



COMMITTEE OF THE WHOLE
ACTING ON BEHALF OF THE
AUDIT COMMITTEE &
FINANCE COMMITTEE
SEPTEMBER 17, 2020 - 3:00 P.M.

Audit Committee Members

Alexander Berardi, Chairman
Maria Bruni
Lou Lanza

Finance Committee Members

Michael O'Brien, Chairman
Joan McDonald
Maria Bruni

- I. Minutes of the June 9, 2020 Audit Committee Meeting – Certified by Board Secretary Tara Sullivan
- II. Minutes of the June 9, 2020 Finance Committee Meeting – Certified by Board Secretary Tara Sullivan
- III. Operating Budget & Bridge System Net Revenues
- IV. Budget and Financial Plan 2021-2024
- V. Other Business:
- VI. Adjourn

New York State Bridge Authority Audit Committee Meeting Minutes of June 9, 2020

The New York State Bridge Authority's Audit Committee met via teleconference/zoom at 11:08 am on June 9, 2020.

In addition to Audit Committee members Chairman Roger P. Higgins, and Committee members Henry J. Stanton and Diane Jablonski those in attendance included:

Roderick O. Dressel
Richard Gerentine
Tara Sullivan
Brian Bushek
Carl G. Whitbeck, Jr., Esq.

Upon a motion made by Ms. Jablonski and seconded by Mr. Stanton the minutes of the March 20, 2020 Committee of the Whole meeting was approved unanimously.

Mr. Bushek reviewed the 2020 Engagement Letter and Audit Plan for the Internal Control System Auditor. In May 2016 the Authority ran an RFP and awarded in June 2016 the contract to Tronconi, Segarra & Associates. The original contract had a three year term and the option of two additional one year extensions at the discretion of the Authority.

The Internal Controls System Audit achieves the objectives identified within the engagement letter supporting the Authority by evaluating the effectiveness of internal controls. The Internal Controls System Auditor has developed the Audit Plan. This audit plan builds upon the previously provided audit plans given to the Audit Committee based on three year cycles that began in 2011. This plan outlines the major Authority functions, assesses the risk associated with each function, and provides an outline for the 2020 testing.

The purpose of this audit is not to detect fraud, though any fraud indicated will be brought to the attention of the Audit Committee. The objective is to review each area and determine whether controls adequately mitigate risk to the Authority. The approach is outlined in the Audit Plan to be executed this year.

For 2020, the Internal Auditor will perform Audit work on the following: Payroll, Personnel, Benefits, Facilities Inspection, Maintenance Programs and Toll Collection & Revenues. Note that Toll Collection & Revenues is considered high risk for the Authority. The total not to exceed fee for the 2020 engagement is \$20,500, consistent with the original proposal.

Upon a motion made by Mr. Stanton, seconded by Ms. Jablonski, the 2020 Internal

Control Systems Auditor – Internal Audit Plan and Engagement Letter was accepted unanimously.

Mr. Bushek reviewed the Audit of Year End 2020 Financial Statements Engagement Letter. Mr. Bushek indicated that in July 2016, the Authority advertised a Request for Proposal (RFP) for the subject services and awarded a contract to EFPR for \$16,900 per year. EFPR has also agreed to engage a sub-contractor to meet the Authority's MWBE goals. Based on our satisfaction with the Authority's prior audits and the cost Mr. Bushek recommended the Audit Committee and the Board approve the 2020 Engagement Letter to EFPR Group.

Upon a motion made by Mr. Stanton, seconded by Ms. Jablonski, the Audit of Year End 2020 Financial Statements was accepted unanimously.

Having no other business, the meeting adjourned at 11:12am.

**New York State Bridge Authority Finance Committee
Meeting Minutes of June 9, 2020**

The New York State Bridge Authority's Finance Committee met via teleconference/zoom, New York, at 11:13am on June 9, 2020.

In addition to Finance Committee Chairman Roderick Dressel and Committee members Richard Gerentine and Diane Jablonski, those in attendance were as follows:

Roger Higgins
Henry Stanton
Tara Sullivan
Brian Bushek
Carl G. Whitbeck, Jr., Esq.

Upon a motion made by Mr. Gerentine and seconded by Ms. Jablonski the minutes of the March 20, 2020 Committee of the Whole meeting were approved unanimously.

Mr. Bushek reviewed the executive summary of NYSBA's financing plan and the resolution of intent. Mr. Bushek has been in consultation with the Authority's financial advisor Acacia Financial Group, Inc. and Stantec, the Authority's Traffic Engineer regarding the options for a plan of financing the upcoming significant project awards in light of the COVID-19 pandemic. In particular, they have considered the availability potential options of bond financing to support costs of the significant contract for reconstruction of the Newburgh-Beacon Bridge north span, the Mid-Hudson Bridges curb and railing project, and the AET Conversion project.

The following were noted to the Committee

- **Reduced Revenues:** Mr. Bushek has reported that March, April and May revenues are substantially below budgeted 2020 amounts. Reduced revenues affect:
 - the moneys available for the pay-go portion of capital projects
 - moneys to support bonds to finance the larger projects
 - the ability to meet the ongoing toll covenant now and in the future
- **Capital Plan Adjustments:** Mr. Wright has proposed substantial changes to the capital plan to reduce current and next year expenditures to assist in addressing the revenue impacts.
- **Financing Plan:** Acacia assisted with the review of possible funding scenarios assuming substantial recovery over the remainder of the year to 95% of budget by year end and approval of the proposed capital plan adjustments.

*Note that all scenarios depend on actual results this year.

- Scenario 1—Modified version of the original plan with \$40M short term subordinate notes issued in early 2021 and \$50M in 2022, likely paired with a refinancing of the 2012 to extend the maturity and reduce current payments. Subordinate debt requires a 1x coverage for new obligations plus 1.75 on existing.
- Scenario 2—Up front issuance of the entire 90M, likely paired with a refinancing. Unlikely to be feasible unless revenues recover very quickly.
- Scenario 3—Break the capital plan down further with the NBBN project broken into phases to reduce contracted obligations and issue subordinate notes to fund a smaller amount.
- Feasibility of financing at the time of issuance will depend in actual revenues during the remainder of this year, other demands on cash, capital project cash flow requirements, financial markets, traffic engineer projections in the face of COVID uncertainty, toll schedules in place, and rating impacts.

In addition, as part of the overall financing plan discussion Mr. Bushek brought the resolution of intent to the committee. The resolution of intent is necessary for tax purposes. It allows for the reimbursement of the Maintenance Reserve Funds from the proceeds of Federal tax exempt bonds to be issued at a future date.

Upon a motion made by Mr. Dressel, seconded by Mr. Gerentine, the Capital Program Financing was accepted unanimously and the resolution of intent will be sent to the full Board with the Committee's recommendation for adoption.

The Committee would like to discuss further at the regular Board meeting. Upon a motion made by Mr. Dressel, seconded by Ms. Jablonski the Capital Program Financing was accepted unanimously and will be sent to the full Board with recommendation for adoption.

Having no other business, the meeting adjourned at 11:14 am.

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.:

Resolution Date: September 17, 2020

WHEREAS, §2801 of the Public Authorities Law requires that budget information for fiscal years 2020 and 2021 shall be prepared, adopted, and forwarded in report form to the offices cited in §2801, Public Authorities Law; now therefore and,

BE IT RESOLVED, that the Authority hereby adopts the proposed 2020 and 2021 budgets as required under §2801; and

BE IT FURTHER RESOLVED, that the Acting Executive Director, or her designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 17th day of September, 2020.

Tara Sullivan, Secretary

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.:

Resolution Date: September 17, 2020

WHEREAS, §7.13(c) of the Bridge System Revenue Bond Resolution adopted December 19, 1996 and as amended through supplemental resolutions, requires a review of the financial condition of the New York State Bridge Authority for the purpose of estimating whether the Net Revenues less investment earnings on amounts held in the General Fund and the Construction Fund for each year and for the next succeeding year will be sufficient to provide all the payments specified in subsection (b) of §7.13; now therefore and,

BE IT RESOLVED, that the Authority has completed such a review and has determined the Net Revenues less investment earnings on amounts held in the General Fund and the Construction Fund for the years 2020 and 2021 will be sufficient to provide all of the payments specified by subsection (b) of §7.13; and

BE IT FURTHER RESOLVED, that the Secretary is directed to provide the Trustee with a certified copy of this resolution together with a certificate setting forth a reasonably detailed statement of actual and estimated Revenues and Operating Expenses and other pertinent information upon which such determination was made.

IN WITNESS WHEREOF, this resolution has been duly adopted this 17th day of September, 2020.

Tara Sullivan, Secretary

STATE OF NEW YORK
OFFICE OF THE STATE COMPTROLLER

ANNUAL PUBLIC AUTHORITY
BUDGET AND FINANCIAL PLAN REQUEST
2021

Legal Authority: "Budget and Financial Plan Format, Supporting Documentation and Monitoring - Public Authorities" (2 NYCRR, Part 203)

PUBLIC AUTHORITY NAME & ADDRESS: New York State Bridge Authority
Mid-Hudson Bridge Toll Plaza
P.O. Box 1010
Highland, NY 12528

BOARD APPROVAL DATE: November 19, 2020

FISCAL YEAR START DATE: January 1

PREPARED BY: Brian Bushek

TITLE: Treasurer

PHONE NO.: 845-691-7245

E-MAIL ADDRESS: bbushek@nysba.ny.gov

SIGNATURE: _____

DATE: 9/17/20

**NEW YORK STATE BRIDGE AUTHORITY
ANNUAL PUBLIC AUTHORITY
BUDGET AND FINANCIAL PLAN
2021 - 2024**

A) Relationship with unit of government on whose behalf the Authority was established.

The New York State Bridge Authority is a body corporate and politic and public benefit corporation created in 1932 and existing pursuant to the Act. The Act provides that the Authority shall continue its corporate existence and operate and maintain the Bridge Systems so long as it shall have bonds or other obligations outstanding and until its existence shall be terminated by law. Upon cessation of the Authority, all its rights and properties shall pass to the State of New York.

B) Description of the budget process.

The Authority carefully monitors its performance against two separate budgets each year. The Operating Budget allocates the resources available from the Operating Fund. The Five Year Capital Improvement Program governs the use of funds in the Construction Fund and the Maintenance Reserve Fund.

The Operating Budget includes all expenses for the regular operations of the Authority's Executive Office and departmental cost centers as part of the three functional areas: Administration, Operations, and Engineering and Maintenance. Development of the Operating Budget is coordinated by the Treasurer under the supervision of the Executive Director. The budget for the next fiscal year is proposed to the Authority members late in the summer of each year and is approved by the members at a formal meeting prior to October 1st.

Throughout the year, the Authority produces monthly financial statements, usually within 30 days after the end of each month. The statements of revenue, expenses, and changes in net position is presented for each facility in order to monitor performance against budget projections.

The development of the Authority's Capital Improvement Program is directly responsive to the annual program of detailed bridge inspections conducted by independent consulting civil and structural engineers.

Each September, the Authority revises the Capital Improvement Program for the next five years by re-prioritizing all of the projects that have been proposed for implementation and identifying the specific projects that will be undertaken during the following year. The program decisions are proposed to the Authority Board by the Executive Director and Chief Engineer. The Authority makes its formal decision on the program at a public meeting after receipt of a report on the annual inspections by a representative of the Consulting Engineer.

The data upon which the program decisions are made include, among other factors:

- the annual inspection reports of independent engineering firms;
- the Consulting Engineer's separate specific program recommendations report;
- the estimate of the Authority's Chief Engineer and his staff as to the capability and availability of in-house personnel to undertake the projects recommended;
- the potential for traffic disruption and revenue loss in the event that lanes of adjoining bridges were to be affected by construction simultaneously; and
- the availability of funds.

Subsequent to approval by the Authority, the projects to be moved forward are organized into contracts and a letting

schedule is developed. The Authority then exercises its power of approval or rejection over the letting of each contract and, once awarded, each contract in progress is the subject of a monthly written report to the Executive Director and the members of the Authority Board until completion.

C) Description of the principal budget assumptions, including sources of revenues, staffing and future collective bargaining costs, and programmatic goals.

Primary sources of Authority revenues include toll revenue, interest income, advertising, and fiber leasing. In 2019, \$59.0 million in tolls accounted for 93.4% of overall operating revenue, with a one time grant of \$1.5 million, \$0.8 million of miscellaneous income primarily from advertising and fiber leasing, and interest on investments \$1.8 million comprising the remaining income. Without the grant toll revenue accounted for 95.7% of overall operating revenue. On the expense side, salary and related fringe benefits of \$21.6 million equaled 34.2% of the \$63 million in total outlays. The \$18.9 million cost of rehabilitation, construction and bridge repairs was 29.1 % of overall expenditures.

In 2020, toll revenues are projected to decline by 13.6% compared to 2019 primarily as a result of the impact of COVID-19. The impact overshadowed the revenue increase associated with the toll schedule revision that was implemented in May of 2020. Toll Revenue for 2021 is expected to rise by 6.8%, or \$3.5 million due to the expected recovery from the impact of COVID-19 and the implementation of the second step of the toll schedule revision that is being phased in over four years. The increase will begin on May 1, 2021. The increase is implemented on May 1 of each year with completion projected for May 1, 2023.

Interest income is based upon the estimated inventory of investments in the Authority's designated funds as provided for in its bond resolution and prevailing market rates. Interest rates are projected between 0.10% and 1.00% depending on maturity. The Maintenance Reserve and Construction Funds are used to fund capital improvements. These disbursements decreased in 2019 and are projected to increase significantly in 2020 as several contracts, the largest being renovations at Newburgh-Beacon bridge, are awarded and construction begins. Although the Authority projects funds to be received from the issuance of debt to cover the largest project, the Authority projects continued low market interest rates and to hold the funds for a short period of time. Investment income is expected to decrease after 2021 as interest rates remain low and funds available to invest decline over time.

Operating expenses are projected to rise \$5.5 million in 2020 over prior year, or 16.3%. Overall personnel related costs account for a \$3.6 million increase as it is driven primarily from increases in GASB 68 Retirement Costs (\$1.7 million) and Employee Health Insurance Costs (\$1.3) million (GASB 45/75 contributed \$0.7 million of this increase). Other increases include: Salaries of \$0.4 million associated with contractually obligated salary increases and additional staffing in the traffic and security function; Workers Compensation of \$0.4 million largely as a result of favorable claims history and an audit credit in 2019; Maintenance and Repairs \$0.4 million as vehicle, equipment, and systems maintenance cost increases offset reductions due to the mild winter; Electronic Toll Costs Increase \$0.2 million as a result of volume based pricing; and Intergovernmental Costs increase \$0.2 million largely from the Department of Labor charge associated with the Newburgh-Beacon Deck Project.

Operating expenses in 2021 increase \$6.9 million, or 17.5%. This is a result of several refinements and changes in assumptions.

A. The Authority projects issuing debt twice in 2021. The first debt issue is a Bond Anticipation Note (BAN) to continue funding the deck project at the North Span of Newburgh-Beacon Bridge. The second debt issue is to refund the Series 2012 with a 15 year issue. Under GASB 65 issuance costs are to be expensed in the period incurred. Debt Issuance Costs of \$1.6 million with \$0.8 million in Intergovernmental and \$0.8 million in Professional Fees are included in 2021.

B. The Authority continues to rely on the traffic engineer, Stantec, for the estimated impact of conversion to Tolls by Mail (TBM) or All Electronic Tolling (AET) in 2021. Initially the Authority is utilizing a net adjustment reflected in Electronic Toll Costs of \$0.8 million of the total \$1.0 million increase in 2021. This considers both the status of preparation activities where the Authority has not contracted all elements of the transaction process at this time and the impact of COVID 19 on traditional traffic patterns. The Authority anticipates approximately 75% of toll collection personnel related costs will be transitioned to transaction processing costs, but is currently reflecting them in the historical manner until the individual components are fully quantified consistent with the Stantec approach to make a single net adjustment.

C. The Authority now projects to transition full time and some part time toll collection staff into traffic and security roles. Approximately \$1.8 million or half of the \$3.6 million annual personnel related costs are added for 2021 to reflect this transition. The full cost of this transition is reflected in subsequent years.

D. Other cost increases include: Equipment Costs of \$2.0 million as the Authority upgrades and replaces toll systems to support Tolls by Mail; and Other Costs increasing \$0.4 million as a result of advertising campaign to support the transition to TBM.

Though staffing levels change at any given time, the Authority currently maintains a staff of 107 full time and 78 part time employees. All but 30 management/confidential employees are represented by the CSEA. The Authority settled a contract with CSEA during 2017 covering the period April 1, 2017 through March 31, 2022. The contract provides for the following pay increases, excluding step and longevity increases, for the contract year beginning in April: 2017 2.75%, 2018 2.75%, 2019 2.5%, 2020 2.5%, and 2021 2.0%. Total payroll is forecasted to increase at an average rate of 3% reflecting step and longevity increases.

D) Provide a self-assessment of budgeting risks.

Other than the sale of debt to support capital improvements or rehabilitation, the Authority has never depended on significant revenue from any source except tolls. As such, loss of toll revenue, in particular at the Newburgh-Beacon Bridge which takes in \$.53 of each Authority toll revenue dollar is a risk. The impact of COVID-19 traffic and revenue reductions demonstrate the Authority's reliance on toll revenue for operations and capital. The Authority has no way to predict a similar event occurring. Other risks, though with a lower likelihood, are mitigated with all Authority bridges covered for property damage and up to two years loss of revenue. In addition the Authority is sensitive to fluctuations in traffic driven by economic conditions. A substantial rise in fuel prices may have an impact on forecasted revenues.

The Authority has been approved to implement a toll schedule revision that is being phased in annually over four years began on May 1, 2020 with completion on May 1, 2023. The Authority is required under the enabling act to receive approval by the NYS Commissioner of the Department of Transportation to implement a toll schedule revision.

On the expense side, the annual increases in health insurance costs, employee retirement, and the recording of an accrual for health insurance benefits due current employees in retirement may pose future budgeting risks. The Authority is in compliance with the Governmental Accounting Standards Board Statements 45/75 (GASB 45/75) as of December 31, 2017. These costs, currently estimated at \$4.0 million for 2020, will ultimately need to be funded. This will require reduced spending in other areas or a toll revenue enhancement. As of December 31, 2016, the Authority was in compliance with GASB 68. Significant changes in the value of retirement assets and or actuary computed liabilities from the New York State and Local Retirement System or actuaries for post employment benefits could materially affect expenses.

The bridge system is subject to severe weather conditions, such as storms, winds, floods, earthquake, fires, explosions, spills of hazardous substances, strikes and lockouts, sabotage, wars, blockades and riots, threats, acts of terrorism, and potentially other unforeseen events. The Authority cannot predict the potential impact of such events on financial condition.

NY State created the Spending and Government Efficiency (SAGE) Commission in 2011, which reviewed all Authorities and state agencies and proposed recommendations for functional efficiencies up to and including complete consolidation/merger with other agencies or entities. The 2020 NYS Budget included a provision regarding a collaborative agreement for services with the New York State Thruway. While the Authority is not aware of any further pending legislative action, the Authority cannot predict the potential impact of collaboration/consolidation/merger initiatives that may be considered/implemented at a future date.

E) Revised forecast of the current year's budget.

See Accompanying Budget and Financial Plan 2021 - 2025.

F) Reconciliation that identifies all changes in estimates from the projections in the previously approved budget or plan.

See Accompanying Statement (Attachment #1)

The recently revised 2020 budget reduces the original 2020 budget projection for toll revenue by \$10.5 million due to the impact of COVID-19. While commercial traffic has rebounded and in some periods exceeded prior year, passenger traffic continues to be significantly below prior year. Expected interest income will rise to \$1.1 million due to changes in the Capital Program.

Overall Operating Expenses are expected to increase \$3.4 million or approximately 9.4% from the 2020 budget developed in 2019, an increase of \$5.5 million from the prior year end. The variances to budget include: a decrease in salaries of \$0.8 million associated with leaving open positions unfilled and cancelling the summer seasonal staffing activities as a COVID-19 austerity measure; an increase in retirement costs \$1.8 million associated with GASB 68 a 93% increase over prior year; and Employee Health Insurance is increasing \$2.7 million associated with GASB 45/75 where the Authority's actuary is projecting 20% increase from prior year associated with the impact of interest rate declines on computed liabilities.

Non-operating Expenses varied from the original budget primarily for the changes in the capital program. The capital program is now projected to cost \$13.4 million lower than the original projection due to various non-safety related projects being pushed back to later years as a result of COVID-19 funding availability concerns.

G) Statement of the last completed fiscal year's actual financial performance in categories consistent with the proposed budget or financial plan.

See Accompanying Statement (Attachment #1)

H) Projection of the number of employees, including sources of funding, the numbers of full-time and full-time equivalents, and functional classifications.

Though the exact number at a given time fluctuates, the total number of full-time-equivalent employees is expected to remain relatively stable until the implementation of AET. As the AET is implemented there will be a significant reduction in toll collection positions. Employee salaries are funded from toll revenues.

There are 107 full time employees classified as follows:

Toll Collectors - 17
Laborers - 49
Clerical - 19
Management - 22

There are 78 part time employees classified as follows:

Toll Collectors - 69
Laborers - 2
Management - 7

The 78 part time staff currently work hours equivalent to 47 full time employees.

I) Statement of each revenue-enhancement and cost-reduction initiative that represents a component of any gap-closing program and the annual impact on revenues, expenses and staffing.

The Authority projects the implementation of a toll increase phased in annually over four years. This incremental revenue enhancement will increase revenues annually and has begun May 1, 2020 and is expected to be completed on May 1, 2023. This increase is necessary to support the capital program and primarily the replacement of the deck on the Newburgh-Beacon North Span.

The Authority performs ongoing adjustments to staffing levels to reflect traffic converting to E-Zpass. The Authority promotes and incentivizes the use of E-Zpass through discounted tolls. This has reduced the need to man toll booths as the toll industry moves toward AET. Continuous management of staffing levels for traffic demand is reflected in the 2021-2024 Budget and Financial Plan as the Authority projects to transition to TBM in 2021.

The Authority projects the issuance of a BAN and Refunding Bonds in 2021 to finance the Newburgh-Beacon deck replacement and reduce interest costs. The refunding of the Series 2012 debt is projected to substantially reduce debt service costs.

The Authority projects the transition to TBM during 2021. This conversion will eliminate the operation of the toll plazas and improve traffic flow and safety at the toll plazas once completed. Transition of staffing costs to other functions and incremental transaction processing costs are reflected in the budget.

J) Statement of the source and amount of any material non-recurring resource that is planned for use in any given fiscal year.

NONE

K) Statement of any transactions that shift material resources from one year to another and the amount of any reserves.

NONE

L) Statement of borrowed debt projected to be outstanding at the end of each fiscal year covered by the budget or financial plan; the planned use or purpose of debt issuances; scheduled debt service payments for both issued and proposed debt; the principal amount of proposed debt and assumed interest rate(s); debt service for each issuance as a percentage of total pledged revenues; listed by type or category of pledged revenues; cumulative debt service as a percentage of available revenues; and amount of debt that can be issued until legal limits are met.

See Accompanying Statement (Attachment #2)

M) Statement of the annual projected capital cost broken down by category and sources of funding, and for each capital project, estimates of annual commitment, total project cost, expected date of completion and the annual cost for operating and maintaining those capital projects or capital categories that, when placed into service, are expected to have a material impact on the operating budget.

The sources of funding for all capital projects are toll revenues, interest income, debt proceeds financed from toll revenues, fiber leasing, advertising revenues, and the current values in our Maintenance Reserve Fund. The annual cost for operating and maintaining the capital plan is not expected to have a material impact on the operating budget.

See Accompanying Statement (Attachment #3)

NEW YORK STATE BRIDGE AUTHORITY
 Budget & Financial Plan
 2021 - 2024
 (\$000's)

	Last Year (Actual) 2019	Current Year (Estimated) 2020	Next Year (Modified Adopted Budget) 2021	Proposed Budget 2022	Proposed Budget 2023	Proposed Budget 2024
REVENUE:						
<i>TOLL REVENUE</i>						
RIP VAN WINKLE BRIDGE	4,921	4,264	4,553	5,035	5,422	5,810
KINGSTON-RHINECLIFF BRIDGE	6,311	5,271	5,628	6,484	6,983	7,482
MID-HUDSON BRIDGE	11,220	9,322	9,953	11,699	12,599	13,497
NEWBURGH-BEACON BRIDGE	30,824	27,385	29,239	31,992	34,453	36,915
BEAR MOUNTAIN BRIDGE	5,693	4,708	5,027	5,890	6,343	6,796
TOTAL TOLL REVENUE	58,969	50,950	54,400	61,100	65,800	70,500
INTEREST INCOME	1,822	1,100	700	400	400	400
MISCELLANEOUS INCOME	820	750	750	650	650	650
STATE GRANTS	1,500	40				
PROCEEDS FROM ISSUANCE OF DEBT			89,700	90,000		
TOTAL REVENUE	63,111	52,840	145,550	152,150	66,850	71,550
OPERATING EXPENSE:						
<i>ADMINISTRATION EXPENSE</i>						
SALARIES	2,100	2,159	2,221	2,288	2,356	2,427
EMPLOYEE RETIREMENT	489	973	328	341	355	369
SOCIAL SECURITY	152	165	170	175	180	186
EMPLOYEE HEALTH INSURANCE	1,453	1,266	1,312	1,364	1,419	1,476
EMPLOYEE DENTAL & VISION CARE INSURANCE	36	31	33	34	36	37
UNEMPLOYMENT	9	0	0	0	0	0
DISABILITY INSURANCE	1	1	1	1	1	1
SEVERANCE BENEFITS	0	7	7	7	8	8
COMMUNICATIONS	71	81	77	80	83	87
UTILITIES	128	157	158	164	171	178
WORKERS' COMPENSATION INSURANCE	-2	5	3	3	3	3
COMMERCIAL INSURANCE	1,568	1,715	1,899	1,975	2,054	2,136
PROFESSIONAL SERVICES	615	634	1,431	1,170	662	688
SUPPLIES AND MATERIALS	27	57	56	58	61	63
MAINTENANCE AND REPAIRS	76	118	122	127	132	137
TERGOVERNMENTAL SERVICES ASSESSMENT	372	523	1,171	804	452	470
EQUIPMENT	25	35	25	26	27	28
OTHER EXPENSES	176	203	660	270	281	292
TOTAL ADMINISTRATION EXPENSE	7,296	8,130	9,674	8,889	8,281	8,587

OPERATIONS EXPENSE	Last Year (Actual) 2019	Current Year (Estimated) 2020	Next Year (Adopted Budget) 2021	Proposed Budget		
				2022	2023	2024
SALARIES	6,149	6,230	7,544	7,770	8,003	8,244
EMPLOYEE RETIREMENT	664	958	663	690	717	746
SOCIAL SECURITY	452	477	577	594	612	631
EMPLOYEE HEALTH INSURANCE	2,602	3,201	3,729	3,878	4,033	4,195
EMPLOYEE DENTAL & VISION CARE INSURANCE	61	62	69	72	75	78
EMPLOYMENT	0	93	639	16	16	17
DISABILITY INSURANCE	8	8	8	8	9	9
SURVIVORS' BENEFITS	0	7	7	7	8	8
COMMUNICATIONS	155	162	178	185	193	200
WORKERS' COMPENSATION INSURANCE	71	137	137	142	148	154
PROFESSIONAL SERVICES	-46	145	148	154	160	166
SUPPLIES AND MATERIALS	8	66	197	205	213	222
MAINTENANCE AND REPAIRS	179	209	216	225	234	243
ELECTRONIC TOLL COSTS	396	569	557	579	602	627
EQUIPMENT	4,377	4,558	5,592	5,426	5,364	5,311
OTHER EXPENSES	79	230	2,150	241	251	261
	103	155	173	128	133	138
TOTAL OPERATIONS EXPENSE	15,258	17,267	22,584	20,321	20,771	21,248

ENGINEERING AND MAINTENANCE EXPENSE	Last Year (Actual) 2019	Current Year (Estimated) 2020	Next Year (Adopted Budget) 2021	Proposed Budget		
				2022	2023	2024
SALARIES	3,465	3,678	4,102	4,225	4,352	4,482
EMPLOYEE RETIREMENT	690	1,624	686	713	742	772
SOCIAL SECURITY	307	363	380	391	403	415
EMPLOYEE HEALTH INSURANCE	2,833	3,768	3,918	4,075	4,238	4,407
EMPLOYEE DENTAL & VISION CARE INSURANCE	91	96	100	104	108	112
EMPLOYMENT	3	6	6	6	6	7
DISABILITY INSURANCE	4	4	4	4	4	4
SURVIVORS' BENEFITS	0	7	7	7	8	8
COMMUNICATIONS	29	36	35	36	38	39
TILITIES	234	291	259	269	280	291
WORKERS' COMPENSATION INSURANCE	253	423	447	465	483	503
PROFESSIONAL SERVICES	438	458	523	544	566	588
SUPPLIES AND MATERIALS	109	132	134	139	145	151
MAINTENANCE AND REPAIRS	331	543	610	634	660	686
EQUIPMENT	52	53	109	113	118	123
OTHER EXPENSES	48	81	81	84	88	91
TOTAL ENGINEERING AND MAINTENANCE EXPENSE	8,887	11,563	11,401	11,812	12,239	12,681

DEPRECIATION ON BUILDINGS/EQUIPMENT	Last Year (Actual) 2019	Current Year (Estimated) 2020	Next Year (Adopted Budget) 2021	Proposed Budget		
				2022	2023	2024
	2,386	2,343	2,507	2,500	2,500	2,500
TOTAL OPERATING EXPENSE	33,827	39,303	46,166	43,522	43,791	45,016

	Last Year (Actual) 2019	Current Year (Estimated) 2020	Next Year (Adopted Budget) 2021	Proposed Budget 2022	Proposed Budget 2023	Proposed Budget 2024
NONOPERATING (REVENUE) EXPENSE						
PRINCIPAL ON BONDS	7,745	8,055	68,905	2,945	2,980	3,015
INTEREST ON BONDS	2,319	1,996	1,986	4,344	4,707	4,669
CHANGES IN FAIR MARKET VALUE OF INVESTMENTS	754	0	150	150	150	150
CAPITAL PLAN OUTLAYS	18,367	34,923	65,651	51,687	12,683	56,138
TOTAL NONOPERATING EXPENSES	29,185	44,974	136,692	59,126	20,520	63,972
TOTAL EXPENSES	63,012	84,277	182,858	102,648	64,311	108,988
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	99	(31,437)	(37,308)	49,502	2,539	(37,438)

**NEW YORK STATE BRIDGE AUTHORITY
BUDGET AND FINANCIAL PLAN SUMMARY FILE
2021 - 2024**

**BUDGETED REVENUES, EXPENDITURES, AND CHANGES IN CURRENT NET ASSETS
(\$000's)**

	<u>Last Year (Actual) 2019</u>	<u>Current Year (Estimated) 2020</u>	<u>Next Year (Adopted) 2021</u>	<u>Proposed 2022</u>	<u>Proposed 2023</u>	<u>Proposed 2024</u>
<u>REVENUE & FINANCING SOURCES</u>						
Operating Revenues						
Charges for services	58,969	50,950	54,400	61,100	65,800	70,500
Rental & financing income	0	0	0	0	0	0
Other operating revenues	820	750	750	650	650	650
Nonoperating Revenues						
Investment earnings	1,822	1,100	700	400	400	400
State subsidies/grants	1,500	40	0	0	0	0
Federal subsidies/grants	0	0	0	0	0	0
Municipal subsidies/grants	0	0	0	0	0	0
Public authority subsidies	0	0	0	0	0	0
Other nonoperating revenues	0	0	0	0	0	0
Proceeds from the issuance of debt	0	0	89,700	90,000	0	0
Total Revenues & Financing Sources	<u>63,111</u>	<u>52,840</u>	<u>145,550</u>	<u>152,150</u>	<u>66,850</u>	<u>71,550</u>
<u>EXPENDITURES</u>						
Operating Expenditures						
Salaries and wages	11,714	12,067	13,867	14,283	14,712	15,153
Other employee benefits	9,855	13,117	12,644	12,490	12,978	13,485
Professional services contracts	1,061	1,158	2,151	1,919	1,441	1,498
Supplies and materials	315	398	406	422	439	457
Other operating expenditures	10,882	12,563	17,098	14,408	14,222	14,423
Nonoperating Expenditures						
Payment of principal on bonds and financing arrangements	7,745	8,055	68,905	2,945	2,980	3,015
Interest and other financing charges	2,319	1,996	1,986	4,344	4,707	4,669
Subsidies to other public authorities	0	0	0	0	0	0
Capital asset outlay	18,367	34,923	65,651	51,687	12,683	56,138
Grants and donations	0	0	0	0	0	0
Other nonoperating expenditures	754	0	150	150	150	150
Total Expenditures	<u>63,012</u>	<u>84,277</u>	<u>182,858</u>	<u>102,648</u>	<u>64,311</u>	<u>108,988</u>
<u>CAPITAL CONTRIBUTIONS</u>						
Excess (deficiency) of revenues and capital contributions over expenditures	<u>99</u>	<u>(31,437)</u>	<u>(37,308)</u>	<u>49,502</u>	<u>2,539</u>	<u>(37,438)</u>

NEW YORK STATE BRIDGE AUTHORITY
Budget & Financial Plan

2021 - 2024

CONDENSED STATEMENT OF NET CURRENT ASSETS

(\$000's)

ASSETS	Last Year (Actual) 2019	Current Year (Estimated) 2020	Next Year (Adopted Budget) 2021	Proposed Budget 2022	Proposed Budget 2023	Proposed Budget 2024
Current Assets:						
Cash and cash equivalents	10,794	12,000	12,000	12,000	12,000	12,000
Investments	0	0	0	0	0	0
Receivables, net	2,727	3,000	3,000	3,000	3,000	3,000
Other assets	2,094	1,800	1,800	1,800	1,800	1,800
Restricted cash, investments and capital funds	80,084	48,647	11,339	60,841	63,380	25,942
TOTAL CURRENT ASSETS	<u>95,699</u>	<u>65,447</u>	<u>28,139</u>	<u>77,641</u>	<u>80,180</u>	<u>42,742</u>
LIABILITIES						
Current Liabilities:						
Accounts payable	1,858	2,000	2,000	2,000	2,000	2,000
Accrued liabilities	2,392	4,000	4,000	4,000	4,000	4,000
Pension contribution payable	0	0	0	0	0	0
Deferred revenues	701	638	575	512	449	386
Bond anticipation notes payable	0	0	0	0	0	0
Long-term debt due within one year	8,921	8,055	68,905	2,945	2,980	3,015
TOTAL CURRENT LIABILITIES	<u>13,872</u>	<u>14,693</u>	<u>75,480</u>	<u>9,457</u>	<u>9,429</u>	<u>9,401</u>
NET CURRENT ASSETS (DEFICIT)						
Net Current Assets:						
Restricted	80,084	48,647	11,339	60,841	63,380	25,942
Unrestricted	15,615	16,800	16,800	16,800	16,800	16,800
CURRENT ASSETS NET OF CURRENT LIABILITIES	<u>81,827</u>	<u>50,754</u>	<u>-47,341</u>	<u>68,184</u>	<u>70,751</u>	<u>33,341</u>

NEW YORK STATE BRIDGE AUTHORITY
Revenues and Expenditures
Actual Financial Performance 2019 and Change in Estimates
for Previously Approved 2020 Budget
(\$000's)

	Actual Financial Performance 2019	12/19/19 Approved Budget 2020	9/17/20 Revised Budget 2020	Difference Between Approved and Revised Budget 2020
REVENUE:				
<i>TOLL REVENUE</i>				
RIP VAN WINKLE BRIDGE	4,921	5,060	4,264	(796)
KINGSTON-RHINECLIFF BRIDGE	6,311	6,516	5,271	(1,245)
MID-HUDSON BRIDGE	11,220	11,756	9,322	(2,434)
NEWBURGH-BEACON BRIDGE	30,824	32,149	27,385	(4,764)
BEAR MOUNTAIN BRIDGE	5,693	5,919	4,708	(1,211)
TOTAL TOLL REVENUE	58,969	61,400	50,950	(10,450)
FEDERAL AND STATE GRANTS	0	0	0	-
INTEREST INCOME	1,822	900	1,100	200
MISCELLANEOUS INCOME	820	650	750	100
TOTAL REVENUE	61,611	62,950	52,800	(10,150)
OPERATING EXPENSE:				
<u>ADMINISTRATION EXPENSE</u>				
SALARIES	2,100	2,431	2,159	(272)
EMPLOYEE RETIREMENT	489	486	973	487
SOCIAL SECURITY	152	187	165	(22)
EMPLOYEE HEALTH INSURANCE	1,453	959	1266	307
EMPLOYEE DENTAL & VISION CARE INSURANCE	36	35	31	(4)
UNEMPLOYMENT	9	0	0	-
DISABILITY INSURANCE	1	1	1	-
SURVIVORS' BENEFITS	0	7	7	-
COMMUNICATIONS	71	83	81	(2)
UTILITIES	128	156	157	1
WORKERS' COMPENSATION INSURANCE	-2	13	5	(8)
COMMERCIAL INSURANCE	1,568	1,776	1715	(61)
PROFESSIONAL SERVICES	615	666	634	(32)
SUPPLIES AND MATERIALS	27	56	57	1
MAINTENANCE AND REPAIRS	76	113	118	5
INTERGOVERNMENTAL SERVICES ASSESSMENT	372	450	523	73
EQUIPMENT	25	28	35	7
OTHER EXPENSES	176	208	203	(5)
TOTAL ADMINISTRATION EXPENSE	7,296	7,655	8,130	475

	Actual Financial Performance 2019	12/19/19 Approved Budget 2020	9/17/20 Revised Budget 2020	Difference Between Approved and Revised Budget 2020
<u>NONOPERATING EXPENSE</u>				
PRINCIPAL ON 1997, 2002, 2011, AND 2012 BONDS	7,745	8,055	8,055	-
INTEREST ON 1997, 2002, 2011, AND 2012 BONDS	2,319	1,996	1,996	-
CHANGES IN FAIR MARKET VALUE OF INVESTMENTS	754	150	0	(150)
CAPITAL PLAN OUTLAYS	18,367	48,143	34,923	(13,220)
TOTAL NONOPERATING EXPENSES	29,185	58,344	44,974	(13,370)
TOTAL EXPENSES	63,012	94,266	84,277	(9,989)
DEFICIENCY OF REVENUES OVER EXPENDITURES	(1,401)	(31,316)	(31,477)	(161)

NEW YORK STATE BRIDGE AUTHORITY
Budget & Financial Plan
2021 - 2024
Debt Schedule - December 31st
(\$000's)

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Debt Outstanding (Principal)	\$66,470	\$89,720	\$130,230	\$127,285	\$124,305
Debt Service Payments (Principal & Interest)	11,240				
2021 BANs D/S Payment (Interest Only)		1,013	203		
2021 Refunding Bonds (Principal & Interest)		3,408	4,087	4,089	4,086
2022 Bonds D/S Payments (Principal & Interest)			2,999	3,598	3,598
2012 Bonds Debt Service as a % of total pledged revenues *	20.98%				
2021 Bond Anticipation Note Debt Service as a % of total pledged revenues *-Excludes Repayment		1.80%	0.33%		
2021 Refunding Debt Service as a % of total pledged revenues *		6.06%	6.54%	6.12%	5.71%
2022 Bonds Debt Service as a % of total pledged revenues *			4.80%	5.38%	5.03%
Cumulative Debt Service as a % of total pledged revenues *	20.98%	7.86%	11.67%	11.50%	10.74%

The proceeds of the Series 2012 bond sale were used, along with surplus revenues, to fund overall capital improvement plan expenditures. The Authority issued the Series 2012, a 15-year \$90.3 million debt issuance, at an all in TIC of 2.83%. The Series 2012 proceeds were used primarily to rehabilitate the deck on the south span of the Newburgh-Beacon Bridge. Proceeds were also used to fund a debt service reserve fund and pay costs of issuance. The Authority plans the issuance of a Bond Anticipation Note (BAN) for \$40 million in 2021 to support the capital program. The BAN will be paid for through the issuance of \$83,500 in 30 year bonds in 2022. The Authority plans the issuance of 15 year refunding bonds to refinance the 2012 Bonds in 2021. Assumes principal and interest payable on January 1 is paid in the preceding year. The Authority is authorized to issue bonds and notes in an aggregate principal amount not-to-exceed \$153.225 million.

* Pledged Revenue	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Tolls	50,950	54,400	61,100	65,800	70,500
Interest Income	1,822	1,100	700	400	400
Other Income	790	750	650	650	650
	<u>53,562</u>	<u>56,250</u>	<u>62,450</u>	<u>66,850</u>	<u>71,550</u>

**NEW YORK STATE BRIDGE AUTHORITY
Budget & Financial Plan
2021 - 2024**

SEE NEW YORK STATE BRIDGE AUTHORITY 2021 - 2025 CAPITAL IMPROVEMENT PROGRAM.



**Bridge
Authority**

**New York State Bridge Authority
Capital Improvement Program
2021 - 2025
(\$ 000,000's)**

FACILITY	2020	PROGRAM YEARS					FIVE (5) YEAR TOTAL
		2021	2022	2023	2024	2025	
Rip Van Winkle Bridge	\$0.000	\$0.000	\$0.000	\$0.000	\$12.000	\$0.000	\$12.000
Kingston-Rhinecliff Bridge	\$0.600	\$0.000	\$0.000	\$0.000	\$10.000	\$0.000	\$10.000
Mid-Hudson Bridge	\$4.650	\$4.100	\$1.000	\$0.000	\$17.500	\$2.250	\$24.850
Newburgh-Beacon Bridge	\$15.534	\$41.600	\$41.500	\$8.750	\$0.000	\$1.200	\$93.050
Bear Mountain Bridge	\$0.000	\$3.000	\$0.000	\$0.000	\$10.000	\$0.800	\$13.800
Walkway over the Hudson	\$0.400	\$0.300	\$0.000	\$0.000	\$2.600	\$10.500	\$13.400
Systemwide (Engineering)	\$2.891	\$4.900	\$3.200	\$3.100	\$2.950	\$4.950	\$19.100
Systemwide (IT Dept.)	\$0.553	\$0.586	\$0.952	\$0.298	\$0.538	\$0.323	\$2.697
Systemwide (Adminstration)	\$0.120	\$0.070	\$0.040	\$0.040	\$0.050	\$0.200	\$0.400
Systemwide (Operations)	\$10.175	\$11.095	\$4.995	\$0.495	\$0.500	\$5.625	\$22.710
Program Total	\$34.923	\$65.651	\$51.687	\$12.683	\$56.138	\$25.848	\$212.007

August 31, 2020



**New York State Bridge Authority
Capital Improvement Program
2021 - 2025
(\$ 000,000's)**

Engineering

August 31, 2020
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Project I.D.	Project Type	Project Title/Description	Phase	Program Years					TOTAL	Remarks			
				2020	2021	2022	2023	2024			2025		
K0001 2007 K0003 2010	Facility Rehab	Kingston-Rhinecliff Highway Improvements K1 - West & East Approach Highway Improvements, \$1 mil K3 - Replace deck overlay with "NovaChip", \$0.6 mil.	CONST	0.600				2.000	2.000	Biennial inspection indicates approach roadway is in good condition.			
			OTHER						0.000				
			TOTAL	0.600	0.000	0.000	0.000	2.000	0.000		2.000		
K0002 2010	Preventative Maintenance	Kingston-Rhinecliff Program Painting Lead Abatement and re-painting of the west and east approach girder spans.	CONST					6.000	6.000	\$6 mil delayed to 2024, paint remains in good condition.			
			OTHER						0.000				
			TOTAL	0.000	0.000	0.000	0.000	6.000	0.000		6.000		
K0004 2015	Preventative Maintenance	Kingston-Rhinecliff Electrical Upgrade Replace bridge power and lighting cables	CONST					2.000	2.000	Postponed from 2020 - 2024			
			OTHER						0.000				
			TOTAL	0.000	0.000	0.000	0.000	2.000	0.000		2.000		
K0006 2018	Facility Improvement	Kingston-Rhinecliff Pedestrian Walkway 2019 provided safe pedestrian crossing between Ulster and Dutchess counties. Furnished and installed concrete barrier, pavement markings and approach roadway sidewalk.	CONST						0.000	Continuous link between Ulster & Dutchess Counties via Kingston-Rhinecliff Bridge. \$30 mil for cantilever pedestrian sidewalk addition post 2025.			
			OTHER						0.000				
			TOTAL	0.000	0.000	0.000	0.000	0.000	0.000		0.000		
Kingston-Rhinecliff Annual Totals:				\$0.600	\$0.000	\$0.000	\$0.000	\$10.000	\$0.000	\$10.000	\$0.000	\$10.000	<< 2021-2025 Total



**New York State Bridge Authority
Capital Improvement Program
2021 - 2025
(\$ 000,000's)**

Engineering

Project I.D.	Project Type	Project Title/Description	Phase	Program Years					TOTAL	Remarks	
				2020	2021	2022	2023	2024			2025
M0014 2019	Facility Rehab	Mid-Hudson, Steel Repairs Stiffening Truss Hanger Repairs Remove and Replace bridge curbing & box beam railing Tower Joint Repairs NBB-West Abutment bearing repairs	CONST	4.250	3.800					3.800	
			OTHER	0.400	0.300					0.300	
			TOTAL	4.650	4.100	0.000	0.000	0.000	0.000	4.100	
M0015 2019	Facility Rehab	Mid-Hudson, Main Cable Suspenders Remove and Replace Main Cable Suspenders	CONST					10.000		10.000	
			OTHER							0.000	
			TOTAL	0.000	0.000	0.000	0.000	10.000	0.000	10.000	
M0016 2019	Preventative Maintenance	Mid-Hudson, Rock Cut Stabilization West Approach Rock Scalling	CONST					0.500		0.500	
			OTHER							0.000	
			TOTAL	0.000	0.000	0.000	0.000	0.500	0.000	0.500	
M0017 2020	Facility Rehab	Mid-Hudson, Electrical Upgrade Complete bridge electrical wiring removal, install new conductor cables, new load centers and transformers.	CONST						1.500	1.500	
			OTHER							0.000	
			TOTAL	0.000	0.000	0.000	0.000	0.000	1.500	1.500	
			CONST							0.000	
			OTHER							0.000	
			TOTAL	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Mid-Hudson Annual Totals:				\$4,650	\$4,100	\$1,000	\$0,000	\$17,500	\$2,250	\$24,850	<< 2021-2025 Total



**New York State Bridge Authority
Capital Improvement Program
2021 - 2025
(\$ 000,000's)**

Engineering

August 31, 2020
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Project I.D.	Project Type	Project Title/Description	Phase	Program Years					TOTAL	Remarks		
				2020	2021	2022	2023	2024			2025	
B0005 2007	Extra Maintenance	Bear Mountain - Main Cable Evaluation Opening Main Cable for Investigation and Sampling. Investigation testing / analysis report.	CONST							0.000	Next Scheduled Investigation 2028, 10yrs.	
			OTHER							0.000		
			TOTAL	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
B0002 2007	Preventative Maintenance	Bear Mountain - Maintenance Painting Spot clean and overcoat towers and stiffening truss	CONST					10.000		10.000	Postponed from 2023 to 2024	
			OTHER							0.000		
			TOTAL	0.000	0.000	0.000	0.000	10.000	0.000	10.000		
B0003 2007 2019	Extra Maintenance	Bear Mountain - Main Cable Safety Handrope and Suspender replacement in 2028 Remove and replace main cable safety handrope \$2mil Remove and replace main cable suspenders \$5mil	CONST							0.000	Hand rope moved from 2022 to 2028 combine with suspender rope replacement	
			OTHER								0.000	
			TOTAL	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
B0006 2017	Preventative Maintenance	Bear Mountain - Approach Paving Deck Repairs, mill, new overlay and pavement markings Approach Rehab 2020	CONST		3.000							
			OTHER									
			TOTAL	0.000	3.000	0.000	0.000	0.000	0.000	0.000		
B0007 2020	Facility Rehab	Bear Mountain - Deck Replacement Replace 50 year old deck, bridge sidewalk and parapets.	CONST								Design/Design Support 2025 - 2027; \$1mil Construction 2026 - 2027; \$30mil	
			OTHER							0.800	Construction Inspection 2026 - 2027; \$3mil	
			TOTAL	0.000	0.000	0.000	0.000	0.000	0.800	0.800		
Bear Mountain Annual Totals:				\$0.000	\$3.000	\$0.000	\$0.000	\$10.000	\$0.800	\$13.800	<< 2021-2025 Total	

