

NEW YORK STATE THRUWAY AUTHORITY **STRATEGIC PLAN**

2023 - 2033

*A roadmap for
maintaining
**OPERATIONAL
EXCELLENCE**
over the next decade*



**Thruway
Authority**

This page intentionally left blank

Table of Contents

Table of Contents	2
Letter from Executive Director	3
Executive Summary	4
What We Do	5-6
Who We Are	7
<i>Our History</i>	8
<i>Economic Impact</i>	9
<i>Members and Officers</i>	10
<i>Organization</i>	11-14
<i>Executive Team</i>	15
By the Numbers	16-20
Strategic Planning Focus Areas	21
<i>Safety</i>	22-23
<i>Operational Excellence</i>	24-25
<i>Customer Service</i>	26-27
<i>Infrastructure Integrity</i>	28-30
<i>Fiscal Responsibility</i>	31-32
<i>Environmental Stewardship</i>	33-34
Revision History	35

Since the first tolls were collected on the Thruway in 1954, the Thruway Authority has provided a safe, reliable superhighway for millions of customers every year.

The 570-mile system supports a variety of travelers including commuters, business travelers, recreational travelers and commercial vehicle traffic that transports goods throughout the state. The Thruway provides a dependable roadway system for travelers sustaining and encouraging economic growth, fostering job creation, and generating tax revenues for the state and its local governments.

In November 2020, the Thruway Authority completed a system-wide conversion to cashless tolling, ending nearly 70 years of cash toll collection. Cashless tolling has impacts throughout the Authority and requires a review and modernization of operations, business processes and technology.

Over the last year, NYSTA has taken a number of steps towards modernizing and aligning the organizational structure and resource allocation with the realities and customer expectations of the 21st century. A central part of this effort has been to develop the Thruway Authority's 10-year Strategic Plan. This plan is firmly aligned with the Authority's Mission, Vision, Guiding and Operating Principles. The plan identifies our goals over the next decade and what managers/departments can do to measure our progress towards those goals. This cohesive plan specifically focuses on safety, operational excellence, customer service, infrastructure integrity, fiscal responsibility, and environmental stewardship to bring the Authority into the future.

The strategic plan was developed collaboratively including all departments to ensure the Authority's strategic goals over the next ten years are shared and supported. Throughout the development departments determined the actions necessary to achieve those goals, establish a timeline, and mobilize resources to execute the actions.

The strategic plan is a critical component of the Vision Forward project and the Authority's long-term success and sustainability. I want to thank all of the employees who participated in the discussions with the Center of Excellence team and assisting in the creation of the Strategic Plan. I am confident we will continue this momentum with the support of our dedicated team of employees.



"The Strategic Plan is a critical component of the Vision Forward project and the Authority's long-term success and sustainability."

Frank G. Hoare
Executive Director

Executive Summary

The New York State Thruway Authority (Authority) developed this Strategic Plan from collaborative meetings with Department and Division representatives along with the Executive and Senior Leadership Team. The Authority recognizes that to remain a successful toll-funded transportation organization into the future, we must continuously explore innovative infrastructure design ideas and improve our technology, while simultaneously adopting and implementing customer service best practices. We are committing to six focus areas through 2033 in support of our mission of operating and maintaining a reliable, user-fee supported superhighway delivering high levels of safety and service. These focus areas are Safety, Operational Excellence, Customer Service, Infrastructure Integrity, Fiscal Responsibility and Environmental Stewardship.

The Authority's Strategic Plan includes specific goals, objectives and measures designed to advance the organization's mission to become the safest and most reliable user-fee supported superhighway in the world. We will evaluate our progress annually using the measures established within. The Strategic Plan will create accountability to our customers and stakeholders and help us foster a continuous improvement mindset.

Our Fundamental Goals:

- *Optimize our resources to meet current and future service delivery needs*
- *Explore new revenue sources to fund capital and operating needs*
- *Create an environment for diversity and inclusion to flourish*
- *Deliver services that continuously improve customer experience*
- *Foster and promote teamwork that is consistent with our operating principles*
- *Focus and support systematic, data-driven decisions*



What We Do



Thruway
Authority

What We Do

Mission, Vision, Guiding and Operating Principles

Mission

The NYS Thruway Authority operates and maintains a reliable, user-fee supported superhighway delivering high levels of safety and service.

Vision

To operate and maintain an essential transportation corridor that supports and enhances economic activity, by reliably delivering high levels of safety, convenience, and service while modernizing to meet dynamic customer and partner needs in a financially responsible manner.

Guiding Principles



Safety – Ensure safety and security are always at the core of everything we do.



Operational Excellence – Deliver reliable, modern, streamlined operations (internal service mindset) and maintain financial self sufficiency.



Customer Service – Meet customer needs and continually improve services and the experience for our customers.



Infrastructure Integrity – Manage assets to ensure the timely and high-quality implementation of critical projects for the maintenance and improvement of infrastructure.

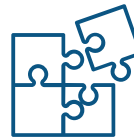


Continuous Improvement – Consistently measure performance and pursue innovative ways of working more effectively and efficiently.



Environmental Stewardship – Act in an environmentally sustainable manner in operating and maintaining the Thruway

Operating Principles



Support & Value – We treat all employees with respect and dignity – understanding they are the foundation of the organization.



Collaboration – We work across departments to drive quality outcomes effectively and efficiently.



Integrity – We act ethically and do the right thing while delivering on our commitments.



Innovation – We pursue and consider all ideas, and leverage 21st Century Technology for new ways of working with and for our customers.



Diversity & Inclusion – We create and sustain an environment in which people from diverse backgrounds and perspectives can grow, develop, and succeed.



Who We Are



Thruway
Authority

Our History



The Governor Thomas E. Dewey Thruway, built in the early 1950s, is one of the oldest components of the National Interstate Highway System and one of the longest toll roads in the nation. It set the standard for modern highway geometric design with safe roadway characteristics including smooth curves, wide medians, and unobstructed driver sight distances.

For more than 60 years, the Thruway system has been essential for commerce and travel in the Northeast. About one-third of all vehicles using the Thruway are from out of state. The Thruway System also plays a vital role in New York State's economy. This 570-mile superhighway, with 815 bridges, 118 interchanges and 27 service areas, connects New York's principal cities, rural areas, and tourist destinations.

The mainline of the Thruway extends 426 miles, from New York City to Buffalo (I-87 and I-90). Other elements of the system include the New England Thruway (I-95), the Cross Westchester Expressway (I-287), the Garden State Parkway Connector, the Berkshire Connector (I-90), the Niagara Thruway (I-190), and the Erie Section (I-90).

The Thruway converted to an entirely cashless tolling system in November 2020.



Economic Impact

The New York State Thruway plays a critical role in the regional economy. It serves as a vital link between major cities, connecting the Eastern Seaboard with Canada and the Great Lakes. With an average of 20.5 million vehicle-miles per day and approximately 7.5 billion vehicle-miles traveled in 2021, the Thruway traverses 37 of the state's 62 counties and the majority of its population.

The economy of New York State depends upon the safe, efficient, and reliable transportation of goods to remain competitive. As the primary corridor for moving freight in the state, the Thruway fills this need, supporting more than three million jobs and impacting employment across multiple sectors. The Thruway links all of New York State's major urban areas, forging strong supply chains between manufacturers, retailers, and consumers. In many communities along the Thruway, agriculture is the primary source of economic activity. Whether dairy, apples, grapes, or other perishable commodities, the Thruway helps to bring locally farmed goods to buyers across the Northeast and beyond.

The Thruway connects New York State businesses to markets across the globe, linking highways, railways, canals and airports in a statewide transportation network that moves more than \$2.3 trillion of goods annually. Nearly two-thirds of the freight that moves within New York State's transportation network is through-traffic, having both an origin and destination outside of the state. As a major interstate corridor with connections to Canada, four neighboring states, and the greater New York City metropolitan area, the Thruway serves as a gateway to wider regional and global economies.

The Thruway also plays a vital role in promoting tourism and recreation. More than 256 million tourists visit New York State every year, with an estimated economic impact of more than \$117 billion for businesses and communities in every part of the state. The Thruway allows visitors to access destinations as diverse as Niagara Falls and Times Square to the scenic Adirondacks and the State Fair. Its extensive reach, efficient connectivity, and strategic placement make it an economic lifeline, driving the overall prosperity of New York State.

- **20.5 MILLION** vehicles per day
- **7.5 BILLION** miles traveled per year
- Traverses **37 COUNTIES**
- Supports transportation network that moves **MORE THAN \$2.3 TRILLION** of goods annually
- Connects tourists to diverse locations across the state

Members and Officers

The Authority is comprised of a seven-member board of directors appointed by the Governor with the advice and consent of the State Senate. Board members serve for terms of nine years each. Pursuant to the New York State Public Officers Law, members of the Authority whose terms have expired continue to serve until a successor is appointed and qualified. The Chair serves in that capacity for the full term of his/her appointment as a member of the Authority Board. The members of the Authority Board may appoint other officers. The present members of the Board are as follows:



Joanne M. Mahoney,
Chair, Board of
Directors



Robert L. Megna,
Vice-Chair



José Holguín-Veras,
Ph.D., P.E., Member



Heather C. Mulligan,
Esq., Member



Norman H. Jones, Sr.,
Member



Joan McDonald,
Member



Paul Tokasz,
Member

The present officers of the
Authority are as follows:

Joanne M. Mahoney – Chair, Board of Directors

Robert L. Megna – Vice Chair

Frank Hoare – Executive Director

David Malone – Treasurer

Keith Fragomeni – Assistant Treasurer

Juliane Greco - Secretary



OUR ORGANIZATION



Thruway
Authority

Organization

The Authority is a public benefit corporation responsible for the financing, construction, operation, maintenance, and improvement of the New York State Thruway. The Authority is organized into 13 functional areas.

Administrative Services

The Department of Administrative Services provides support to all Departments in the Authority's Administrative Headquarters, as well as the four Divisions in the areas of Personnel (Staffing Services and Benefits Administration), Training and Employee Development, Equal Employment Opportunity and Diversity, Labor Relations and Employee Safety, Administrative Analysis, and Office and Building Maintenance Services.

Audit and Management Services

The Department of Audit and Management Services is responsible for performing independent audits, reviews and analyses of all Authority operations; conducting confidential investigations to detect and prevent fraud, waste, and abuse; promoting security and protection of Authority employees, customers and assets which includes the Governor Mario M. Cuomo Bridge; ensuring compliance with the New York State Governmental, Accountability and Internal Control Act; and other requested services from the Thruway Authority Board and Executive Management.

Board and Executive

Board and Executive is responsible for the overall executive management of the Authority. It includes the Thruway Authority Board of Directors, which consists of seven unsalaried members, the Executive Director, Chief of Staff, and support personnel.

Engineering

The Department of Engineering, led by the Chief Engineer, and comprised of Headquarters and Division staff, is responsible for the engineering needs of the Authority. These functional areas of the Department all work collectively to develop and implement the Capital Program, starting with planning and program development, through project inception and design, to construction completion. The Engineering Department also supports the Department of Maintenance and Operations, at both the Headquarters and Division levels. The Department executes the Capital and Contracts Programs in consultation with the appropriate Thruway Offices and Divisions.

Organization

Finance and Accounts

The Finance Department is responsible for managing and reporting on the Authority's financial matters. This includes receiving, recording, reconciling and reporting of all Authority revenues, establishing and maintaining a budget including the capital plan, and implementing appropriate controls on the approval of expenses. The Department ensures compliance with all financial requirements, manages the Authority's resources, structures financial plans to maintain debt service coverage, and works with all Departments to manage costs. Overall financial policies and reporting requirements are dictated by the terms of the Authority's bond resolutions and are mandated by statute or Executive Order. The Finance Department is also responsible for issuing and managing debt, as well as financial and reporting covenants of the Authority's fiscal management guidelines and bond resolutions.

Information Technology

The Information Technology (IT) Department is responsible for managing the Authority's computing resources and infrastructure including the fiber optic communications network, data centers, cloud computing, Intranet and Internet services, video and telecommunications systems, GIS, intelligent transportation systems, security systems, and the use of all computers, software, and technology hardware as well as the storing, retrieving, and transmission of the electronic data of the Authority. IT also develops and maintains financial & HR systems, business systems, engineering systems, network systems, designs, builds and maintains all barrier toll systems and equipment, and supports Federal Communications Commission licensing, the Governor Mario M. Cuomo Bridge systems, and all desktop, laptop, modems, wireless phones, wi-fi, video solutions, and iPad devices. Moreover, IT developed and manages the Thruway Mobile App.

Legal Department

The Legal Department is responsible for providing legal advice and services to the Board, Executive Director and the Authority. The Legal Department handles litigation, claims against or by the Authority, Freedom of Information Law (FOIL) requests, legislation, real property transactions, ethics, employment law, governance issues, supervision of outside counsel services and research as requested. The Legal Department is involved with every aspect of the Authority's functions.

Maintenance and Operations

The Department of Maintenance and Operations establishes budgets, priorities and performance standards for maintenance activities for the highway, bridge and facilities infrastructure, as well as the motorized, toll and ITS equipment owned and operated by the Authority. The Department includes four Divisions – Albany, Buffalo, New York and Syracuse. Whether repairing bridge and highway infrastructure, maintaining vehicles and construction equipment, or electronically collecting toll revenue, employees work to ensure safe and reliable travel for patrons and commerce each day. The Authority's winter maintenance program is implemented in the Divisions with overall program direction provided by Headquarters staff. The Department works in collaboration with the Department of Engineering and the Department of Finance to develop the Authority's multi-year Capital Program. This effort involves project initiation, prioritization and programming of capital work for the entire Thruway system.

Organization

Maintenance and Operations continued

The Department is also responsible for the Travelers' Services program, which manage contracts that operate 27 Service Areas and 3 Welcome Centers throughout the system. In addition, Maintenance and Operations includes the Office of Emergency Management, Communications and Traffic Management. The Emergency Management Office is responsible for the Authority's emergency response and incident management activities; Thruway Statewide Operations Center (TSOC) which is a twenty-four hour a day modified 911 center; and administration of the authorized towing and tandem truck permit programs. The Department acts as a liaison with the New York State Police Troop T, whose 320 members patrol the Thruway.

Office of Media and Government Relations

Media and Government Relations offers streamlined intra- and inter-agency communications. The office works closely to deliver effective strategic messaging to statewide and municipal elected officials, government entities and media outlets in New York State and beyond.

Procurement Services

The Department of Procurement Services oversees the Compliance Unit (implementing, monitoring and providing business diversity program oversight in accordance with State and Federal laws, rules, regulations and Executive Orders); Purchasing Management (insuring goods and services are procured at the right time at the right price); and Capital and Contracts Management, (executing and amending construction contracts and engineering agreements), all to support Authority operations and capital investments into the system.

Revenue Management

The Department of Revenue Management is responsible for the overall operations and health of revenue collection, in all areas including electronic tolling, the tolls by mail program, the Commercial Charge Account program, and toll systems quality assurance. Revenue Management prides itself on exceptional customer service, employs proven violation enforcement initiatives and facilitates proactive quality control measures to provide critical service and support to the Authority.

Department of Strategic Management

The Department of Strategic Management leads the development and manages the long-term strategic plan in conjunction with the capital plan and in coordination with the various departments and divisions of the Authority. The Department of Strategic Management manages special projects including completion of short, medium and long-term initiatives, and also coordinates change management activities, communication, training, readiness for key projects and initiatives related to the Authority's strategic plan. In addition, the Department of Strategic Management provides grants management coordination and oversight.

Executive Team

The present members of the executive team are as follows:



Frank G. Hoare
Executive Director



Kevin Wisely
Director of
Maintenance and
Operations



Erika Beardsley
Director of the
Strategic Center of
Excellence



Nicole Leblond
Chief of Staff



Philip Serafino
Division Director
(Albany)



**Selica Y. Grant,
Esq., CDE**
Director of
Administrative
Services



Thomas McIntyre
Deputy Executive
Director of Operations
and Special Projects



Matthew Latko
Division Director
(Buffalo)



Diana Nebiolo
Director of
Revenue
Management



Sandra Rivera, Esq.
General Counsel



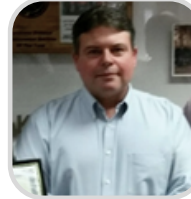
**Thomas M.
Feely, P.E.**
Division Director
(New York)



Juliane Greco,
Board Administrator,
Secretary



Mary Boehm
Director of Audit and
Management
Services



Patrick Hoehn
Division Director
(Syracuse)



Andy Trombley
Director of
Procurement
Services



Brent Howard, P.E.
Chief Engineer



Jennifer Givner
Director of Media
Relations



Josh Klemm
Chief Information
Officer



David Malone
Chief Financial Officer



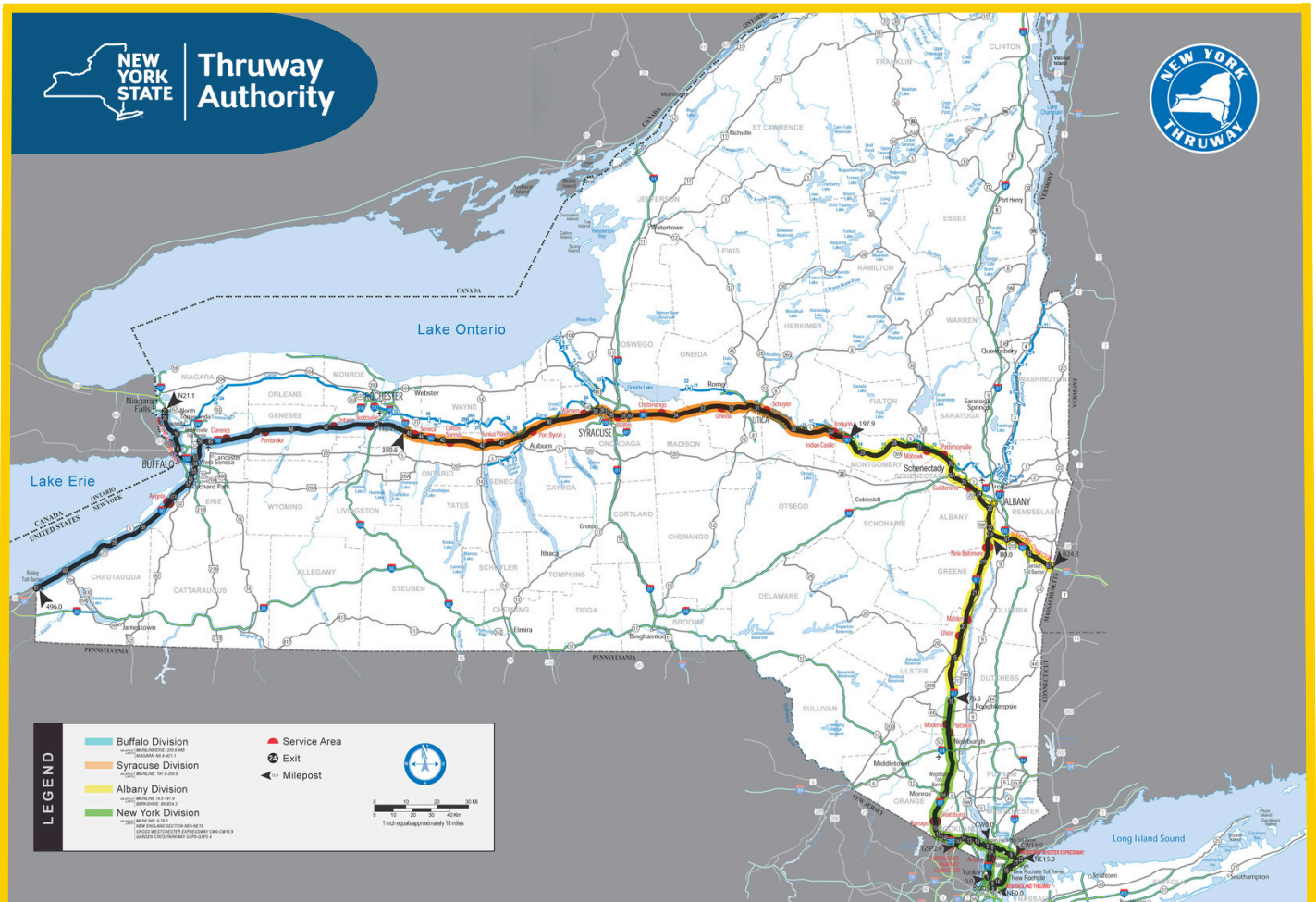
BY THE NUMBERS



Thruway
Authority

By the Numbers

New York State Thruway Authority statistics as of September 2022.

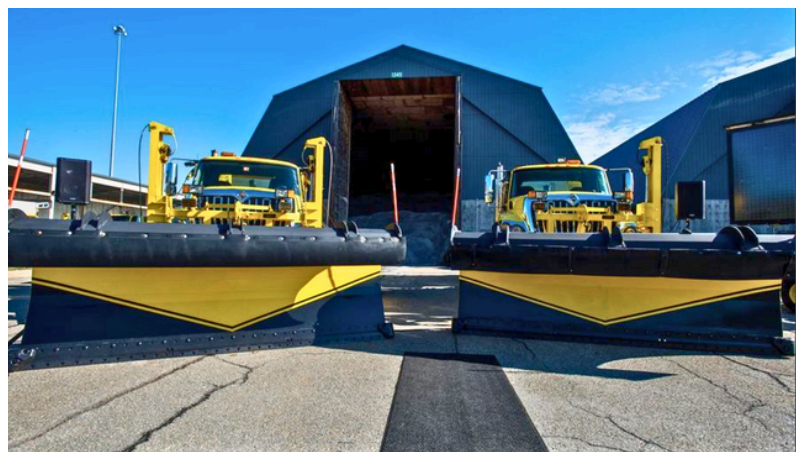


Seven Sections:

- 2,843 Lane Miles
 - Over 570 Total Miles
 - 134 Interchanges
 - 815 Bridges
 - 27 Service Areas
- The Mainline (New York to Buffalo)
Erie Section (Buffalo to Pennsylvania Stateline)
Niagara Section I-190 (Buffalo to Niagara Falls)
Berkshire Section (Selkirk, NY to Massachusetts Line)
New England Section (I-95) (Bronx-Connecticut Line)
Garden State Parkway (Spring Valley, NY to New Jersey Stateline)
Cross Westchester Expressway (I-287) (Mainline I-87 in Tarrytown to I-95 in Rye)

Facilities

- 234 section maintenance and storage building
- 66 salt sheds
- 161 Operational Service Area Buildings (including water and wastewater buildings)
- 3 New York State Welcome Centers
- Port Byron Old Erie Canal Heritage Park Visitors Center
- 21 State Police barracks
- 33 Radio Shelter buildings
- 35 Tandem Areas



Finances

2022 Annual Operating Revenue - \$899.9 million

- 366 million Toll Revenue Transactions
- 7.721 billion miles/Revenue Trips
- 21.15 million vehicle miles per day

Fiber Infrastructure:

- 500 miles
- 6 ducts
- 418 cables along the Right of Way
- 14 regeneration facilities

2022 Overall spending- \$1.0 billion

- \$1.9 Billion 5-year Capital Spending (2023-27)
- \$377.8 million Operating expenses and Provisions
- \$281.8 million Capital projects
- \$66.2 million NYSP Troop T Patrol
- \$308.0 million Debt Service



Finances

General Revenue Bonds and Notes

A1 (Stable) uninsured	A (Stable) uninsured
A2 insured (Assured Guaranty Municipal – formerly FSA)	AA insured (Assured Guaranty Municipal – formerly FSA)

Debt Outstanding (as of 04/03/2023)

Series J	\$560,055,000	Uninsured
Series K	\$629,375,000	Assured Guaranty Municipal – formerly FSASeri
Series L	\$401,960,000	Uninsured
Series M	\$857,625,000	Uninsured
Series N	\$450,000,000	Uninsured
Series O	\$540,090,000	Uninsured
Total	\$3,439,105,000	Portions of each series are insured, unless otherwise noted.

General Revenue Junior Indebtedness Obligation Bonds and Notes

A2 (Stable) uninsured	A- (Stable) uninsured
A2 insured	AA insured

Debt Outstanding (as of 04/03/2023)

Series 2016A	\$849,250,000	Uninsured
Series 2019B	\$1,690,435,000	Assured Guaranty Municipal Corp.
Total	\$2,539,685,000	

STRATEGIC PLANNING

STRATEGIC PLANNING FOCUS AREAS

Safety

Principle: Ensure SAFETY and SECURITY is at the core of everything we do.

The Authority is committed to delivering new and improved safety technologies, data-driven metrics, and innovative highway design standards and solutions that reduce collisions, injuries and fatalities on our roadways. Our workforce is the key to adopting and implementing a safety-centered culture.



Overall, with a systematic safety management approach, the Authority can ensure the safety and well-being of its dedicated workforce and the highway system users. By identifying and addressing potential risks and hazards, the Authority's approach will help prevent crashes and injuries, and promote a safer, more productive environment.

Strategic Goals

- Reduce the 5-year rolling average of fatalities and injuries
 - 5 year rolling average from 2017-2021
 - Number of fatalities – 21
 - Rate of fatalities per 100 million Vehicle Miles Traveled – 0.25
 - Number of serious injuries – 1384.6
 - Rate of Serious Injuries per 100 million Vehicle Miles Traveled – 5.53
- Decrease the number of recordable employee injuries
 - Reduce employee Health and Safety recordable incidents by 40% by 2033 (including worker's comp cases/days lost), 4% annually
- Increase best in class training opportunities to all employees and contractors
 - Evaluate current safety and equipment training and establish competencies to enhance the safety program and meet industry best practices by 2025 and review annually
 - All Thruway employees trained in safety best practices by 2026
 - Create a leadership training program for career development
 - Train 100% of all Thruway employees in cybersecurity best practices and awareness by 2025 and mature programs thereafter
- Reduce the number of traffic-related work zone incidents
 - Reduce annual traffic-related work zone incidents by 20% by 2028 from the 2023 incident count

Safety

- Continue implementing current state and federal design standards on all construction projects to meet to or exceed the minimum design standards for high-volume interstate highways
- Collaborate with state agencies including NYS State Police (NYSP), Office of Cannabis Management (OCM), Office of Addiction Services and Supports (OASAS), Office of Mental Health (OMH), Department of Motor Vehicles (DMV) and the Governor's Traffic and Safety Committee (GTSC) to develop strategies and campaigns designed to reduce traffic incidents
- Develop roadmap for centralizing safety data



Objectives:

- Improve employee recognition, value, and enable empowerment to make decisions
- Improve on-going information sharing and cross-collaboration opportunities (process, function, level) to increase communication and institutional knowledge
- Optimize level of communication through the right channels, platforms, and people
- Develop robust training and leadership development program to increase skills
- Increase time allocation for training and development
- Implement training platform to improve end user training and awareness
- Deliver user training for new and existing technologies
- Develop a training strategy and create regular check-ins between HQ and Divisions
- Partner with other state agencies (e.g., DMV, GTSC, OASAS, OCM, NYSP, OMH, etc.) to develop campaigns designed to reduce traffic incidents
- Redesign the safety incentive program to account for employee safety

Measures:

- Fatalities per vehicle miles traveled
- Crashes per vehicle miles traveled
- Annual average work zone crashes
- Secondary crashes per year
- Personnel incidents per year / days lost
- Employee safety training hours



Operational Excellence



Principle: Deliver **RELIABLE, MODERN, STREAMLINED operations with an internal service mindset.**

The Authority aims to drive organizational excellence in the way we manage and operate the superhighway. Operational excellence refers to the efforts of an organization to continuously improve its performance and achieve long-term success. Organizations that strive for excellence are committed to creating a culture of continuous improvement, innovation, financial sustainability, and effectiveness. To achieve organizational and operational excellence, the Authority must focus on a variety of areas, including leadership development, strategy, employee engagement and development, continuous learning, and business continuity. Some key practices that can contribute to organizational excellence include setting clear goals and objectives, measuring and tracking performance, using data to inform decision-making, and continuously seeking ways to improve processes and practices.

The Authority must also stay up to date with the latest technological developments and to be prepared for the transition to a fully digital era. This involves investing in digital infrastructure and adopting modern technologies that can improve efficiency, reduce costs, and enhance the customer experience. For the Thruway system, this includes upgrades to electronic toll collection and intelligence transportation systems, using data analytics to optimize route planning and traffic management, expanding drone usage for operational excellence and preparing for the deployment of connected and autonomous vehicles. By staying ahead of the curve and embracing digital technologies, the Authority can ensure that it is well-positioned to meet the needs of employees and travelers in the future and continue to serve as a critical transportation corridor.

Strategic Goals:

- Improve workforce management by developing a human capital plan that meets the future needs of managing a superhighway system
 - Perform staffing needs assessment in each Division and Department and staff to those levels by 2027
 - Reduce turnover rate by 20%
 - Create comprehensive succession planning for each Department and Division by 2028 and review annually thereafter
- Design a hiring review tool/system that is aligned with financial and enterprise resource management systems
- Implement employee surveys and process to address issues
- Institutionalize a management system that prioritizes employee performance and alignment with the Authority's guiding and operating principles
- Allocate new state-of-the-art resources to maximize toll collection

Operational Excellence



- Develop an Authority-wide cybersecurity framework
- Meet Cybersecurity Infrastructure Security Agency (CISA) standards for the transportation sector by 2025 and review compliance annually
 - Perform application rationalization and document a plan to address legacy system by 2023
 - Establish and document framework to address system/software vulnerabilities by 2024
- Deploy hardware and software needed to enable access and modernize workforce by 2024
- Reduce material procurement process timeframe from 12 months to 6 months by 2025

Strategic Objectives:

- Increase networking opportunities to foster communication and establish quarterly meetings.
- Improve technology provisioning process/policy for both onboarding and future needs.
- Create onboarding process portal for Authority staff
- Improve off-boarding process for Authority staff
- Document all processes and update policies to capture institutional knowledge
- Document succession planning activities
- Update strategic sourcing options that better support Divisions
- Modernize or eliminate duplicative policies
- Create planning and execution of digital playbooks so that staff can navigate procedures for every department
- Increase capabilities to establish metrics and monitor performance
- Measure and improve employee satisfaction
- Holistic policy review
- Create and implement IT policies for Personal Mobile Device Policy, Computer/Hardware, Technology Procurement, Digital, and Help Desk

Measures:

- Policy review cycle
- Key processes mapped
- Retention rate
- Toll revenue
- Performance evaluations
- Job satisfaction
- Percent of identified jobs with potential successors
- Percent of identified jobs that are subsequently filled with internal hires
- Number of job offers made and accepted to external candidates
- Time to fill positions with external candidates

Customer Service



Principle: MEET THE NEEDS and CONTINUALLY IMPROVE services and the experience for our customers.

The Authority is dedicated to providing exceptional internal and external customer service to our stakeholders. We understand that our internal customers, including our employees, and external customers such as the traveling public, contractors and agency partners, are critical to the success of our organization. The pace at which the Authority processes transactions and works collaboratively through challenges will ultimately add value for the customer. To meet the customer service principle, it is most important for the Authority to listen to the voice of the customer and develop operations to meet their needs.

Strategic Goals:

- Respond to 85% of escalated customer inquiries or complaints transferred from the contracted call center within 3 business days by 2025
- Create and foster data driven communication throughout the organization by end of 2023
- Establish service catalogs by department by 2024
- Improve the 'look and feel' of the Authority website and offer upgraded customer service tools by 2025

Objectives:

- Provide accurate, timely, and transparent information to our internal and external customers through various channels such as website, phone, social media, regular meetings, newsletters, and intranet updates
- Provide our customers with enhanced payment options meeting industry standards
- Foster a culture of open communication and active listening, encouraging feedback, and suggestions for improvements, creating a larger sense of belonging and collaboration within our workforce
- Enhance our robust customer service program by providing responsive and knowledgeable support to our customers through various channels such as chatbots, phone, email, and social media
- Continuously gather customer feedback, measure customer satisfaction and work on necessary improvements, making sure we are responsive and adaptable to the changing needs of our customers

Customer Service

- Establish two-way communication among all internal stakeholders to improve collaboration throughout the organization
- Formalize the policy implementation process to ensure staff are knowledgeable and trained on procedures



Measures:

- Customer Inquiries statistics
- Website Traffic
- The Thruway Authority customer service team customer wait time, response time, quality to customer inquiries
- Status of Service Catalogs
- E-ZPass/Tolls-by-Mail Customer Service Satisfaction Survey results
- Uptime of service areas/bathrooms/fuel services
- Number and amount of time for lane closures for crashes or pothole repair/rather than major work



Infrastructure Integrity

Principle: Manage assets to ensure the **TIMELY and **HIGH-QUALITY** implementation of critical projects for the maintenance and improvement of infrastructure.**

To address current and future infrastructure needs, the Authority has established a new Capital Planning Playbook that includes a project pipeline with projects identified in the out-years of the plan that may be accelerated based on priorities and resource availability.

The Authority will conduct a full needs assessment to identify requirements throughout the entire organization and prioritize physical assets, including bridges, pavement, buildings, gantry systems, fleets and equipment. The assessment involves identifying the most cost-effective and efficient ways to maintain, repair, and replace assets to meet the needs of the system. Asset management requires a combination of engineering and maintenance expertise, as well as identifying fiscal impacts to make informed decisions about the cost-benefit of various actions that extend the life cycle of our physical assets

Strategic Goals:

- Reach 100% of the letting goal for Capital Plan projects by 2025
- Increase capital plan project pipeline to include full scope and estimates
- Develop/document a comprehensive full needs assessment process and establish an annual review schedule
- Continue to evaluate planning and design of projects to assess resiliency to natural and man-made events
- Planned capital projects include evaluation of sustainability and future needs of the roadway



Infrastructure Integrity



Physical Infrastructure:

- Ensure all Thruway bridges are at an average rating of 5 (good condition) or higher according to the General Recommendation Guidelines by 2033
- Develop and implement appropriate long-term plans for all Thruway roadway sections that are projected to drop below a score of 40 (very poor condition) on the Lane Distress Index (LDI) by 2024
- Increase the average Lane Distress Index (LDI) of all roadway sections to a rating of 60 (fair condition) or higher by 2033
- Develop bridge hit prevention strategies by 2025 with full implementation by 2028

IT/Digital Infrastructure:

- Implement and adhere to a five-year refresh cycle on non-end-user devices by 2025
- Implement and adhere to a four-year refresh cycle on end-user devices by 2025
- Ensure High Availability solutions meet corresponding RPO/RTO of the systems by 2024



Objectives:

- Allocate resources to identify a 20-to-30-year infrastructure needs assessment that meets FHWA's standards and requirements
- Allocate resources to develop a transportation asset plan
- Imbed life cycle cost planning and analysis into capital planning and project delivery
- Identify strategies to delegate authority to the four divisions with the aim of streamlining decision making in the areas of capital planning, maintenance activities, resource allocation and procurement
- Allocate at least \$50M annually to full depth roadway reconstruction

Infrastructure Integrity

- Embed climate change resiliency into investment and planning exercises
- Review and improve non-bridge and non-road capital projects prioritization process and incorporate into the Capital Plan
- Adopt a preservation or maintenance-first approach for bringing all asset classes to a state of good repair (pavement, bridges, culverts, fiber optic network, business/IT systems, ITSM)
- Implement enhanced and automated E-ZPass reports.
- Create visualizations that include the entire system's assets and status.



Measures:

- Availability of operational mission-critical application
- Condition of Information Technology assets
- Cyber Security best practices
- IT infrastructure best practices
- Bridge rating trends based on General Recommendation ratings scale of 1 (deteriorated) to 7 (new condition)
- Roadway rating trends based on Lane Distress Index (LDI) on a scale of 0 (very poor) to 100 (excellent) and International Roughness Index (IRI) ratings on a scale of 240 inches per mile (poor) to 0 inches per mile (very good)
- Percentage of capital funds for major work compared to pothole or short-term repairs
- Timing of capital plan awards
- Accuracy of estimates to final bills
- Number and impact of bridge hits

Fiscal Responsibility



Principle: Managing the Authority's financial affairs in a **RESPONSIBLE manner by making sure available funds are allocated to the **HIGHEST PRIORITIES** of the organization, by forecasting and managing revenues, capital funding levels, daily operating expenses, risk management efforts and assessing future financing needs.**

The Authority is committed to responsible fiscal management practices to ensure the long-term sustainability of the organization. Using the Life Cycle Planning methodology for capital planning and project prioritization allows Authority decision makers to identify the most cost-effective options for maintaining and upgrading assets over their lifetime. Utilizing this technique can help to avoid unnecessary expenses and ensure funds are being used in the most efficient way possible. Additionally, forecasting and managing toll revenues to ensure they can sufficiently cover the costs of operating, maintaining, and upgrading all Thruway assets will optimize financial sustainability.

The Authority has established sound financial decision-making process and bond repayment plans that support investing in capital projects such as pavement renewal and rehabilitation, bridge replacements and repairs, and the upgrading of tolling equipment, operational and maintenance facilities, fleet and other assets. Further, the Authority will be establishing an Enterprise Risk Management program to help us identify and mitigate emerging risks that could have negative impacts to financial and operational performance.



Fiscal Responsibility



Strategic Goals:

- Receive an increased bond rating by 2026
 - Increase Days Cash on Hand to 550 by 2030
- Expend 100% of money annually allocated for capital projects by 2026
- Diversifying revenues through expanded permitting and use of Right of Way (ROW) (ex. Cell towers, fiber, solar and other power)
- Review Toll Collection, Reporting, Analysis and Accounting activities to reduce unpaid and unbillable transactions by 3% over five years

Objectives:

- Monitor & enforce reporting lead times with contracted vendors
- Implement new tolling technology and approach for toll collection and reporting

Measures:

- Credit Ratings
- Debt Service Ratio
- Operations & Maintenance operational cost per lane mile for Capital Budget
- Percentage of Capital Projects let by original date
- Speed of billing compared to speed of payment
- Number of suspensions



Environmental Stewardship

Principle: Act in an **ENVIRONMENTALLY SUSTAINABLE** manner in operating and maintaining the Thruway.

The Authority recognizes the importance of protecting the environment and preserving natural resources for future generations. The Authority will implement a range of initiatives, including adding more hybrid and zero emission vehicles to our light and medium/heavy duty fleets and incorporating idle reduction technology on our vehicles. We will implement energy efficiency measures at our buildings and facilities, reduce waste generation through sustainable materials management and incorporate resiliency principles into all capital and financial planning efforts. The Authority will continue ongoing sustainability projects such as the living snow fence as an alternative to plastics and promoting wildlife conservation efforts in the Thruway Right of Way.

By implementing these practices, the Authority will reduce its environmental impact and promote conservation of natural resources, while saving money and cultivating a healthier workplace for employees and a sustainable superhighway for the traveling public.

Strategic Goals:

- Incorporate climate sustainability strategies in infrastructure design planning by 2028
- Increase usage of Authority's Right of Way and Facilities for Sustainable Development by 2033
- Increase charging capabilities along the Thruway corridor consistent with the National Electric Vehicle Infrastructure plan by 2030
- Meet Executive Order 22 standards within established timeframes
- Decrease energy utilization at each facility (excluding charging station usage) by 2033



Environmental Stewardship



Objectives:

- Assemble a taskforce to evaluate Right of Way opportunities for sustainability
- Ensure customers have access to charging stations at service areas
- Develop a roadmap for level 3 charging and medium/heavy duty conversion

Measures:

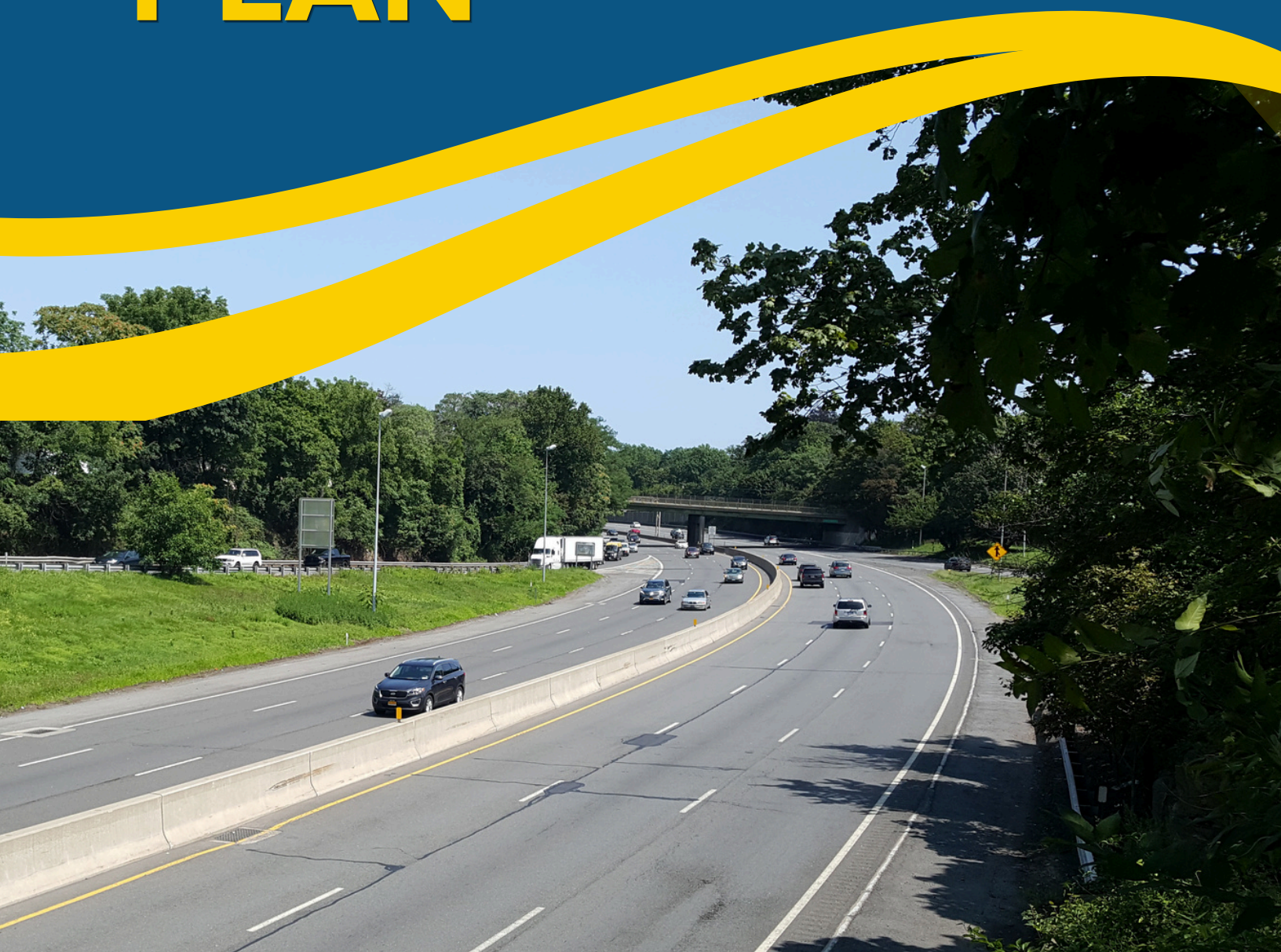
- Percentage of LED lighting
- Percentage of ZEV or hybrid vehicles
- Facility condition
- Maintenance equipment condition
- Energy usage data
- Renewable energy percentages



Revision History

DATE	TOPIC	DESCRIPTION
7/27/23	Fiscal Responsibility (page 32)	Updated Objectives
8/08/23	Members and Officers (page 10) Operational Excellence (page 24)	Updated Authority Officers Updated Strategic Goals
9/18/23	Table of Contents (page 2) Letter From the Director (page 3) Executive Team (page 15)	Updated titles of Acting Executive Director and Chief Financial Officer
10/19/23	Infrastructure Integrity (page 28)	Updated Strategic Goals (bullet 3)
4/17/24	Executive Director (Page 3, 10, 15) Members and Officers (Page 10) Organization (Page 14) Executive Team (Page 15)	Updated title of Executive Director's Updated Officers Updated name of Department of Strategic Management Updated names and titles of select members
6/11/24	Members and Officers (Page 10)	Addition of two new Board Members
10/24/24	Executive Team Document Branding	Updated Dir. of Maintenance & Operations Updated entire document to reflect new branding guidelines

NEW YORK STATE
**THRUWAY
AUTHORITY**
**STRATEGIC
PLAN**



Thruway
Authority

thruway.ny.gov