

## Metrics to Quantify Performance Goals (DASNY)

For 4/1/2014-3/31/2015

### 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 two of the three design customers who responded to the satisfaction survey.**

- Additional information: The three design project customers surveyed had an average rating of 4.13. The one design project rated below “4” had an average score of 3.80. Three design customers failed to complete a survey.

**DASNY received a rating of “4” or higher from the three construction customers who responded to the satisfaction survey.**

- Additional information: The three construction project customers surveyed had an average rating of 4.87. The average individual client scores ranged from 4.40 to 5.40. Seven construction customers failed to complete a survey.

**DASNY had no design/construction small project customer surveys completed during the reporting period.**

- Additional information: Four design/construction small project customers failed to complete a survey.

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

**DASNY completed 17 of 36 full service construction projects that were over \$1 million in value by the projected completion date.**

- Additional information: The 17 “on-time” projects were delivered up to 7 months early.
- Additional information: DASNY completed 27 critical occupancy driven residence hall projects or phases of projects for 13 different SUNY campuses in time for planned occupancy during 2014-15. Of the 27, five were long term projects with total budgets of \$96.1M and the remaining 22 were shorter duration summer projects with a total budget of \$35.5M. 11 of the 22 had a project value in excess of \$1M.

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

**For projects completed with a value over \$1 million, DASNY completed 30 of 36 full service construction projects within the authorized budget.**

- Additional information: Total authorized budget for all 36 projects was \$523,494,472.11. The projects were delivered for an estimated total cost at completion of \$501,628,033.42, which is \$21.8 million, or 4%, under budget. The six projects classified as over budget exceeded the budget by .33% to 6.17%.

### **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 the two financing customers who responded to the satisfaction survey.**

- Additional information: The two financing customers surveyed had an average rating of 5.10. Nine financing customers failed to complete a survey.

**DASNY received a rating of “4” or higher from four of five tax-exempt equipment leasing program customers who responded to the satisfaction survey.**

- Additional information: The five tax-exempt leasing financing customers surveyed had an average rating of 5.32. The average individual client scores ranged from 3.80 to 6.00, with four of the five rated “5” or higher. The one tax-exempt leasing financing customer rated below “4” had an average score of 3.80. Eight tax-exempt leasing financing customers failed to complete a survey.

- **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.

6 of 8 bond issues that closed during the reporting period for existing clients met the 90 – 120 day goal.

Additional information: One bond issue fell outside of the benchmark goal period due to tax issues. The second bond issue fell outside of the benchmark goal which starts counting from the time the Resolution to Proceed is adopted by the DASNY Board. However, the client wished to complete a previously authorized financing before beginning to work on this new financing. This new financing closed within 118 days of the closing of the previous financing, which meets the benchmark goal.

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

The three bond issues that closed during the reporting period for new clients met the 150 – 180 day goal.

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

3 of 5 bond issues that closed during the reporting period for pooled financing clients met the 150 – 180 day goal.

Additional Information: One of the remaining 2 bond issues fell outside of the benchmark period due to tax issues which are outside of DASNY’s control. The second bond issue fell outside of the benchmark

period which starts counting from the time the Resolution to Proceed is adopted by the DASNY Board. However, the authorization provided by the DASNY Board is broad programmatic authorization. The financing did not actually begin until many months after the authorization. The days to market from the kick-off call to the closing was 57 days, which meets the benchmark goal.

- **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 2014-2015, price/yield at initial sale was compared to price/yield in the secondary market for all 14 DASNY bond issues that were issued through a public negotiated offering. After evaluating against the above criteria, DASNY determined that all 14 negotiated transactions were fairly priced. It should be noted that, in addition to the 14 negotiated offerings, 1 transaction was priced using a competitive bid process and 5 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 an overall average rating, by client, 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** – Track number of employees with (highest degree):

- undergraduate degrees;

As of March 31, 2015, 286 of the 474 permanent DASNY salaried employees possess an undergraduate degree.

- graduate degrees;

As of March 31, 2015, 106 of the 347 professional level, permanent, salaried employees possess a graduate or advanced/professional degree.

- **Licenses** – Track number of employees with:
  - Licenses/certifications (architects, engineers, LEED professionals, accountants, internal audit and attorneys).

As of March 31, 2015, out of 347 professional level, permanent, salaried employees, DASNY had 113 employees with a total of 167 professional licenses/certifications.

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

9 DASNY Board Members received 12.50 hours of development training during the reporting period.

DASNY staff received 10,193.75 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).

**Each of the 12 DASNY Board Members received the thirty-minute ethics refresher training course during the reporting period. Two board members also received four hours of additional ethics training.**

**474 DASNY staff received 265 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% Construction Goal on contracts issued through 1/28/2015: 13% MBE; 7% WBE
  - 30% Construction Goal on contracts issued after 1/28/2015: 18% MBE, 12% WBE. DASNY will utilize a combined MWBE goal of 30% when applicable.

DASNY exceeded the MWBE Construction utilization goal of 20% on contracts issued through 1/28/2015 for the reporting period with 26.75%. DASNY achieved 18.18% for MBEs and 8.57% for WBEs.

There were no construction contracts issued after 1/28/2015 which generated utilization statistics toward the goal of 30%.

- **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 9 projects were registered in the LEED system. In addition, two projects achieved a rating of platinum, two projects achieved a rating of gold, and six 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.

- Health Care Capital Restructuring Financing Program (CRFP) - the New York State Department of Health (DOH) and DASNY issued a request for applications for a new jointly administered \$1.2 billion State of New York capital grant program. Enacted in 2014 (Section 1680-r of the Public Authorities Law and Section 2825 of the Public Health Law), the CRFP is intended to compliment the \$6.42 billion federal Delivery System Reform Incentive Payment (DSRIP) Program established by Governor Andrew M. Cuomo and the New York Medicaid Redesign Team (MRT). Due to a change in the legislative authorization adopted in the 2015-2016 State budget, it was necessary to withdraw and reissue (after the reporting period) the request for applications. Collectively, these new programs will fundamentally transform health care into a more rational patient-centered care system that promotes population health and improved well-being for all New Yorkers.

- New York Works – DASNY successfully procured and managed construction-related resources necessary to complete public works improvement projects on behalf of the New York State Office of Parks, Recreation and Historic Preservation (OPRHP) (3 projects valued at approximately \$8.88 million) and the New York State Department of Environmental Conservation (DEC) (4 projects valued at approximately \$182,256). The authorization for this program has been extended through April 1, 2017, and an additional 45 projects remain under DASNY management.

- Storm Recovery – DASNY successfully provided construction-related project management services to the Housing Trust Fund Corporation (HTFC) and Governor's Office of Storm Recovery (GOSR), to assist eligible New York homeowners in recovery from damages suffered during Superstorm Sandy, Hurricane Irene and Tropical Storm Lee.

- Higher Education Capital Assistance Program (HECap) –DASNY acts as staff to the HECap Board and successfully developed a competitive process to solicit grant applications from eligible entities for projects to enhance programmatic offerings or student life at a private College or University, or provide economic development benefits to the area surrounding the campus. DASNY drafted the Request for Grant Applications and evaluation materials and managed the procurement process. Once the HECap Board selects the grantees, DASNY will manage the contracting and requisition process for those entities awarded a HECap grant. The enacted 2015-16 State Budget extended the expiration date of the HECap Program until the date when the last of the grant funds are disbursed, and provided for an additional \$30 million in Program funding for future funding of additional projects.

- State and Municipal Facilities Program (SAM) – DASNY continues to successfully administer the SAM Capital Grant Program for grants awarded by the Governor, the Senate, and the Assembly. The bonding authority for the SAM Program was increased by \$385 million in the enacted FY 2014-15 State Budget, and increased again by \$385 million in the enacted FY 2015-16 State Budget to a total authorization of \$1.155 Billion. This is a high-volume program that requires a significant amount of coordination with the grantees, the Legislature, the NYS Division of the Budget, and other State agencies and public authorities.

- Public Housing Support – Pursuant to statutory authorization effective July 22, 2014, DASNY is authorized to enter into a construction management agreement with the New York City Housing Authority (NYCHA), covering the construction, reconstruction, demolition, improvement, modernization, renovation or expansion of one or more NYCHA facilities (PAL Section 1678[28]). DASNY is currently working with NYCHA on an agreement that will provide additional construction management bandwidth to NYCHA, as needed to address public housing maintenance and repairs at NYCHA's public housing facilities. DASNY is also evaluating a new \$100 million appropriation included in the enacted 2015-16 State Budget, requiring that NYCHA enter into a separate construction management agreement with DASNY for the scope, procurement and administration of all contracts associated with this funding (Ch. 54 L. 2015 (pp. 767-768)).

- **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 development and implementation of programs that support potential and actual NYS programs and initiatives ancillary to DASNY's core financing and construction programs.

During the reporting period, DASNY staff spent 44,302.25 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, START-UP NY, Capital Restructuring Finance Program, NYS Fellowship Program and NYS OGS Real Estate Task Force.