

## Metrics to Quantify Performance Goals (DASNY)

Fiscal Year 4/1/2013-3/31/2014

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

#### Construction Metrics:

- **Customer Satisfaction Initiative (CSI)** – Strive for 100% customer satisfaction. \*

Results below reflect ratings from customers responding to DASNY's customer satisfaction survey during the reporting period.

**DASNY received a rating of "4" or higher from three of the five design customers.**

- Additional information: The five design projects surveyed had an average rating of 4.14. The two design projects rated below "4" had average scores of 3.65 and 3.87. Nine design customers failed to complete a survey. Of the nine customers who failed to complete a survey, two completed a survey in 2012-2013 with overall ratings of 4.43 and 4.42.

**DASNY received a rating of "4" or higher from all six construction customers.**

- Additional information: The six construction projects surveyed had an average rating of 4.54. The individual client scores ranged from 4.00 to 5.12, with two of the six rated "5" or higher. Two construction customers failed to complete a survey. Of the two customers who failed to complete a survey, both completed a survey in 2012-2013 with overall ratings of 4.29 and 4.14.

**DASNY received a rating of "4" or higher from seven of the eight design/construction-small projects customers.**

- Additional information: The eight design/construction-small projects surveyed had an average rating of 4.35. The one project rated below "4" had an average score of 3.20. One design/construction customer failed to complete a survey.

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

**DASNY completed 4 of 43 full service construction projects that were over \$1 million in value by the projected completion date.**

- Additional information: The four "on-time" projects were delivered up to 8 months early. 12 of the 38 projects classified as late were less than 1 month late.
- Additional information: Of the 43 projects completed by DASNY, 15 were critical occupancy driven residence hall projects for SUNY. DASNY delivered 14 of 15 in time for planned occupancy, the ultimate project goal, even though the projects were not technically completed on time. The one project that did not complete on time consisted of the new construction of four residence halls at SUNY Binghamton. Three of the four residence halls were delivered for Fall 2013 semester occupancy, with the fourth delivered in October 2013 and occupied in January 2014 for the Spring semester.

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

**For projects completed with a value over \$1 million, DASNY completed 38 of 43 full service construction projects within the authorized budget.**

- Additional information: Total authorized budget for all 43 projects was \$630,087,460. The projects were delivered for an estimated total cost at completion of \$600,191,460, which is \$29.9 million, or 5%, under budget. The 5 projects classified as over budget exceeded the budget by 1%, 6%, 11%, 12%, and 69%. The project that was 69% over budget was the result of significant design changes required by the local utility company which were not included in original design specifications by the project's outside architect, and the extended time period for which temporary utilities were required.

### **Public Finance Metrics:**

- **Customer Satisfaction Initiative (CSI) – Strive for 100% customer satisfaction.**

Results below reflect ratings from customers responding to DASNY's customer satisfaction survey during the reporting period.

**DASNY received a rating of "4" or higher from all six financing customers.**

- Additional information: The six financing customers surveyed had an average rating of 5.07. The individual client scores ranged from 4.07 to 6.00, with four of the six rated "5" or higher. Five financing customers failed to complete a survey. Of the five customers who failed to complete a survey, two completed a survey in 2012-2013 with overall ratings of 5.55 and 4.13.

**DASNY received a rating of "4" or higher from four of five tax-exempt equipment leasing program customers.**

- Additional information: The five tax-exempt leasing financing customers surveyed had an average rating of 4.93. The individual client scores ranged from 3.97 to 5.73, with three of the five rated "5" or higher. Four TELP customers failed to complete a survey. Of the four customers who failed to complete a survey, three completed a survey in 2012-2013 with overall ratings of 5.81, 4.83, and 3.81.

- **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.

All 5 bond issues that closed during the reporting period for existing clients were issued within the 90 - 120 day timeframe.

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

All 5 bond issues that closed during the reporting period for new clients were issued within the 150 – 180 day timeframe.

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

All 5 bond issues that closed during the reporting period for pooled financing clients were issued within the 150 – 180 day timeframe.

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

Yes, the 3 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 process 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 bonds. DASNY looks 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 2013-2014, price/yield at initial sale was compared to price/yield in the secondary market for all DASNY bonds issued or reoffered. After evaluating against the above criteria, DASNY determined that all 15 negotiated transactions were fairly priced, 1 transaction was priced using a competitive bid process, and 2 transactions were privately placed.

- \* DASNY's customer satisfaction survey ratings are as follows:

- 6 – Extremely Satisfied
- 5 – Very Satisfied
- 4 - Satisfied
- 3 – Dissatisfied
- 2 – Very Dissatisfied
- 1 - Extremely Dissatisfied

DASNY's benchmark customer satisfaction survey measure is to achieve a rating of 4 or better. A rating of 4 or higher indicates a satisfied customer for purposes of DASNY's customer satisfaction survey ratings. At the top end of the scale, for example, a score of 6 indicates a satisfied customer who is "Extremely Satisfied" with DASNY's performance.

## **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, 2014, 288 of the 487 permanent DASNY salaried employees possess an undergraduate degree.

- graduate degrees;

As of March 31, 2014, 107 of the 356 professional level, permanent, salaried employees possess a graduate or advanced/professional degree.

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

As of March 31, 2014, out of 356 professional level, permanent, salaried employees, DASNY had 111 employees with a total of 159 professional licenses/certifications.

- **Board/Employee Development/Training** – Identify number of hours devoted to Board/employee development training.

5 DASNY Board Members received the three hour development training course during the reporting period.

DASNY staff received 8,687.40 hours of professional or work-related training during the reporting period.

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

**10 DASNY Board Members received the two hour ethics refresher training course during the reporting period.**

- Additional Information: One Board Member resigned prior to the date of the ethics training course.

**491 DASNY staff received 925.50 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 Construction utilization goal of 20% for the reporting period with 29.01%. DASNY achieved 21.67% for MBEs and 7.34% for WBEs.

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

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

During the reporting period, a total of 17 projects were registered in LEED systems. In addition, one project achieved a rating of platinum, three projects achieved a rating of gold, and four 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 and energy efficiency during the reporting period.

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

- Track number of new programs implemented.

In March 2013, New York State passed its Budget which included three new financing programs for DASNY. The first is a new self-supporting State University of New York (SUNY) Dormitory Facilities Revenue Bond Program. This new program made several important changes to the existing program which financed SUNY dormitories. The new program relies solely on the revenue stream associated with student rents, fees and charges. DASNY issued approximately \$440 million in bonds in September 2013.

The FY 2013/14 Enacted Budget also included statutory authorization for a new Sales Tax Revenue Bond Program. This new program is an alternative to the State's Personal Income Tax Revenue Bond

program which has been the State's primary vehicle for financing certain components of the State's capital plan. DASNY issued approximately \$960 million in the inaugural bond sale which took place in October 2013.

The FY 2013/14 Enacted Budget also contained major reforms of the Workers' Compensation system, including authorizing a new assessment methodology which consolidated a number of separate assessments into a single unified assessment and a new DASNY bond program to provide financing to address the unmet obligations of self-insured employers. DASNY issued approximately \$370 million in bonds under this new program in December 2013.

NY Rising Program - Work with Housing Trust Fund Corporation (HTFC) on Hurricane Sandy Recovery by providing construction-related project management services to impacted households.

In July 2013, DASNY implemented electronic investment trading through the Bloomberg trading platform for investment trades done in connection with its semi-monthly vendor payment cycles. This use of technology replaced the former process of phone solicitations for investment bids, saving significant staff time and streamlining reporting capabilities.

The START-UP NY Program provides tax benefits to approved businesses that locate in vacant space or land of approved New York State public and private colleges and universities, approved strategic state assets, and New York State incubators affiliated with private universities or colleges that are designated as tax-free NY areas. DASNY is the issuer of tax-exempt debt and as part of its post-issuance compliance obligations, DASNY has initiated a process to protect against the inadvertent loss of the tax-exempt status of outstanding DASNY bonds vis-à-vis the usage of property in the START-UP NY Program that has been improved with bond proceeds.

- **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 43,476.00 hours supporting other public agencies and the legislature in the interest of NYS. Programs include, but are not limited to Grants Administration, NYS MWBE Conference, NYS Contract System for MWBE certification, NY Rising Program, and NYS OGS Real Estate Task Force. DASNY also provided development and implementation services for three new bond programs: the Workers Compensation Employer Assessment Revenue Bond Program; the Sales Tax Revenue Bond Program; and the SUNY Dormitory Facilities Revenue Bond Program. While these three new, revised bond programs are central to DASNY's core financing mission, the work in developing and implementing these initiatives represents time significantly beyond that which occurred in connection with bond issuance under the three previous bond programs that were used to finance these purposes in prior fiscal years.