



DORMITORY AUTHORITY STATE OF NEW YORK

## Metrics to Quantify Performance Goals (DASNY)

For 4/1/2015-3/31/2016

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

#### Construction Metrics:

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

**DASNY completed 20 of 49 full service construction projects that were over \$1 million in value by the projected completion date.**

- Additional information: The 20 “on-time” projects were delivered up to 7 months early.
- Additional information: 11 of the projects were delivered within 3 months of the projected completion date.
- Additional information: The remaining 18 projects were delivered between 5 and 40 months after the projected completion date. Delays were the result of such things as design errors and contractor’s failure to perform, design changes that underwent lengthy review by the client, work being done in occupied facilities which caused frequent down time and extended the schedule, and a fire which delayed construction completion until the insurance claim was settled.

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

**For projects completed with a value over \$1 million, DASNY completed 35 of 49 full service construction projects within the authorized budget.**

- Additional information: Total authorized budget for the Advanced Science Research Center (ASRC) & City College’s Center for Discovery and Innovation was \$685.5 million. The project was delivered for an estimated cost at completion of \$687.1 million, which is \$1.6 million or .2% over budget.
- Additional information: Total authorized budget for the remaining 48 projects was \$272.4 million. These 48 projects were delivered for an estimated cost at completion of \$268.8 million, which is \$3.6 million, or 1.3%, under budget.

#### 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 19 bond issues that closed during the reporting period for existing clients met the 90 – 120 day goal.

Additional information: One 2015B bond issue fell outside of the benchmark goal period as the financing process did not begin until the 2015A financing was nearly complete. The 2015B private placement was approved at the same time as the publicly offered 2015A bonds. Actual Days to Market from the kick-off call for the 2015B bonds was 37 days, which meets the benchmark goal.

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

The bond issue that closed during the reporting period for a new client did not meet the 150 – 180 day goal.

Additional information: The bond issue fell outside of the benchmark goal period due to a delay encountered as the result of a change in the purchaser of the bonds requested by the borrower. Additional time was required to structure the financing for the new purchaser.

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

Five of seven bond issues that closed during the reporting period for pooled financing clients met the 150 – 180 day goal.

Additional Information: One of the remaining two bond issues fell outside of the benchmark goal period as the transaction was part of an initial \$500 million authorization approved by the DASNY Board in April 2014. The actual days to market from the kick-off call was 57 days, which meets the benchmark goal. The second bond issue fell outside of the benchmark period due to delays encountered as the result of the borrower's process as well as the timing of the intercreditor agreement execution by prior bond holders.

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

Yes, the four 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 includes 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 2015-2016, price/yield at initial sale was compared to price/yield in the secondary market for all 22 DASNY bond issues that were issued through a public negotiated offering. After evaluating against the above criteria, DASNY determined that all 22 negotiated transactions were fairly priced. One of the 22 transactions included multiple series of bonds which closed on two different days. It should be noted that, in addition to the 22 negotiated offerings, 2 transactions were priced using a competitive bid process and 6 transactions were privately placed.

\*Scheduled Completion Date is a contractual date, set at the time the contract is awarded and represents 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, we establish 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.

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

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

- undergraduate degrees.

As of March 31, 2016, 284 of the 470 permanent DASNY salaried employees possess an undergraduate degree.

- graduate degrees.

As of March 31, 2016, 109 of the 347 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, 2016, out of 347 professional level, permanent, salaried employees, DASNY had 112 employees with a total of 159 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 9,160.75 hours of professional development training during the reporting period.

- NYS required training.

DASNY Board members received 5.25 hours of NYS required training during the reporting period.

DASNY staff received 2,515.25 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 received 4.5 hours of annual ethics training during the reporting period.

DASNY staff received 253.25 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 fiscal year was 25.2%. DASNY achieved 15.57% for MBEs and 9.63% for WBEs.

Additional information: Prior to 4/1/2015, MWBE utilization goals on construction contracts were 20%. The vast majority of expenditures in 2015-16 were made on older contracts carrying 20% goals. Procurements issued after 4/1/2015 included goals of 30%; however, the 2015-16 expenditure volume on the new contracts was not material relative to the overall expenditures during the reporting period.

- **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, a total of 5 projects were registered in the LEED system. In addition, one project achieved a rating of gold and one project achieved a rating of silver.

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

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" 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.

- Health Care Facility Transformation Program – To further advance the State's health care transformation goals, \$1 billion in new grant funding was authorized in the FY 2016 State Budget for capital investments to make infrastructure improvements and provide additional tools to stabilize health care providers in Kings and Oneida Counties. This investment includes \$700 million in capital funding to stabilize the health care delivery system of Kings County (including central and eastern Brooklyn), and \$300 million to create an integrated health care delivery system in Oneida County to reduce unnecessary inpatient beds and expand primary care services. This program is also jointly administered by DASNY and DOH, and will be financed through bonds issued by DASNY and/or Urban Development Corporation. DASNY continues to work with DOH on the implementation of these new capital grant programs.
- Community Health Care Revolving Loan Capital Fund – The FY 2016 State Budget includes a new, DASNY-administered \$19.5 million Community Health Care Revolving Loan Capital Fund to make loans to eligible community health care providers, improve access to affordable capital financing, and expand and improve the State's health care capacity. DASNY continues to work with DOH on the implementation of this new revolving loan program.
- Public Housing Support (NYCHA) – The FY 2016 State Budget includes a new \$100 million appropriation for a public housing modernization and improvement program benefitting housing developments owned or operated by the New York City Housing Authority (NYCHA). The appropriation requires that a capital revitalization plan be developed by the Commissioner of the New York State Division of Housing and Community Renewal, in consultation with the Chair of NYCHA, for the use of such funds, and that NYCHA enter into a construction management agreement with DASNY for the scope, procurement and administration of all contracts associated with this funding. Further details on this program are included in the *Construction* section of this report.

- Nonprofit Infrastructure Capital Investment Program (NICIP) – The FY 2016 State Budget includes a new \$50 million capital grant program to make targeted investments in capital projects that will improve the quality, efficiency, accessibility, and reach of nonprofit human services organizations that serve New Yorkers. Grants will be awarded through a competitive process to eligible nonprofits that provide direct services to New Yorkers through state contracts, state authorized payments, and/or state payment rates. DASNY and/or the UDC are authorized to issue up to \$50 million in new bonds to support this program. Work on this program is continuing through 2016.
- New York Rising Storm Recovery Program (GOSR/HTFC) – DASNY continues to work with the Governor’s Office for Storm Recovery (GOSR) and Housing Trust Fund Corporation (HTFC) to provide services for the New York Rising Storm Recovery Program. DASNY continues to receive new project services requests related to the Community Reconstruction Program. DASNY is providing direct design and construction services for various projects in both the upstate and downstate regions. GOSR has provided DASNY with an initial funding allocation of \$25 million to commence these projects through various stages of design and construction. Overall project budgets for the approximately 60 projects that have either been formally authorized or are being planned for assignment total approximately \$166 million. In addition, DASNY is also performing design review services on other Community Reconstruction projects that are being directly managed by the various localities in the program. Further details on storm recovery work are included in the *Construction* section of this report.
- Service-Disabled Veteran-Owned Businesses (SDVOB) – In January 2015, in accordance with Executive Law Article 17B, DASNY was selected to participate in the pilot process to assist in maximizing contractual opportunities for NYS Certified Service-Disabled Veteran-Owned Businesses in the areas of Construction, Construction Related Professional Services, Commodities and Services, and Financial Services. DASNY is dedicated to assisting SDVOB’s to compete successfully in its building services and procurement programs. To that end, in the fiscal year ending March 31, 2016, DASNY has employed numerous strategies/programs designed to identify, notify, educate and support SDVOB enterprises in DASNY’s complete platform of services. Accordingly based on the Division of Service-Disabled Veterans’ Business Development Annual Report, December 31, 2015, DASNY ranked 2nd among 19 Agencies and Authorities in dollar value of awards to SDVOB firms.

- **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 34,142.75 hours supporting other public agencies and the legislature in the interest of NYS. Programs include, but are not limited to, Grants Administration, NYS Contract System for MWBE certification, Capital Restructuring Finance Program, and the NYS Fellowship Program.

\*\* 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.