



**New York State Thruway Authority  
New York State Canal Corporation**



**Mission Statement and Measurement Report**  
Fiscal Year Ending December 31, 2012

The following information is provided pursuant to Public Authorities Law Section 2800(1)(a)(3).

**Our Mission**

**We offer a user-fee supported Highway and Canal System  
that delivers high levels of safety and service.**

## **New York State Thruway Authority Performance Measures**

### **Goal: Maintain High Levels of Customer Service and Safety**

Objective: Maintain percentage of customers/stakeholders satisfied with service

Measure: Overall experience as reported on the biennial Customer Satisfaction Survey, on questions related to ride quality, overall maintenance, safety and time processing through toll lanes, using an average

Objective: Reduce time customers wait for road service

Measure: Customer wait time, defined as the time between first notification and arrival of roadside assistance

Objective: Maintain a safe roadway

Measure: Annual fatality rate per 100 million vehicle miles traveled compared to the previous year

### **Goal: Maintain Infrastructure in Good Condition and Deliver the Capital Plan**

Objective: Maintain infrastructure in good condition

Measure: Average rating of roads and bridges

1. Bridges – Average bridge rating on a scale from 0-7 (5-7 Good to Excellent)
2. Highways – Average pavement rating on a scale from 0-10 (7-10 Good to Excellent)

Measure: Percentage of planned bridge inspections that were completed as compared to the annual target

Objective: Complete the Board-approved Contracts Program

Measure: The percentage of projects let within 30 days of the planned letting date

Measure: Percentage of funds expended as planned in the contracts program

### **Goal: Enhance Efficiency and Effectiveness**

Objective: Maintain annual budget growth and reduce costs to meet mandates

Measure: Percentage of budget growth measured in terms of comparing actual expenditures to the targeted budget

Measure: Percentage of E-ZPass transactions: the total number of E-ZPass transactions divided by all transactions as compared to the same time frame in the previous year

Measure: Daily average Toll Collector hours – the total number of hours worked (excluding leave time) over total number of days for the quarter. Previous quarter will be defined as the same time period quarter from the previous year

Measure: Number of position reductions achieved

## **New York State Canal Corporation Performance Measures**

### **Goal: Increase Customer Service and Safety**

Objective: Maintain a high level of customer satisfaction with Canal experience

Measure: Overall experience as reported on the biennial Boater and Trail Customer Satisfaction Surveys, on questions related to the availability of amenities and the quality of services and infrastructure

### **Goal: Maintain Infrastructure and Deliver the Capital Plan**

Objective: Maintain current length of unrestricted navigable waterways

Measure: The volume of material dredged compared to the annual target

Objective: Maintain infrastructure in good condition

Measure: Linear feet of bank stabilized as compared to the annual target

Measure: Percentage of critical structures with General Recommendations of greater than or equal to 5

Measure: Percentage of all structures with a General Recommendation of greater than or equal to 5

Objective: Complete Board-approved Contracts Program

Measure: Percentage of projects let on time

Measure: Percentage of dollars spent as planned at end of year

Objective: Maintain infrastructure in good condition

Measure: Percentage of locks and bridges rated good or excellent

Measure: Percentage of planned inspections completed

### **Goal: Efficiency and Effectiveness**

Objective: Maintain annual budget growth and reduce costs to meet mandates

Measure: Percentage of budget growth measured in terms of comparing actual expenditures to the targeted budget

Measure: Number of position reductions achieved

**New York State Thruway Authority/New York State Canal Corporation**  
**Measurement Report**  
Fiscal Year Ending December 31, 2012

The Authority/Corporation assesses the efficiency of its operations in terms of achievement toward the following goals: maintain high levels of customer service and safety; maintain the infrastructure in good condition and deliver the Capital Plan; and enhance the efficiency and effectiveness of operations. The following is an assessment of the Authority/Corporation's performance for the fiscal year ending December 31, 2012 categorized by strategic goal:

**GOAL #1: Maintain High Levels of Customer Service and Safety**

- **Maintain a safe roadway**

The 2012 fatality rate on the Thruway, measured as deaths per 100 million vehicle miles traveled, was .20. The typical national rate is approximately 1.1. 2012 was the safest year in Thruway history. There were 15 fatal accidents with 17 total fatalities, the lowest since 1954.

- **Reduce time customers wait for road service**

There were 42,565 requests for roadside assistance in 2012, a decrease of 3,989 from the previous year. Of those calls for service, 73% met the standard of assistance arriving within 30 minutes or less. This was an increase of 2.6% from the previous year. The average response time of 25.54 minutes was a decrease of 1.06 minutes from the previous year.

**GOAL #2: Maintain the Infrastructure in Good Condition and Deliver the Capital Plan**

The Authority is in the process of developing an asset management system to support the prioritization, implementation and management of the organization's capital needs. An effective asset management system approach addresses both the preservation of assets (maintaining assets in a state of good repair) and implements system improvements (e.g., capacity, safety and service) in a cost effective manner. Current asset management practices include the routine collection of condition data for highway, bridge, facility, intelligent transportation systems and Canal infrastructure. These practices have allowed the Authority to better focus investments on high impact and high priority projects that will maintain the reliability of the Thruway and Canal Systems at a lower cost.

- **Percentage of planned bridge inspections**

The Authority completed 422 bridge inspections this year. The projected seasonal count was originally 429; however, 4 inspections were canceled as a result of advance maintenance work being performed which negated the need for the inspections. Also, the remaining 3 inspections have been rescheduled for 2013 pending successful access agreements with the Seneca Nation of Indians.

- **Highway**

The 2012 windshield survey average pavement rating was 8.25. The total of good/excellent pavement (7 or greater) for 2012 is 99.66%. Good ratings are 7 - 8 on this scale and excellent ratings are 9 - 10.

- **Bridge**

The average condition rating is 5.06 at the end of 2012. The percentage of bridges rated 5 or higher (good/excellent) is 48.6%, down from 49.2% in 2011. Good ratings are 5 - 6 on this scale and excellent is 7.

- **Canal structures**

The percentage of critical structures rated good or better in 2012 is 52%, which is identical to 2011.

The Canal Corporation is undergoing an intensive effort to manage and analyze infrastructure assets. A comprehensive asset management system, the Canal Infrastructure Management System (CIMS), is being developed in phases to ultimately allow managers the ability to program capital and maintenance work in order to more efficiently allocate available funding. The initial phases of development concentrated on inventory and inspection functions, while the remaining phases will concentrate on analysis and decision making tools.

- **Banks stabilized**

The percentage of Canal embankments rated good or better in 2012 is 76%, which has not changed from 2011. The Canal Corporation repaired 85,000 linear feet of embankment in 2012, which is up from 52,000 linear feet in 2011.

Embankments represent one of three categories of Canal banks. (The other categories are bank cut and bank river sections.) The Corporation's current emphasis is directed toward the embankment category, as the failure of an embankment poses the most risk.

- **Projects let on time**

When the Authority Board approved the 2012 Contracts Program, forty two projects (\$199 million) were scheduled to be let during 2012. Of these projects, twenty (\$61.8 million) were let in 2012 as scheduled. Further, two projects (\$1.4 million) were accelerated into 2012. All but two of the remaining projects were delayed to 2013, with thirteen of them in the first quarter.

The major reasons for the delays are:

- Seven Canal Tropical Storm Irene/Lee recovery projects (\$26.5 million) were postponed as analyses/evaluations (completed in 2012) identified additional necessary repairs. This expanded scope required additional effort/time.

- Six projects (\$46.6 million) were delayed in order to provide additional time to determine the best corrective action. As a result, over \$10 million was saved by adjusting the scope of work without impacting the goals of the projects.
- Four projects (\$30.5 million) were delayed in order to make them eligible for Federal funding.
- **Dollars spent as planned**  
Effective delivery of the Contracts Program is also measured in terms of the percentage of funds spent as planned. With regard to the 2012 cash flow, through December, \$296.2 million has been expended from the 2012 Contracts Program (this total excludes Authority Operating and NYS funds). This represents 100% of the funding approved in the 2012 Contracts Program.

### **GOAL #3: Efficiency and Effectiveness of Operations**

- **Annual budget savings**  
In 2012, final sources/uses were below both original and revised budget estimates and were well below actual results for 2011, reflecting the entrenchment of streamlining and strong internal controls into the Authority's budget monitoring and management process. In 2012, the Authority was able to meet the \$25 million streamlining target that was established, maintain a Debt Service Coverage Ratio at a level representative of its current high A credit rating and posted a small surplus to help meet its 2013 budget targets. For 2012, the Authority had slightly over \$1.0 billion in total operating, debt service and capital expenses, which was \$5.4 million less than what was anticipated in the revised 2012 budget plan and \$48.1 million less than experienced in 2011.
- **Workforce reduction achieved**  
In 2012, the number of Authority and Corporation filled positions decreased from 2011 by 34 and 27, respectively. The decreases are attributable to a continuing effort to achieve staff reductions by looking for opportunities to streamline the workforce.
- **Percentage of E-ZPass transactions**  
The percentage of E-ZPass transactions increased 1.07% from the previous year.
- **Number of Toll Collector hours**  
Toll Collector hours decreased by 26,524 hours (1.9%) from the previous year.