



DORMITORY AUTHORITY STATE OF NEW YORK

Metrics to Quantify Performance Goals (DASNY)

For 4/1/2016-3/31/2017

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

Construction Metrics:

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

DASNY completed 22 of 50 full service construction projects that were over \$1 million in value by the projected completion date.

- Additional information: The 22 “on-time” projects were delivered up to 12 months early.
- Additional information: 11 of the projects were delivered within 3 months after the projected completion date.
- 100% of the 15 schedule-critical SUNY housing projects were delivered by the occupancy date.
- Additional information: 16 of the remaining 17 projects were delivered between 4 and 28 months after the projected completion date. Delays were the result of program changes requested by the client, unforeseen field conditions, and contractor performance issues.
- Additional information: One multi-phase project was delivered 98 months after the projected completion date. The project included one program building, eight residential buildings, and site work. The program building was completed within two months of the projected completion date. Six of the eight residential buildings were completed within 7 months of the projected completion date, with delays attributable to change orders, design changes, and scope changes. The remaining two residential buildings were delayed due to remediation of a structural issue, the mechanical contractor going out of business, and by design changes, scope changes, and change orders.

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

For projects completed with a value over \$1 million, DASNY completed 30 of 50 full service construction projects within the authorized budget.

- Additional information: Total authorized budget for the 50 projects was \$538.8 million. These 50 projects were delivered for an estimated cost at completion of \$539.8 million, which is \$1.0 million, or 0.18%, over budget.
- Additional information: 12 of the 20 projects that were over budget were within 4% of the total authorized budget.

*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.

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: The remaining bond issue fell outside of the benchmark goal period due to a delay in consent from the Federal Health and Human Services (HHS) department as the result of a grant received for seawall reinforcement. The transaction closed once the HHS consent was received.

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

Three of five bond issues that closed during the reporting period for new clients met the 150 – 180 day goal.

Additional information: One of the remaining bond issues fell outside of the benchmark goal period as delays were encountered while the Institution determined the ultimate size and scope of the project. The second bond issue fell outside of the benchmark goal period due to a change in the Purchaser.

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

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

Additional Information: One of the remaining 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 2015. The actual days to market from the kick-off call was 67 days, which meets the benchmark goal. A second bond issue 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 2016. The actual days to market from the kick-off call was 77 days, which meets the benchmark goal. The third bond issue fell outside of the benchmark goal period due to delays in completion of the tax questionnaire by various parties to the transaction.

- **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 period 4/1/2016-3/31/2017, price/yield at initial sale was compared to price/yield in the secondary market for all 23 DASNY bond issues that were issued through a public negotiated offering. After evaluating against the above criteria, DASNY determined that all 23 negotiated transactions were fairly priced. It should be noted that, in addition to the 23 negotiated offerings, 2 transactions were priced using a competitive bid process and 8 transactions were privately placed.

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

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

- undergraduate degrees.

As of March 31, 2017, 297 of the 494 permanent DASNY salaried employees possess an undergraduate degree.

- graduate degrees.

As of March 31, 2017, 115 of the 366 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, 2017, out of 366 professional level, permanent, salaried employees, DASNY had 114 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 10,021.25 hours of professional development training during the reporting period.

- NYS required training.

DASNY Board members all completed NYS required training during the reporting period (two hours).

DASNY staff received 2,090.75 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 20 hours of ethics training during the reporting period.

DASNY staff received 704.25 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 period was 29.10%. DASNY achieved 18.29% for MBEs and 10.81% for WBEs.

- **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 two projects 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.

- The FY 2017 State Budget established the New York State Design and Construction Corporation (the "DCC") as a new DASNY subsidiary. The purposes of the DCC are to provide (i) additional project management expertise, monitoring, and oversight on significant public works projects undertaken by any state entity and (ii) a means to implement and recommend improvements and other project changes on significant public works projects, in a more timely fashion, to ensure that such projects can be accomplished, to the extent practicable, on time, within budget, and at an acceptable overall quality and cost to the State of New York.
- Part G of Chapter 73 of the Laws of 2016 allows the New York Convention Center Development Corporation ("CCDC") to request that DASNY act as the construction-permitting agency, pursuant to Article 18 of the Executive Law and the regulations promulgated thereunder, for the Jacob K. Javits Convention Center project (the "Javits Project"). Part G further provides that when DASNY acts as the construction-permitting agency for the Javits Project, CCDC may request, and DASNY may elect, if deemed feasible and appropriate, to subject all or any part of the Javits Project to the requirements of the New York City Construction Codes of 2014 instead of the requirements of the New York State Uniform Fire Prevention and Building Code and the New York State Energy Conservation Construction Code. DASNY continues to work with CCDC on the Javits Project.
- Health Care Facility Transformation Program (HCFTP): Statewide I – To further the State's health care transformation goals, \$200 million in new grant funding was authorized in the FY 2016-17 State Budget to provide capital investments for the purpose of strengthening and protecting continued access to health care services in communities throughout New York State. In certain qualifying circumstances, the Legislature provided additional flexibility to DASNY and the Department of Health ("DOH") to make grants or loans in support of debt restructuring, capital and non-capital works or purposes from the amounts appropriated for this program and other eligible health care capital programs. This new program is jointly administered by DASNY and the DOH in accordance with the terms of an Administration

Agreement, and includes financing authorization via the issuance of DASNY and/or Urban Development Corporation 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 46,431.50 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, Health Care Transformation Program and Initiatives, the New York City Housing Authority (Security Work, Appliance Replacement Program, and Quality of Life Projects), Moynihan Station, and the Javits Center.

** 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.