program is implemented and/or becomes part of DASNY's core mission.

During the reporting period, DASNY staff spent 20,668.75 hours supporting other public agencies and the legislature in the interest of NYS. Programs include, but are not limited to, NYS Contract System for MWBE certification, Health Care Facility Transformation Program and Initiatives, and the New York City Housing Authority.



## **Metrics to Quantify Performance Goals (NGH)**

4/01/2019-3/31/2020

**Goal 1:** Avoid the Dormitory Authority having any liability arising out of NGH property.

- **No judgments or settlements against the Authority arising out of NGH property.**

For the period 4/1/2019-3/31/2020, there have been no judgments or settlements against the Dormitory Authority arising out of the ownership of real or personal property formerly owned by NGH.

**Goal 2:** Maximize offset to the State service contract payments for bondholder payments.

- **Lease payments received within 30 days of due date.**

A lease payment for the period 7/1/2017-6/30/2018 was received more than 30 days late on 7/30/2019. No further lease payments have been received.

- **95% of lease payments applied to required bondholder payments.**

For the period 4/1/2019-3/31/2020, the Corporation incurred net costs of \$63,356.29 in maintaining, operating, and administering the property. Rent receipts during the period of \$1,486,052, in addition to investment earnings and other funds available, offset these costs as well as \$1,474,793.06 of the \$11,666,238.00 debt service on the bonds.



DORMITORY AUTHORITY STATE OF NEW YORK

## Metrics to Quantify Performance Goals (Atlantic Avenue)

4/01/2019-3/31/2020

**Goal 1:** Avoid DASNY having any liability arising out of ownership and use by others of real and personal property formerly owned by Interfaith Medical Center.

- **No judgments or settlements against DASNY arising out of ownership and use by others of real and personal property formerly owned by Interfaith Medical Center.**

For the period 4/1/2019 - 3/31/2020, there have been no judgments or settlements against DASNY arising out of ownership and use by others of real and personal property formerly owned by Interfaith Medical Center.

**Goal 2:** Make the Corporation's real property available to not-for-profit users which will provide healthcare services to members of the community.

- **Majority of square footage of Corporation's real property is occupied by not-for-profit healthcare service providers.**

100% of the square footage of the Corporation's real property is occupied by or for the benefit of a not-for-profit healthcare service provider.

**Goal 3:** Make the Corporation's real property available to not-for-profit users which will provide services to members of the community in which the property is located.

- **Three-fourths of square footage of Corporation's real property is occupied by not-for-profit entities.**

100% of the square footage of the Corporation's real property is occupied by or for the benefit of a not-for-profit entity.

**Goal 4:** While using reasonable efforts to achieve Goals 2 and 3, maximize offset to the State service contract payments for bondholder payments.

- **Payments received for use and occupancy of the Corporation's real and personal property more than cover the Corporation's costs of maintaining, operating and administering the property and provide some offset to the State's service contract payments.**

For the period 4/1/2019-3/31/2020, there were no rent receipts. The Corporation incurred net costs of \$103,577.59 in maintaining, operating and administering the property during the period. Investment earnings and rent received in prior quarters offset these costs as well as \$1,526.49 of the \$10,547,250 debt service on the bonds.