

**NEW YORK STATE BRIDGE AUTHORITY  
ANNUAL REPORT PER SECTION 2800 OF PUBLIC AUTHORITIES LAW  
AUTHORITY MEASUREMENT REPORT  
YEAR ENDED 12/31/16**

The results of the Board adopted performance measurements for the year ended December 31, 2016 are as follows:

1. Goal: Reliable, Safe and Convenient River Crossings

- a. Conduct biennial and annual maintenance inspections by independent consulting engineers.

The Authority had annual or biennial inspections performed at all of its vehicular bridges. No red flags were identified. The Authority also had an inspection performed on the Walkway Over the Hudson in 2011. As a pedestrian bridge, the Walkway Over the Hudson is fully inspected every five years and receives interim specialized inspections when warranted.

- b. Develop and update annually a five year capital plan for the bridges necessary to maintain a good (level 5) condition for the vehicular bridges.

The Authority's Board adopted the 2017-2021 capital program at its September 15<sup>th</sup>, 2016 meeting. This program reflects the findings of the maintenance and biennial inspections and has resulted in the Authority retaining the good (level 5) condition for vehicular bridges.

- c. Develop and implement the annual capital program and maintenance plan taking into account the inspection results.

The Authority develops and implements its capital program and maintenance plan based on the findings of the biennial inspections. These programs have resulted in the Authority retaining a good (level 5) condition for vehicular bridges.

- d. Develop emergency response and security plans.

The Authority has documented emergency response and security procedures required to safeguard critical infrastructure embedded within Emergency Operating Plan and its Operating Procedures Manual. They are available at all bridge facilities and the Authority's network shared drive.

2. Goal: Fiscal Prudence

- a. Obtain an Independent Auditors' audit of the Authority's financial statements.

The Authority's Independent Auditor reviewed the 2016 Financial Statements and provided an unqualified opinion.

- b. Prepare and annually update a five year financial plan based on capital funding needs and a fiscally prudent operating budget.

The Authority's Board reviewed the 2016 through 2020 Business and Financial Plans at its September 15<sup>th</sup>, 2016 meeting. The plan was approved during the November 17<sup>st</sup>, 2016 meetings as statutorily required.

- c. Annually review and approve a budget for operating and capital expenditures.

The Authority reviewed and approved its Operating Plan as required during its September 15, 2016 meeting.

- d. Provide periodic budget to actual report to enable moderation of controllable expenses throughout the year.

The Authority generated Quarterly Operations Reports for March 2016, and September 2016 during calendar year 2016. It generates the annual reports for each year by the following March 31. The review of expenditures for June 2016 is performed through the development of the Business and Financial Plan reporting and is provided, as required, as part of the reporting package.

### 3. Goal: Limit Toll Rates

- a. Annually review toll revenue projections taking into account annual receipts.

This objective is achieved through the development of the Business and Financial plan approved by the Board at its November 17<sup>th</sup>, 2016 meeting.

- b. Include in the five year financial plan a schedule of toll revenue increases based on capital needs and taking into consideration the impact on the traveling public.

All toll revenue increases based on capital needs would be taken into consideration during the development of the Business and Financial Plan.

- c. Plan and approve new toll schedules as required by the financial plan.

No toll increases are being planned or expected to be needed prior to 2019. The Authority projects that it will require a revenue enhancement to support the redecking of the North Span Newburgh-Beacon Bridge some time in the early 2020's. Administratively the Authority prepares a long range forecast internally that will be utilized to determine the need for the next toll increase.

- d. Periodically evaluate service levels and associated costs.

The service levels at the Authority are evaluated each year during the development of the Business and Financial Plan. Staffing levels were determined to be adequate based on volumes, which overall increased compared to prior year.

- e. Periodically evaluate shared service opportunities.

The Authority evaluates all functional processes during development of the Business and Financial Plan. Where shared services add value, for example the processing of E-ZPass transactions via the NYS Thruway Authority, they are utilized. In other instances where more cost effective, modernization and outsourcing are utilized.

- f. Promote the use of E-ZPass services in the interest of fiscal prudence and the convenience of the travelling public.

In 2013 the Authority fully implemented an initiative to sell E-ZPass tags in full service toll lanes. This approach provided greater convenience to patrons as previously all direct tag sales were solely from the headquarters building. The Authority has continued selling tags in manned toll lanes along with banner, print and radio advertising that has resulted in increased E-ZPass penetration. The effort builds on the toll schedule that contains an E-ZPass discounted fare implemented in 2012. The Authority will evaluate the E-ZPass discounts in the toll schedule for the next schedule.

- g. Evaluate and implement methods to obtain additional revenue sources such as conduit leases.

The Authority continued to sell advertising space on Authority facilities during 2016. It continuously pursues other opportunities for greater utilization of the bridge conduits and fiber optic network. While this revenue is not sufficient to offset toll increases when major projects require funding, the Authority makes every effort to maximize other revenue opportunities.

#### 4. Goal: Maintain Access to Capital Markets

- a. Provide for timely and comprehensive financial reporting.

The Authority adhered to statutory required reporting time lines for 2016.

- b. Maintain compliance with coverage factors required by bond resolution.

The Authority had a debt service coverage of 3.13 for 2016, exceeding the resolution required 1.75.

#### 5. Goal: Maintain Transparency

- a. Annually evaluate communications with the public regarding the Authority's programs and services and prompt responses to public inquiries.

The Authority maintains a well-developed web site providing details on the Authority's programs and services. Additional resources are located at each bridge facility to accommodate public requests. The Authority responds promptly to inquiries, maintaining a 100% FOIL compliance rate, 100% Subpoena compliance rate and typically responds to general inquiries immediately. The Authority has well developed communication forums on Facebook and Twitter and posts daily Twitter briefs.

- b. Provide website access to the annual audit report.

The annual report is posted on the publically accessible website.

- c. Provide website access to required financial and operating documents as well as other documents of interest to the travelling public.

All financial documents, permit documents, employment documents and other necessary operational information is posted on the website. The Authority also hosts a large and detailed library of information, links and data regarding the region, the Hudson River and the Authority's bridges. The Authority also provides brief information and direct links to all other relevant transportation entities throughout New York State as well as the E-ZPass system.

- d. Coordinate with overlapping municipal, state and federal agencies regarding local construction projects, emergency planning, and other initiatives relevant to authority operations.

The Authority regularly coordinates activities and consults as necessary with FEMA, SEMO, NYSDOT, NYSP, Homeland Security (state and federal), US Coast Guard, contiguous county Emergency Management offices, contiguous county Sheriff's offices, local emergency responders and local law enforcement.