

NEW YORK STATE  
BRIDGE AUTHORITY

STRATEGIC  
PLAN

*A Bridge to the Future*

2025-2029



Bridge  
Authority

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## LETTER FROM THE EXECUTIVE DIRECTOR

On behalf of our entire workforce, I am pleased to share the New York State Bridge Authority (NYSBA) Strategic Plan for 2025-2029. This plan will guide our operational efforts for the next five years. It reflects our commitment to safety, customer driven operations, and overall excellence. Every decision we make as an Authority will be Safety Focused, Customer Oriented, and Excellence Driven. Our Strategic Plan captures our team's vision for the future of NYSBA, where we will set the bar for excellence in bridge management operations for the economic prosperity of the Hudson Valley.

I am very proud that this plan has been the result of a collaborative process over the past year among all of our staff. Department heads met multiple times to discuss the direction of the Authority, identify opportunities for improvement, and dream about future possibilities. After formulating ideas, we then presented the draft plan to employees at all facilities in order to gather feedback. We received many constructive comments, which helped fine-tune our plan to represent all aspects of NYSBA's operations. The plan was then submitted to the NYSBA Board of Commissioners for their review and approval. This process reinforced to us what we already knew, that everyone at the Authority cares deeply about our colleagues, customers, and community. They also made it clear that we must continue to strive for excellence and safety in all our operations and continue to operate with a customer-driven approach.

This plan comes at a critical time for NYSBA, as we have undertaken a great deal of changes since the Authority was established in 1932. Our transition to a cashless all-electronic tolling (AET) system between 2021-22, after nearly 90 years of cash toll collection, has helped transition the agency into a new sustainable era. Innovative technologies with smart traffic management systems, streamlined logistics, real-time tracking, and automation will help us improve safety, enhance our customers' experience, and excellently maintain our infrastructure.

This plan is a bridge for the Authority. Beyond all-electronic tolling, we are embracing a more sustainable future by increasing the energy efficiency of all our buildings, meeting New York State Governor Kathy Hochul's green energy decarbonization annual goals and transitioning our fleet to zero emission. In addition, our newly added security team is collaborating with our local and state police in helping us better manage bridge incidents and coordinate with first responders.

This Strategic Plan comes as NYSBA begins its 93<sup>rd</sup> year of building upon our legacy of maintaining the Hudson Valley's most crucial pieces of infrastructure and as we continue to showcase the spirit of service that everyone in our "NYSBA family" embodies every single day. I am confident that our team will build on our history of excellence and that we will continue to strive to achieve NYSBA's mission of "providing excellence in service, affordability, safety, and reliability for the economic and social well-being of the communities it serves."

I look forward to continuing this journey with you in the years ahead.

*Dr. Minosca Alcantara*

# EXECUTIVE SUMMARY

Building upon over 90 years of serving the Hudson Valley, the New York State Bridge Authority (NYSBA) developed this Strategic Plan for 2025-2029. Over the past year, NYSBA's workforce engaged in a collaborative process to discuss the Authority's strengths and opportunities, as well as the direction we will undertake moving forward.

This Strategic Plan includes NYSBA's mission, vision, and core values as well as strategic goals and objectives to focus on in the years ahead as we move toward our Authority's centennial in 2032.

Although the staffing and operations of the Authority are different than they were in the past, we have not wavered in our commitment to meet our mission of "providing excellence in service, affordability, safety, and reliability for the economic and social well-being of the communities it serves."

As a New York State public authority with a singular regional focus, we are uniquely positioned to make an immeasurable impact on the wellbeing of the communities in the Hudson Valley. Just as it always has, the Authority relies solely on its toll rates and other revenue streams to fund its maintenance and operations.

From the Rip Van Winkle to the Bear Mountain, these bridges are lifelines for commerce and social cohesion, particularly due to having one of the lowest toll rates in the country. They connect our neighbors with their workplaces, schools, healthcare facilities, as well as families and friends.

We are confident that this plan will help us better serve and protect our customers, maintain these critical pieces of infrastructure, and strengthen the region we are proud to call home.



## WHO WE ARE

The New York State Bridge Authority (NYSBA) is a Public Benefit Corporation established in 1932. Today, NYSBA operates and maintains five crossings over the Hudson River: Bear Mountain Bridge; Newburgh-Beacon Bridge north and south spans; Mid-Hudson Bridge; Kingston-Rhinecliff Bridge; and Rip Van Winkle Bridge. The Authority also maintains the superstructure of Walkway Over the Hudson, formerly the Poughkeepsie-Highland Railroad Bridge, while New York State Parks operates the park.

The Authority is governed by a Board of Commissioners appointed by the Governor and confirmed by the State Senate. Current members of the board are as follows:



Joan McDonald  
Chair



Maria Bruni  
Vice-Chair



Alex Berardi  
Commissioner



Ilan Gilbert  
Commissioner



Michael O'Brien  
Commissioner

Officers are appointed by the Board to run the day-to-day operations of the Authority. Current officers are as follows:

Minosca Alcantara, Executive Director

Lauren Melendez, Deputy Executive Director

Brian Bushek, Treasurer & CFO

Kevin Ahrenholz, General Counsel

Jennifer Rosso, Secretary

The Authority consists of a dedicated team of over 130 employees across multiple departments, with staff at each of the five bridge facilities. The Authority's headquarters is located near the Mid-Hudson Bridge in Highland, NY.

The area of New York State Law that empowers the New York State Bridge Authority is found in the Consolidated Laws of New York under Public Authorities, Article 3 (Bridge & Tunnel Authorities), Title 2 (Section 525-542): New York State Bridge Authority.



# OUR PURPOSE

## Mission

The New York State Bridge Authority's mission is to maintain and operate its Hudson River crossings, providing excellence in service, affordability, safety, and reliability for the economic and social well-being of the communities it serves.

## Vision

Remain a leading authority in bridge management to empower the economic prosperity of the Hudson River Valley communities with a safe, affordable, equitable, sustainable, and innovative transportation system.

## Our Values



**Community Driven:** We care deeply about our colleagues, communities, and customers



**Empathy:** We put ourselves in other people's shoes, always acting with compassion



**Fairness:** We ensure everyone is afforded equal opportunities and actively listen to all perspectives before making decisions



**Integrity:** We are honest, kind, trustworthy, and accountable for our actions



**Excellence:** We provide our employees, customers, and communities with premium services



**Ingenuity:** We continuously push the boundaries of what exists by incorporating creativity and innovation in our decision-making

## Our Stakeholders



**Customers:** Expect service that is safe, on-time, reliable, and that provides good value for their money



**Employees & Union:** Expect a safe workplace, skills training relevant to their roles, and opportunities for growth



**Businesses:** Expect NYSBA to spend its resources efficiently and appropriately, while enhancing the mobility of the region



**Government Partners (Federal, State, & Local):** Expect us to enhance regional mobility by providing excellent service, in a cost-effective and appropriate manner

# GOALS & OBJECTIVES

## SAFETY

The Authority's top priority is the safety of its employees and the traveling public. Over the past decade, NYSBA has built up a robust security presence through its remote 24/7 Command Center as well as the implementation of the Security Technician – Bridge (STB) position at all five crossings. These efforts will be built upon to ensure greater safety and security for these crucial pieces of infrastructure.

### Objective #1: Ensure the health, safety, and security of our customers.

To achieve this objective, NYSBA will be undertaking the following initiatives:

#### ***Minimize number of accidents on bridge facilities.***

The Authority will create a multilingual safety education campaign to educate the traveling public on the following areas: zipper merge; speeding; See Something-Say Something; Slow Down - People at Work; and bicycle safety. We will also collaborate with local law enforcement and State Police to enforce driver safety campaigns. NYSBA will also establish relationships with local fire districts and rescue organizations abutting bridges to reduce response time.

#### **Key Performance Indicator(s):**

- A phased multilingual driver behavior campaign completed by 2027.
- Number of accidents reduced by 10% of the 2024 reported accident figures in 2029.

### ***Work with our partners in public safety and mental health to reduce suicides on NYSBA bridges.***

The Authority will strategically evaluate all suicide deterrent options, such as fencing and other technologies.

#### Key Performance Indicator(s):

- Downward trending number of suicides per year at NYSBA facilities.
- Complete evaluation of Bear Mountain Bridge fencing design and feasibility study, along with public outreach campaign, by end of 2025.

### ***Reduce pedestrian incidents in pathways, particularly at nighttime.***

The Authority will update the safety of its pedestrian facilities and will identify and plan for motion-activated path lighting upgrades for pedestrian safety.

#### Key Performance Indicator(s):

- All pedestrian path lighting upgrades in place by the middle of 2025.

### ***Reduce potential for cyclist-vehicle collisions and improve safety of cyclists.***

The Authority will evaluate dedicated bicycle lanes at all bridges with the aim of improving safety and the bicycling experience on our spans. NYSBA will pursue appropriate and available grant funding opportunities to offset capital costs.

#### Key Performance Indicator(s):

- Apply for all relevant and eligible grant opportunities by the end of 2026, with a goal of securing grant funding in 2027.



Staff photo by Olive Cadet



## Objective #2: Ensure the safety of operations including employees, vendors, and contractors.

To achieve this objective, NYSBA will be undertaking the following initiatives:

### ***Ensure all staff have the right tools to perform their job and support safety throughout the organization.***

The Authority will develop crisis and trauma policies for NYSBA leadership team to reduce anxiety and depression in the workforce, perform safety checks throughout the year, continue to provide applicable safety gear (Personal Protective Equipment (PPE)) to every employee, and provide annual staff training for health and safety.

#### Key Performance Indicator(s):

- Crisis/Trauma Policies are created by December 2025 and continuously updated and distributed annually.
- Random audits will be established throughout the year to ensure all NYSBA personnel is at all times using applicable Safety Gear.
- All NYSBA staff attend health and safety training.

### ***Creating peer support for individuals who have experienced traumatic events.***

The Authority will develop NYSBA's Peer Support Program to provide mental health support to employees who experience crisis.

#### Key Performance Indicator(s):

- By end of 2025, create a Peer Support Program pilot program and increase staff awareness on how to deal with crisis.
- Develop a tracking mechanism for staff utilizing this service.

### ***Zero Employee Injuries (“Vision Zero”)***

The Authority will provide continuous agency-wide safety training and evaluate compliance. It will consider centralized training oversight and provide air horns to employees supporting and working on traffic, as well as it will continue providing real time employee location awareness.

#### Key Performance Indicator(s):

- Evaluate the cost-benefit of centralized training oversight by Q3 2025.
- Reduce loss-time accidents by 25% from prior year.
- Increase safety training course offerings by 50% by 2026 and increase participation level to 100%.

### ***Incorporate emerging technologies to increase safety (such as artificial intelligence, drones, underwater radars, etc.)***

The Authority will evaluate gates and sound technology, underwater pier sensors, and sonar technologies to protect infrastructure. It will also evaluate including tow trucks into fleet to provide rapid clearance of traffic accidents in order to minimize potential secondary accidents. Through all this, NYSBA will identify a timeline for evaluation, project prioritization, and funding.

#### Key Performance Indicator(s):

- By 2026, prioritize projects and funding strategies. Ensure that these priorities are incorporated into annual projects or capital plans.

## **Objective #3: Perform a comprehensive risk assessment.**

To achieve this objective, NYSBA will be undertaking the following initiative:

### ***Identify physical & operational vulnerabilities***

The Authority will complete a Security Risk Assessment in conjunction with local partners and New York State Division of Homeland Security and Emergency Services (DHSES).

#### Key Performance Indicator(s):

- Security Risk Assessment completed by end of 2025.





# OVERALL EXCELLENCE

The Authority will seize every opportunity to build upon its legacy and showcase best practices, both internally and externally. Regardless of who we are serving, the Authority will shine as an example for how government can deliver critical services to the communities we serve.

## Objective #1: Foster operational excellence and streamline operations.

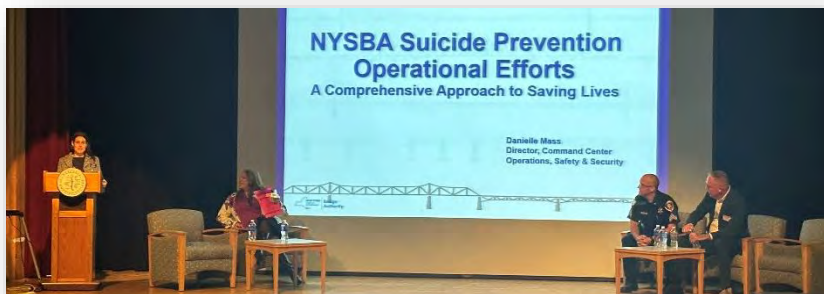
To achieve this objective, NYSBA will be undertaking the following initiative:

### ***Remain best-in-class bridge authority through sharing of best practices and increased industry participation and leadership.***

The Authority will leverage existing and new partnerships with trade groups and other organizations that allow NYSBA to both continually learn and share knowledge with other entities. NYSBA staff will continue to attend and present at conferences locally and nationally in order to learn and share best practices. Staff will also strive to step into leadership positions within local and national organizations that complement the mission of NYSBA.

#### Key Performance Indicator(s):

- Increase leadership positions within industry associations.
- Increase speaking invitations and participation with national organizations.



## Objective #2: Support tolling best practices.

To achieve this objective, NYSBA will be undertaking the following initiative:

### ***Development of an enforcement campaign and other measures to maximize toll collection.***

As an entity self-funded through tolling, we must continue to ensure that all tolls are collected efficiently and consistently. While the majority of NYSBA tolls are collected in an expeditious manner through either E-ZPass or Tolls by Mail, NYSBA continues to strive to increase the E-ZPass utilization rate and reduce the amount of toll violations in order to have a more equitable toll system. The Authority aims to accomplish this through public outreach on toll enforcement measures and implementation of registration suspension including out of state reciprocity. The Authority will also evaluate peace officers to serve public and infrastructure facilities to include tolling enforcement.

#### Key Performance Indicator(s):

- Decrease percentage of toll violations.
- Implement registration suspension by 2025.
- By 2026, begin evaluation of Peace Officers for tolling enforcement and other safety measures.

## Objective #3: Promote a positive work environment.

To achieve this objective, NYSBA will be undertaking the following initiative:

### ***Promote inclusion in the workplace through programs for new hires, employee resource groups, and annual climate surveys.***

We want to ensure that we attract and retain the best talent possible and make them feel welcome. Initiatives to support this objective may include social committees, orientation groups for new hires, annual workplace climate surveys, and the evaluation of employee resource groups.

#### Key Performance Indicator(s):

- Progressively increase attendance to social programs and meetings from each prior year.
- Evaluate the results of climate surveys for success and devise strategies to implement feasible recommendations by staff.



# INFRASTRUCTURE INTEGRITY

The Authority's longtime mantra is "maintenance deferred is maintenance denied." We will continue to practice this to ensure top-notch care of our bridge facilities. We will also look to build upon our past sustainability efforts as a way to improve our efficiency and contribute toward a cleaner environment for all.

## Objective #1: Ensure our bridges, buildings, and equipment meet sustainable standards.

To achieve this objective, NYSBA will be undertaking the following initiatives:

### ***Maintain compliance with sustainability standards.***

The Authority will conduct an ongoing assessment of sustainability plan implementations, while also adhering to state objectives for greater sustainability.

#### Key Performance Indicator(s):

- Meet or exceed all State and NYSBA sustainability plan goals.

### ***Increase energy efficiency in buildings.***

The Authority will implement our building decarbonization plan in line with New York's Climate Act goals. We will also identify and take advantage of tax credits and rebates available from the federal government and other sources.

#### Key Performance Indicator(s):

- Meet green energy building decarbonization annual goals.
- Maximize tax credit/rebates offered from the federal government.

***Fleet sustainability efficiency.***

In line with New York State sustainability goals, the Authority has already taken steps to purchase more electric and energy-efficient vehicles as part of its fleet. The Authority will continue to implement and follow the light duty fleet conversion plan to meet or exceed the goals outlined by the State.

**Key Performance Indicator(s):**

- Adhere to metrics listed in the NYSBA conversion plan.

**Objective #2: Ensure our bridges and physical infrastructure are well maintained.**

To achieve this objective, NYSBA will be undertaking the following initiatives:

***Maintain bridge condition rating at NYSDOT level 5.***

The Authority will utilize findings of biennial/annual inspections to create capital plans, as well as evaluate flags from inspection reports.

**Key Performance Indicator(s):**

- Bridge ratings remains at NYSDOT level 5 or higher.
- Zero yellow and red flags on inspection reports.

***Maintain maintenance and engineering staffing and training at optimum levels.***

The Authority will evaluate projects against insource vs. outsource staffing options and ensure sufficient staff will be available to complete and execute all projects and engineering and maintenance activities.

**Key Performance Indicator(s):**

- Engineering and maintenance work remains completed as scheduled without yellow or red flags.

***Maintain strategic relationships with applicable agencies/entities.***

The Authority will collaborate with stakeholders to improve bridge operations, connectivity, and infrastructure, including signage, roundabouts, changes to bridge approaches, etc. This will ensure that our bridges remain integral links within the regional transportation network.

**Key Performance Indicator(s):**

- Remain engaged in regional project development.



## Objective #3: Ensure technology infrastructure is well maintained.

To achieve this objective, NYSBA will be undertaking the following initiatives:

### ***Create 5-year capital plan for technology infrastructure enhancements.***

The Authority will ensure the capital plan considers cutting-edge technology and improvements for our spans, including but not limited to:

- Cable dehumidification
- Pier protection
- Air gap sensors
- Electric gate closing for bridges
- Sidewalk detection
- Suicide prevention technology
- Bridge fire vulnerability plan/risk assessment

#### Key Performance Indicator(s):

- Identify and implement the latest technological trends over the next 10 years.

### ***Maintain tolling and technology infrastructure to best practice standards.***

The Authority will ensure that all tolling infrastructure is always in a state of good repair and that data from third party contractors is received and processed in a timely manner.

#### Key Performance Indicator(s):

- Establish and maintain a database to monitor system health for traffic and security systems to include: camera health check frequency; camera availability; maintenance completion rate; mean time between failures (MTBF); and mean time to repair (MTTR).
- Ensure contractor compliance with established contractual obligations.



# DIVERSITY, EQUITY, AND INCLUSION

The Authority recognizes that diversity of backgrounds and experiences between our staff and patrons is a priceless asset. We will continue to work toward a more equitable workplace and exhibit fairness to all who interact with the Authority, both internally and externally.

## Objective #1: Commit to a diverse, equitable, and inclusive environment for all stakeholders.

To achieve this objective, NYSBA will be undertaking the following initiatives:

### *Promote diversity throughout the Authority.*

The Authority will promote diversity, equity, inclusion, and belonging by offering implicit bias training for all employees. We will also meet or exceed goals on participation by minority- and woman-owned business enterprises (MWBEs) and service disabled veteran-owned businesses (SDVOBs) on NYSBA contracts.

#### Key Performance Indicator(s):

- Maintain zero DEI complaints.
- Complete Implicit Bias training for all employees by Q2 2025.
- MWBE/SDVOB goals met or exceeded annually.

### *Actively recruit from more diverse platforms and diversify sources of communication for hiring.*

The Authority will identify professional organizations, community groups, religious groups, etc. and grow its network of supported recruitment options, as well as additional outreach strategies to identify more diverse applicants.

#### Key Performance Indicator(s):

- Increase number of recruitment sources by 25% by end of 2025.



# SERVICE

Given its size and regional scope, the Authority has long been an engaged local partner in the Hudson Valley. The Authority will continue to work on being a “friendly neighbor” in the communities we serve. All the while, our service capabilities will grow in excellence.

## Objective #1: Foster customer-centric service delivery.

To achieve this objective, NYSBA will be undertaking the following initiatives:

### ***E-ZPass and Tolls by Mail marketing campaign.***

The Authority will engage in more frequent and direct social media posts expounding upon the benefits of E-ZPass when paying for tolls. We will identify partners and platforms to promote E-ZPass on a large scale, as well as promote E-ZPass through targeted letters, VMS boards, and direct contact with the public.

### Key Performance Indicator(s):

- Direct social media posts about benefits of E-ZPass – Minimum 10 per year.
- Expand social media accounts (e.g. Instagram and LinkedIn) by Q1 2025.
- NYSBA will create at least two series of targeted letters, VMS board messages, and direct contact campaigns by end of Q4 2025.



### ***Modernize and improve NYSBA website.***

The Authority will hire a consultant to modernize the website and identify key functionalities missing, as well as eliminate redundancies among web pages. This will include revamping the graphics and functionalities of website, adding forms, FAQ, and accessibility features. We will work with a website content developer that could provide ways to increase traffic to website.

#### Key Performance Indicator(s):

- A revamped website would be operational by Q2 2026 that would offer:
  - User friendly features for toll payers regarding information for toll paying, disputes of fines, etc.
  - Increase traffic to website and interactions with public
  - Reduce phone calls by offering more information on the website
  - The use of top interactions documented through data tracking to provide tools for how to address common topics from customers

### ***Increase language access for all points of contact with NYSBA.***

The Authority will implement phone service for customers who speak other languages, as well as a translation website interface through NYS Office of ITS. We will also evaluate language needs across the Authority and services available for patrons who are limited English speakers.

#### Key Performance Indicator(s):

- Institute service line agreements regarding most used languages by Q4 2025.
- Enter into agreement with NYS Office of ITS by Q4 2025.



### ***Develop and enhance customer service skills.***

The Authority will establish customer service policies for visitors and those contacting NYSBA offices, to enhance the user experience. We will identify formal trainings available to provide customer service and communication skills to front office staff, Toll Audit Customer Service, and others engaging with the public/customers. We will document identified issues and our response/solution for future use with Toll Audit Customer Service. Finally, we will create and provide a survey specific to E-ZPass and Tolls By Mail (TBM) to understand reasons why people are not joining E-ZPass and stated barriers to joining the program.

#### Key Performance Indicator(s):

- Create and analyze logs to understand reason why individuals visit NYSBA by Q4 2025.
- Create and implement customer service policies, as well as identify and implement available trainings, for front desk by the end of Q2 2025.
- Measure the percentage of successful interactions/resolutions with Toll Audit Customer Service.
- Create customer satisfaction survey by Q4 2025.

## **Objective #2: Strengthen partnerships and community relations.**

To achieve this objective, NYSBA will be undertaking the following initiatives:

### ***Develop stakeholder relationships and define priorities.***

We will define the Authority's relationships with external stakeholders, creating objectives and goals for each identified stakeholder. A meeting schedule will be set up, identifying the right participants and format of the interaction (meet & greet, open house, roundtable, etc.)

#### Key Performance Indicator(s):

- Create a spreadsheet of stakeholders and prioritize the top five to engage with in 2025 and 2026.

### ***Identify external resources to build community and achieve NYSBA goals in an efficient and cost-effective manner.***

The Authority will define community initiatives and priorities based on NYSBA's objectives, identifying partners and available resources to establish collaborations.

#### Key Performance Indicator(s):

- Establish community goals and priorities by Q4 2025.
- Increase opportunities for joint grant applications & submissions.
- Increase engagements with media, businesses, and area colleges

### ***Conduct community surveys to understand needs.***

The Authority will develop a community survey by identifying target audience(s), desired information to acquire, and methods for distribution.

#### Key Performance Indicator(s):

- Complete and distribute survey by Q1 2026.
- Analyze and implement successful initiatives based on actionable feedback.

### ***Promote NYSBA's value to the region.***

The Authority will identify NYSBA's biggest accomplishments and why those are of value to the community. We will create a campaign to share on social media, website, VMS, and community events.

#### Key Performance Indicator(s):

- Launch campaign by Q4 2025.







# FISCAL RESPONSIBILITY

The Authority prides itself on being self-sufficient, relying almost exclusively on toll dollars to fund its operations and capital program. At the same time, we recognize the need to protect public funds and stretch out our budget, just like our patrons are doing at home.

## Objective #1: Accountability and transparency.

To achieve this objective, NYSBA will be undertaking the following initiatives:

### ***Improve forecast accuracy in the five-year capital plan.***

The Authority will improve its forecast accuracy by doing the following:

- Identify strategies to improve planning and preparation of capital budget
- Develop accurate and sophisticated budget estimates and schedules
- Identify and incorporate best practices from other transportation agencies and authorities' capital budgets
- Plan and target critical milestones for capital projects
- Implement and require the use of standard project management tools/software
- Ensure sufficient funds to have available capital funds

#### Key Performance Indicator(s):

- Keep Capital Budget variances from actual budget baseline to +/- 10%.

### ***Provide user-friendly reports via dashboards.***

The Authority will evaluate its fiscal reporting (frequency, audience, information, etc.). We will establish dashboards for internal use and decision-making.

#### Key Performance Indicator(s):

- Complete evaluation by Q1 2025.

## Objective #2: Equity and affordability.

To achieve this objective, NYSBA will be undertaking the following initiative:

### ***Identify creative solutions to tolling options for communities in need.***

The Authority will conduct a study to determine the basis for potential toll discount programs in our communities, to include demographics, economic forecasts, types of users/trips, frequency of users/trips, etc. We will engage with a consultant to conduct the traffic and revenue impact study for future schedule revisions.

#### Key Performance Indicator(s):

- Define potential discount structures to be evaluated in the next toll schedule revision.

## Objective #3: Maintain and utilize assets wisely.

To achieve this objective, NYSBA will be undertaking the following initiatives:

### ***Evaluate repurposing facilities for alternative use.***

The Authority will conduct a study to understand how to best use our facilities.

#### Key Performance Indicator(s):

- Develop a study by 2026.

### ***New revenue stream generation.***

The Authority will evaluate existing assets to understand potential revenue sources, such as:

- Bridge lighting for events
- Rental space under bridges
- Building/facility evaluation for alternative sources of income
- Fiber lease/rental

#### Key Performance Indicator(s):

- Annual evaluation of new revenue stream sources.

# INNOVATION

The Authority strives to be on the cutting edge, learning from partners and industry experts and employing the latest technology in service for our bridges and patrons. Despite having aging infrastructure, we will continue to show the world how to maintain spans in perpetuity with sustainability at the forefront.

## Objective #1: Environmental stewardship and sustainability.

To achieve this objective, NYSBA will be undertaking the following initiative:

### ***Meet all Executive Order 22 Sustainability and Decarbonization Program goals.***

New York State is leading the way in sustainability through Governor Hochul's Executive Order 22. The Authority will continue to work to meet these goals, evaluating the possibility of:

- Converting fleet to EVs
- Converting HVAC systems to clean technologies
- Upgrading appliances and computer systems to meet clean technologies
- Evaluating installation of solar farms at bridge facilities

#### Key Performance Indicator(s):

- Convert 25% of fleet by 2025.
- Establish a plan for 100% clean electricity by 2030.



## Objective #2: Technology and forward thinking.

To achieve this objective, NYSBA will be undertaking the following initiatives:

### ***Reduce corrosion of main cables in suspension bridges.***

The Authority will evaluate dehumidification in main cables at the Mid-Hudson Bridge and the Bear Mountain Bridge.

#### Key Performance Indicator(s):

- Identify and secure grant funding for these projects.
- Evaluate inclusion in capital plan after the next cable inspection cycle.

### ***Purposeful collaboration with other transportation agencies.***

The Authority will create opportunities for sharing of best practices, interoperable systems, data sharing, transparency exchange of information, frameworks and models to ensure innovation across New York State agencies. Enable high-performing leaders to share subject matter expertise and support implementation through communities of practice, conference and support implementation.

#### Key Performance Indicator(s):

- Convene annually with other state transportation agencies to highlight innovation successes, share best practices, promote collaboration efforts, and feature successful models that other could apply to their own departments by 2025.







NYSBA Staff Photos by: Kim Hoy-Baker (Top Left); Stephanie Pecchia (Middle Left); Jonathan Gioia (Bottom Left); Jessica Rivera (Top Right); Olive Cadet (Bottom Right)

For more information or to contact us, please visit: [nysba.ny.gov](https://nysba.ny.gov)