



**Capital District Transportation Authority**  
**Fiscal Year 2018 Operating & Capital Plan**





# FY2018 OPERATING AND CAPITAL PLAN

*(Fiscal Year - April 1, 2017 through March 31, 2018)*

## CDTA BOARD OF DIRECTORS



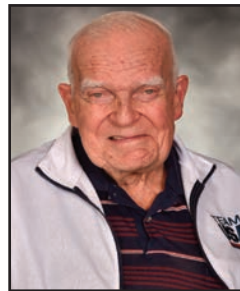
David M. Stackrow  
(Chairman)  
Represents Rensselaer  
County



Georgeanna Nugent  
(Vice-Chairwoman)  
Represents Saratoga  
County



Joseph M. Spairana  
(Secretary)  
Represents Rensselaer  
County



Arthur F. Young  
(Treasurer)  
Represents Albany  
County



Denise A. Figueroa  
Represents Albany  
County



Norman L. Miller  
Represents Schenectady  
County



Mark Schaeffer  
Represents Albany  
County



Corey Bixby  
Represents Labor

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**April 1, 2017**

**To: CDTA Board Members, Customers, Employees and Community Members**

**From: Carm Basile, Chief Executive Officer**

I am pleased to present our Operating and Capital Plan for Fiscal Year 2018. The budget and accompanying work plan are focused on our services, regional mobility and driving economic development. The plan capitalizes on opportunities, and builds on the solid foundation we have developed to advance customer and community needs.

The budget is balanced and keeps expense growth at 3%. It reflects the work of the CDTA team across all departments. The spending plan maximizes the use of available resources and allows us to fully appropriate our capital needs. We thank our partners at the state and federal level for their continued support of our operation.

We enjoyed another successful year with ridership at 17 million for the third consecutive year. Our ability to match services with community needs remains our calling card, and has resulted in a stronger network. We added a variety of new Universal Access partners this year covering the education, retail and transportation industries: Albany County Airport Authority, Rivers Casino & Resort and Union College.

We recently announced our newest venture, a regional bike share program. Our customers will be able to take advantage of CDPHP *Cycle!*, which will premiere in Albany, Saratoga Springs, Schenectady and Troy this summer. This new mobility option offers a healthy and affordable way to explore the region, and connect with CDTA services. We are proud to make an investment in the well-being of the people who live and work here.

CDTA's *Navigator* program was rolled out to the public in early 2017. We have signed up more than 2,500 customers that can manage their travels in a convenient and secure way. Our retail network is being updated, our online portal is easier to use, and we will begin offering mobile payment options to customers later this year.

Governor Cuomo granted CDTA administrative oversight of the region's taxi cab industry last year. We have focused on making taxi information readily available for customers. We have developed a common ordinance to provide one set of rules, standards and guidelines, all aimed at improving taxi service. Once adopted, we will move into administration and licensing activities. This work is complementary to the introduction of ride hailing in upstate New York communities.

We progressed work on a network of transit centers to improve services, connections and visibility. Plans continue to move forward on the Uncle Sam Transit Center in Troy. Located at the corner of Fulton and 4th street in Troy, the center will offer a comfortable space for customers to access our services. We are continuing work on locations across our service area in Albany, Schenectady, Saratoga Springs and Crossgates Mall.

We have also taken steps to progress our vision for 40 miles of BRT. We have begun the Lark and Washington Transit/Pedestrian Safety Improvement project. The initiative expands a BusPlus station from the Washington Avenue Armory to the Albany Public Library branch. It also includes intersection redesign work aimed at reducing traffic congestion and increasing safety.

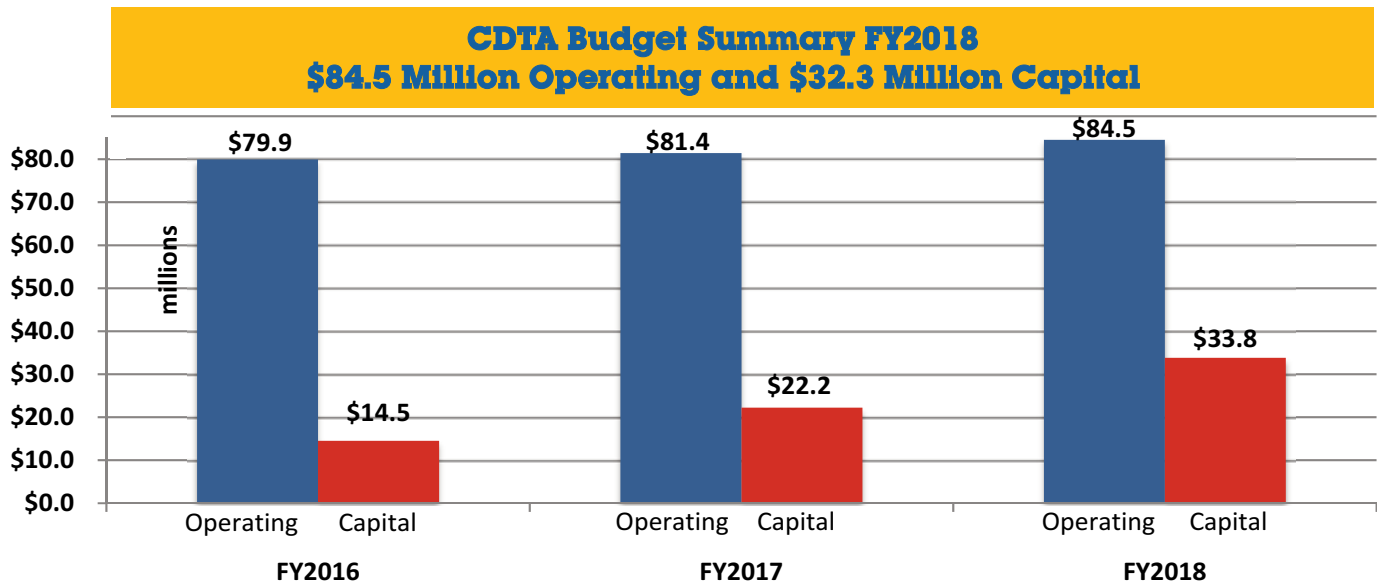
Our work to advocate for a stronger and better CDTA continues on several fronts. The need for increased, sustained transit funding is being heard at the state and federal levels. Legislators are making the connection between the services we provide and the lifeline we are for the people in the Capital Region. We are also working with local officials, business leaders and community stakeholders to highlight our work on mobility, connectivity and community engagement.

We are committed to providing the best service for our customers and our community. We continue to be prudent and responsible stewards of the money we receive. None of this could be accomplished without our outstanding workforce and by staying true to the spirit of CDTA, which is one of community, partnership and advocacy.

Thank you.

Carm Basile

## BUDGET IN BRIEF



The Fiscal Year 2018 Operating Budget is balanced, with revenue and expenses equaling \$84,496,031. Capital expenses will total \$33,843,540.

The budget includes revenue from customer fares and universal access contracts, mortgage recording tax, federal assistance and state funding for operations, along with smaller revenue sources. Our major expense lines are wages and benefits, maintenance, fuel, purchased transportation, parts and supplies.

The capital budget uses federal and state grant funds as well as CDTA reserves. Capital expenses include the purchase of vehicles, design and construction of facilities, acquisition of information and communication systems, and maintenance of equipment and facilities. Capital programs for FY2018 include a more robust fleet replacement program, a more diverse Travel Demand Management program and work on Bus Rapid Transit infrastructure.

The operating budget will increase by \$1.1 million (3.1%) from last year. Over the past eight years, we have controlled costs with the budget growing by just 14.6%. Over that time, the Authority has absorbed increases in health care costs and dealt with fuel price fluctuations. We have offset these increases by maintaining employment levels, and reducing non-personnel expense lines.

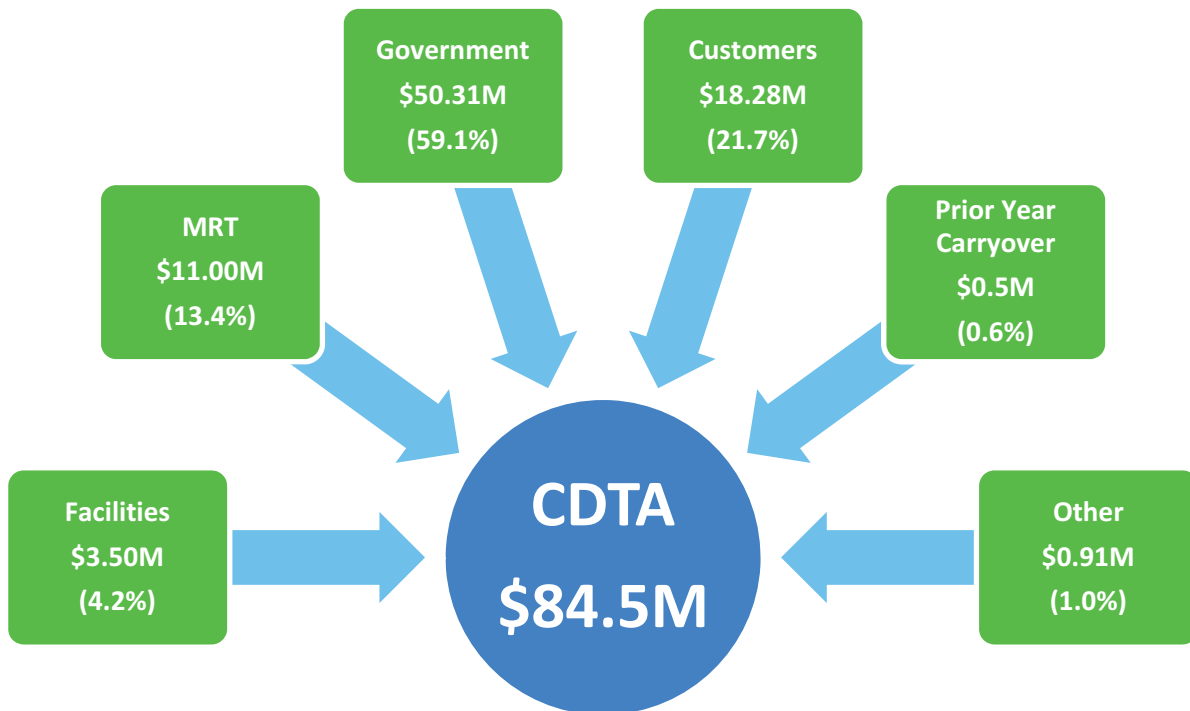
Our most significant financial issue remains growing revenue to address customer demand and community needs. Government sources like State Operating Assistance and Federal Section 5307 funding have seen modest increases in recent years. We have been successful in negotiating contracts with major employers and educational institutions to provide access to our system at fixed rates. This has increased both expense recovery from operations and ridership throughout the system.

# REVENUE SUMMARY

Our revenue lines show slight increases, consistent to the funding sources that support operation of our route network. We will see more government subsidy, and continued growth in universal access contracts will provide additional revenue. We expect increased revenue from our transit advertising agreement and from new vendor agreements at our facilities, specifically food and concessions at the Rensselaer Rail Station.

## Revenue Summary

Revenue Item	Budget FY2017	Proposed Budget FY2018	% Change
Government Assistance	\$ 48,394,900	\$ 50,309,400	4.0%
Customer Revenue	\$ 17,780,000	\$ 18,280,000	2.8%
Mortgage Recording Tax	\$ 11,000,000	\$ 11,000,000	0.0%
Facilities	\$ 3,451,631	\$ 3,501,631	1.4%
Other	\$ 805,000	\$ 905,000	12.4%
Prior Year Carryover	\$ 500,000	\$ 500,000	0.0%
<b>Total Revenue</b>	<b>\$ 81,931,531</b>	<b>\$ 84,496,031</b>	<b>3.1%</b>





## REVENUE DETAIL

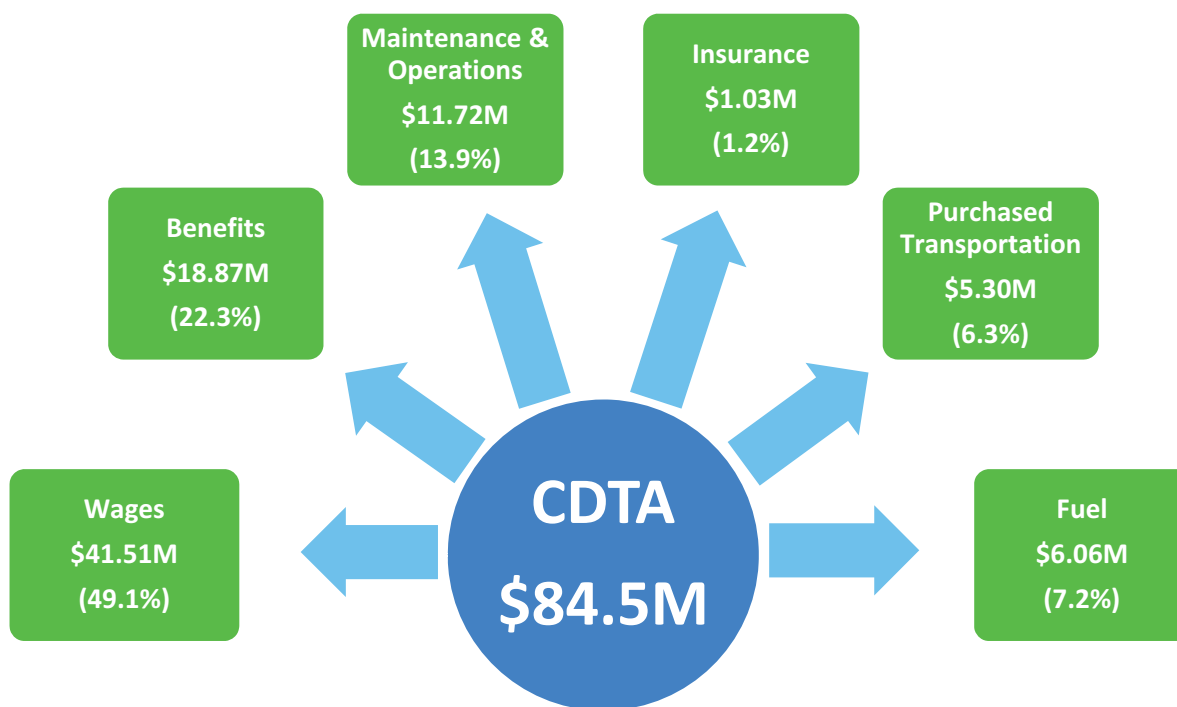
Revenue Item	Budget FY2017	Proposed FY2018 Budget	% Change
Mortgage Tax	\$ 11,000,000	\$ 11,000,000	0.00%
Interest Income	\$ 20,000	\$ 20,000	0.00%
Customer Revenue	\$ 17,780,000	\$ 18,280,000	2.81%
Advertising	\$ 700,000	\$ 800,000	14.29%
RRS and Facilities Income	\$ 3,451,631	\$ 3,501,631	1.45%
Prior Year Carryover	\$ 500,000	\$ 500,000	0.00%
Other	\$ 85,000	\$ 85,000	0.00%
Federal Maintenance	\$ 9,701,000	\$ 10,901,000	12.37%
State Operating Assistance	\$ 35,725,100	\$ 36,439,600	2.00%
Northway Commuter Service - STOA	\$ 400,000	\$ 400,000	0.00%
County Assistance	\$ 1,917,000	\$ 1,917,000	0.00%
Other Grants	\$ 651,800	\$ 651,800	0.00%
<b>Total Revenue</b>	<b>\$ 81,931,531</b>	<b>\$ 84,496,031</b>	<b>3.13%</b>

## EXPENSE SUMMARY

Our FY2018 budget calls for a 3.1% increase in spending, driven mostly by our wage and benefit lines. We continue to manage and provide fiscal oversight on the largest line items, which are driven by health care and operational needs. We have mitigated other expenses, including a price reduction for fuel by locking in future prices through 2019. We continue to see insurance claims reduced and many non-personnel lines tightened to balance the budget.

### Expense Summary

Revenue Item	Budget FY2017	Proposed Budget FY2018	% Change
Wages	\$ 39,976,623	\$ 41,508,123	3.8%
Benefits	\$ 18,087,457	\$ 18,872,457	4.3%
Maintenance & Operations	\$ 11,422,332	\$ 11,720,332	2.6%
Fuel	\$ 6,164,187	\$ 6,064,187	-1.6%
Purchased Transportation	\$ 5,251,332	\$ 5,301,332	1.0%
Insurance	\$ 1,029,600	\$ 1,029,600	0.0%
<b>Total Expenses</b>	<b>\$ 81,931,531</b>	<b>\$ 84,496,031</b>	<b>3.1%</b>



## EXPENSE DETAIL

Expense Item	Budget FY2017	Proposed FY2018 Budget	% Change
Wages	\$ 39,976,623	\$ 41,508,123	3.8%
FICA	\$ 2,915,709	\$ 3,026,361	3.8%
Health Benefits	\$ 9,746,500	\$ 10,321,150	5.9%
Workers' Comp	\$ 1,993,961	\$ 2,093,659	5.0%
Other Benefits	\$ 3,431,287	\$ 3,431,287	0.0%
Professional Services	\$ 2,113,674	\$ 2,181,674	3.2%
Materials and Supplies	\$ 1,344,010	\$ 1,394,010	3.7%
Miscellaneous	\$ 446,750	\$ 446,750	0.0%
Maintenance Services	\$ 2,398,879	\$ 2,478,879	3.3%
Purchased Transportation	\$ 5,251,332	\$ 5,301,332	1.0%
Utilities	\$ 961,000	\$ 961,000	0.0%
Fuel	\$ 6,164,187	\$ 6,064,187	-1.6%
Parts Tires Oil	\$ 4,158,019	\$ 4,258,019	2.4%
General Insurance	\$ 679,600	\$ 679,600	0.0%
Claims	\$ 350,000	\$ 350,000	0.0%
<b>Total Expenses</b>	<b>\$ 81,931,531</b>	<b>\$ 84,496,031</b>	<b>3.1%</b>

## EXPENSE DETAIL

### Transportation

Expense Item	Budget		Budget		% Change
	FY 2017	Change	FY 2018		
Wages	\$26,637,941	\$990,387	\$27,628,328		3.7%
Benefits	\$7,597,010	\$583,146	\$8,180,156		7.7%
Professional Services	\$99,000	\$0	\$99,000		0.0%
Materials & Supplies	\$10,000	\$0	\$10,000		0.0%
Miscellaneous	\$13,000	\$0	\$13,000		0.0%
Purchased Transportation	\$4,892,234	\$50,000	\$4,942,234		1.0%
Fuel	\$5,970,687	(\$100,000)	\$5,870,687		-1.7%
<b>Total Transportation</b>	<b>\$63,801,803</b>	<b>\$2,056,679</b>	<b>\$65,858,482</b>		<b>3.2%</b>

### Maintenance

Expense Item	Budget		Budget		% Change
	FY 2017	Change	FY 2018		
Wages	\$7,128,145	\$239,945	\$7,368,090		3.4%
Benefits	\$1,744,158	(\$91,108)	\$1,653,050		-5.2%
Materials	\$640,990	\$75,000	\$715,990		11.7%
Miscellaneous	\$120,100	\$0	\$120,100		0.0%
Maintenance Services	\$324,368	\$0	\$324,368		0.0%
Fuel	\$193,500	\$0	\$193,500		0.0%
Parts, Tires, Oil	\$4,158,019	\$100,000	\$4,258,019		2.4%
<b>Total Maintenance</b>	<b>\$21,490,415</b>	<b>\$407,729</b>	<b>\$21,898,144</b>		<b>1.9%</b>

## EXPENSE DETAIL

### Facilities

Expense Item	Budget		Budget		% Change
	FY 2017	Change	FY 2018		
Wages	\$867,358	(\$20,410)	\$846,948		-2.4%
Benefits	\$163,547	\$26,339	\$189,886		16.1%
Professional Services	\$548,400	\$20,000	\$568,400		3.6%
Materials and Supplies	\$274,970	\$0	\$274,970		0.0%
Miscellaneous	\$13,170	\$0	\$13,170		0.0%
Maintenance Services	\$924,593	\$19,000	\$943,593		2.1%
Utilities	\$961,000	\$0	\$961,000		0.0%
Insurance	\$32,900	\$0	\$32,900		0.0%
<b>Total Facilities</b>	<b>\$6,704,517</b>	<b>\$110,268</b>	<b>\$6,814,785</b>		<b>\$0</b>

### Finance and Administration

Expense Item	Budget		Budget		% Change
	FY 2017	Change	FY 2018		
Wages	\$2,652,047	\$314,051	\$2,966,098		11.8%
FICA	\$2,915,709	\$110,652	\$3,026,361		3.8%
Benefits	\$5,127,643	\$165,680	\$5,293,323		\$0
Professional Services	\$472,700	\$34,753	\$507,453		7.4%
Materials and Supplies	\$226,800	\$0	\$226,800		0.0%
Miscellaneous	\$293,095	\$0	\$293,095		0.0%
Insurance	\$646,700	\$0	\$646,700		0.0%
<b>Total Finance &amp; Administration</b>	<b>\$19,101,632</b>	<b>\$825,569</b>	<b>\$19,927,201</b>		<b>4.3%</b>

## EXPENSE DETAIL

### Information Technology

Expense Item	Budget		Budget		% Change
	FY 2017	Change	FY 2018		
Wages	\$689,002	\$100,471	\$789,473		14.6%
Benefit	\$60,609	\$40,737	\$101,346		67.2%
Professional Services	\$508,574	(\$36,753)	\$471,821		-7.2%
Materials & Supplies	\$15,000	\$0	\$15,000		0.0%
Maintenance Services	\$943,218	\$61,000	\$1,004,218		6.5%
<b>Total Information Technology</b>	<b>\$3,728,803</b>	<b>\$230,439</b>	<b>\$3,959,242</b>		<b>6.2%</b>

### Planning

Expense Item	Budget		Budget		% Change
	FY 2017	Change	FY 2018		
Wages	\$484,041	\$10,649	\$323,037		2.2%
Benefits	\$86,483	(\$1,435)	\$96,861		-1.7%
Material & Supplies	\$9,810	\$0	\$15,000		0.0%
Miscellaneous	\$29,534	\$0	\$29,375		0.0%
<b>Total Planning</b>	<b>\$716,075</b>	<b>\$7,779</b>	<b>\$575,509</b>		<b>1.1%</b>

### Marketing & Customer Service

Expense Item	Budget		Budget		% Change
	FY 2017	Change	FY 2018		
Wages	\$1,187,130	(\$122,859)	\$1,064,271		-10.3%
Benefits	\$258,124	(\$20,158)	\$237,966		-7.8%
Advertising	\$295,000	\$50,000	\$345,000		16.9%
Materials and Supplies	\$148,750	(\$25,000)	\$123,750		-16.8%
Miscellaneous	\$93,010	\$0	\$93,010		0.0%
Purchased Transportation	\$424,798	\$0	\$424,798		0.0%
<b>Total Marketing and Customer Service</b>	<b>\$3,331,495</b>	<b>(\$163,175)</b>	<b>\$3,168,320</b>		<b>-4.9%</b>

## EXPENSE DETAIL

### General Counsel

Expense Item	Budget		%	
	FY 2017	Change	FY 2018	Change
Wages	\$256,579	\$8,601	\$265,180	3.4%
Benefits	\$88,951	(\$33,415)	\$55,536	-37.6%
Professional Services	\$40,000	\$0	\$40,000	0.0%
Materials & Supplies	\$3,000	\$0	\$3,000	0.0%
Miscellaneous	\$3,000	\$0	\$3,000	0.0%
Claims	\$350,000	\$0	\$350,000	0.0%
<b>Total General Counsel</b>	<b>\$833,481</b>	<b>(\$58,229)</b>	<b>\$775,252</b>	<b>-7.0%</b>

### Executive and Board

Expense Item	Budget		%	
	FY 2017	Change	FY 2018	Change
Wages Executive	\$246,033	\$10,665	\$256,698	4.3%
Benefits	\$33,410	\$4,562	\$37,972	13.7%
Professional Services	\$170,000	\$0	\$170,000	0.0%
Materials an Supplies	\$9,500	\$0	\$9,500	0.0%
Miscellaneous	\$18,000	\$0	\$18,000	0.0%
<b>Total Executive and Board</b>	<b>\$707,854</b>	<b>\$19,789</b>	<b>\$727,643</b>	<b>2.8%</b>

## POSTEMPLOYMENT BENEFIT ANALYSIS

The Authority provides postemployment healthcare benefits for retirees and is required to record these benefits on our balance sheet. *Other postemployment benefits* (OPEB), required by GASB-45 establishes standards for the measurement, recognition, and display of OPEB expenditures, related liabilities and note disclosures. CDTA's current unfunded liability is over \$41.5 million and it is anticipated to increase to \$46.5 million when our FY2018 financial statements are completed. We included our most recent year-end balance sheet (FY2017) on Page 28 to illustrate the impact of OPEB on the Authority's finances.

As this unfunded liability grows every year, our concern is that we do not have the ability to pay or fund this unfunded mandate from GASB. As a result, we cannot address this significant financial issue that is projected to increase our balance sheet liability by \$5 million per year long into the future. Even if we had the resources to fund this liability, there is no law or mechanism in New York State that will allow CDTA or any other entity to fund OPEB.

CDTA is required to implement GASB-68, which provides for *Accounting and Financial Reporting for Pensions*. This statement will report additional unfunded liability on our balance sheet for projected pension costs. The New York State Employees Retirement System (NYSERS) will provide our proportional liability based on the NYS actuarial firm they choose. Like GASB-45, we will not be able to fund this new GASB liability when it takes effect in two years. It should be noted that CDTA will not have input into what is placed on our balance sheet for liability purposes.





## CAPITAL PLAN - \$33,843,540

Our capital planning initiatives start as a study, design, or concept. Subsequent phases of the project are funded in the capital plan. We fund projects that provide safety improvements or replace assets past their useful life. Funding the fleet replacement program is a continuous need that is difficult to address more than one year at a time. The goal is to avoid having operating expenses swell by stretching the useful life of an asset, leading to a backlog of capital replacement needs.

<b>Project Name</b>	<b>Type</b>	<b>FY2018</b>
Uncle Sam Transit Center	BRT	\$1,502,000
Lark and Washington Safety Improvements	BRT	\$2,008,000
Route 50 & Geysler Road (SPAC) Bus Stop	Facilities	\$150,000
Facilities Maintenance and Engineering	Facilities	\$175,000
Street Amenities (Shelter Program)	Facilities	\$180,000
Hardware and Software Replacements	Information Technology	\$270,415
Fixed Camera System	Information Technology	\$100,000
CAD / AVL	Information Technology	\$4,703,125
March Networks Camera System Upgrades	Information Technology	\$300,000
Capital Region Bike Share Implementation	Operating	\$2,000,000
Travel Demand Management	Operating	\$600,000
RRS Enhancements	RRS	\$125,000
Fleet Financing 2012	Rolling Stock	\$930,000
Fleet Financing 2014	Rolling Stock	\$780,000
Bus Replacement Program	Rolling Stock	\$11,000,000
Articulated Buses	Rolling Stock	\$5,200,000
NX Commuter Bus Replacement	Rolling Stock	\$1,950,000
STAR Buses	Rolling Stock	\$570,000
Trolleys	Rolling Stock	\$300,000
Major Component Replacement	Rolling Stock	\$1,000,000
		<b>\$33,843,540</b>

## FIVE YEAR CAPITAL PLAN

Project Name	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Uncle Sam Transit Center	\$1,502,000	\$488,000	\$0	\$0	\$0	\$1,990,000
Lark and Washington Safety	\$2,008,000	\$2,000,000	\$0	\$0	\$0	\$4,008,000
River Corridor Stations (TAP)	\$0	\$1,462,000	\$0	\$0	\$0	\$1,462,000
River BRT	\$0	\$25,000,000	\$25,000,000	\$0	\$0	\$50,000,000
WWBRT Design	\$0	\$500,000	\$0	\$0	\$0	\$500,000
WWBRT	\$0	\$0	\$0	\$32,500,000	\$32,500,000	\$65,000,000
Liberty Park Queue jumper	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Route 50 & Geyser Road (SPAC)	\$150,000	\$0	\$0	\$0	\$0	\$150,000
U Albany Downtown	\$0	\$880	\$0	\$0	\$0	\$880
110W Operations Renovation	\$0	\$834,700	\$0	\$0	\$0	\$834,700
85W Call Center Renovation	\$0	\$65,000	\$0	\$0	\$0	\$65,000
110W Parking Lot Resurfacing	\$0	\$110,000	\$0	\$0	\$0	\$110,000
85W Parking Lot Resurfacing	\$0	\$45,000	\$0	\$0	\$0	\$45,000
Facilities Maintenance	\$175,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,375,000
Street Amenities	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$900,000
Maintenance Training Room	\$0	\$0	\$250,000	\$0	\$0	\$250,000
Hardware and Software	\$270,415	\$300,000	\$300,000	\$300,000	\$300,000	\$1,470,415
Fixed Camera System	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Mobile Camera System	\$0	\$115,000	\$115,000	\$115,000	\$115,000	\$460,000
CAD / AVL	\$4,703,125	\$4,703,125	\$0	\$0	\$0	\$9,406,250
Camera System Upgrades	\$300,000	\$475,000	\$0	\$0	\$0	\$775,000
Automated Access Gate	\$0	\$0	\$300,000	\$0	\$0	\$300,000
Capital Region Bike Share	\$2,000,000	\$0	\$0	\$0	\$0	\$2,000,000
Travel Demand Management	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
RRS Enhancements	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Fleet Financing 2012	\$930,000	\$930,000	\$930,000	\$930,000	\$930,000	\$4,650,000
Fleet Financing 2014	\$780,000	\$780,000	\$780,000	\$780,000	\$780,000	\$3,900,000
Bus Replacement Program	\$11,000,000	\$10,000,000	\$10,000,000	\$10,500,000	\$10,500,000	\$52,000,000
Articulated Buses	\$5,200,000	\$0	\$0	\$0	\$0	\$5,200,000
NX Commuter Bus Replacement	\$1,950,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$7,150,000
STAR Buses	\$570,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,770,000
Trolleys	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Major Component Replacement	\$1,000,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,800,000
<b>Total</b>	<b>\$33,843,540</b>	<b>\$51,963,705</b>	<b>\$41,780,000</b>	<b>\$49,230,000</b>	<b>\$49,230,000</b>	<b>\$226,047,245</b>

# ORGANIZATIONAL SUMMARY

## **Enabling Legislation**

The Capital District Transportation Authority was formed by an act of the New York State legislature in 1970. The Authority is a public benefit corporation with the legislated purpose "to provide for the continuance, further development and improvement of transportation and other services related thereto within the Capital District Transportation District by railroad, omnibus, marine and air." The act defines the Transportation District as Albany, Rensselaer, Saratoga and Schenectady counties. Fulton, Greene, Columbia and Montgomery counties may join the district through an action of their legislative body.

## **Governance**

The Authority governing board consists of 10 members. They are appointed by the Governor and confirmed by the Senate. The enabling statute requires 3 members from Albany County, and 2 members each from the other counties in the district. This was modified in 2009 to include a non-voting member representing labor, who is appointed and confirmed via the same process.

## **Company History and Highlights**

The Authority was created when several private transit companies were near bankruptcy in the late 1960's. The Authority purchased their assets or assumed their services. The United Traction Company (service in Albany and Troy), the Schenectady Transit System (service in Schenectady and between Schenectady, Albany and Troy), the Troy Fifth Avenue Bus Company (service in Troy and Mechanicville), Albany-Brookview-Castleton Bus Company, (service between Albany and Castleton), Mountainview Bus Company (service between Albany and Nassau), and the L. C. Smith Bus Company (service between Albany, Latham and Cohoes) were all combined into what would become CDTA.

During its first 15 years, the Authority developed appropriate management and operating systems, introduced a regional fare structure, and coordinated a vehicle replacement program. This transformed the independently operated companies into a consolidated organization, providing coordinated service to customers. The CDTA logo became a recognizable company icon, synonymous with quality transportation services. This consolidated management approach allowed CDTA to expand its mission towards enhancing regional mobility.

CDTA's expanded role became evident when the Rensselaer Rail Station (RRS) opened in September 2002. The RRS consisted of several projects, including an 80,000 square foot station, a 600-car parking garage, and the Herrick Street Bridge. The \$53.1 million project stimulated rail travel at the station, which now places in the top 10 for ridership annually as part of the Amtrak network. The station serves nearly 900,000 customers annually. Megabus, an intercity bus service also uses the station as a key Capital Region boarding center.

The Saratoga Springs Train Station opened in March 2004. The facility offers traveler services, upgraded utilities and parking options. Greyhound and Adirondack Trailways have ticket space as it is a regular stop in their networks. Cost of the station was \$5.9 million. In addition to Amtrak, the station is also home to the Saratoga North Creek Railway, which provides scenic rail and themed train experiences. Additional parking capacity to accommodate growing usage has brought the total to nearly 200 spaces.

CDTA assumed responsibility for service along the I-87 corridor in 2003, which was branded as the Northway Xpress. The NX commuter service was immediately upgraded to make it more attractive to commuters. New buses, an easy to understand fare structure with prepayment options, and more service has made NX a convenient way for Northway customers to access employment centers in downtown Albany. The service was redesigned in 2012 to better meet customer needs through a new monthly pass option and improved service package.

## ORGANIZATIONAL SUMMARY

We developed a Transit Development Plan (TDP), which outlined ways to increase ridership and maximize the productivity of our route network via systematic revision by county in the early 2000s. The results have been outstanding with record ridership and improved community support. The centerpiece of the plan was the introduction of Upstate New York's first Bus Rapid Transit Line named BusPlus. The service has been a game changer, offering new better amenities including real time information, complimentary Wi-Fi while spurring economic development along Route 5.

BusPlus began providing limited stop service on the 17-mile stretch of Route 5 between downtown Schenectady and downtown Albany in April 2011. BusPlus has a distinctive branding scheme that signifies premium service including large, comfortable stations and enhanced amenities. Boardings on Route 5 have risen to nearly 4 million annually, and we are advancing plans for additional BRT lines on the second and third highest volume corridors in the region.

Our Board of Directors adopted an update to the TDP in 2014. The updated plan focuses on several areas: development of the 40-mile Bus Rapid Transit route network, a network of transit centers at high volume locations, continued route network enhancements, more park and ride facilities and updated fare payment options for customers. We engaged in a robust stakeholder outreach program to insure the TDP aligns with regional goals and the Board's vision.

Technology has improved our capabilities to deliver service and address customer needs. Riders viewed more than 11 million pages at CDTA.org last year, while real time passenger information was accessed more than 5 million times. More than 80% of customers now get updates on their mobile devices, which has driven down comments related to on-time performance and improved relationships between customers and operating personnel.

Our *Navigator* fare collection system offers contactless smart cards for customers and deployment of a mobile ticketing platform will occur in FY2018. The system provides flexibility with payment options that can be tailored to specific customer needs. Improved retail point of sale units, a new web portal to "recharge" cards and provide balance protection will enhance the customer experience and streamline administration.

We have begun work on a network of transit centers that will provide attractive places for customers and the community to use services at high volume locations. The centers will include space for retail and commercial development along with parking to provide intermodal connectivity and revenue capacity. Construction on the Uncle Sam Transit Center will begin this year and we have identified locations in the other counties that are ripe for development.

Our track record in operational management has opened the door to new opportunities to strengthen the region's transportation network. Governor Cuomo granted CDTA with oversight of the taxicab industry to regionalize regulations, provide customer support and improve public perception. That work is underway via coordination with area municipalities and taxicab companies.

We are enhancing regional mobility through the introduction of CDPHP *Cycle!*, a regional bike sharing program set to debut this summer. We are working with municipalities, the cycling and the hospitality communities on best deployment of the program. The first year will see 160 bikes across Albany, Saratoga Springs, Schenectady and Troy with plans to expand to 320 vehicles in year two. The program offers on demand use of bicycles for members and the public.

# ORGANIZATIONAL STRUCTURE

## Corporate Organization

The Authority is organized into six departments, which are structured to deliver the best services possible. A Chief Executive Officer reports to the Board of Directors. Each department is headed by a senior staff member. Departments work cooperatively to deliver quality services and programs, insuring efficient operation of CDTA properties and facilities.

## Organization of Departments

There are roughly 690 people that work at CDTA. Employees work in one of the six departments, which are split into functional areas with appropriate management structure. The majority of the employees are unionized, with work activities and structure governed by a collective bargaining agreement between CDTA and the Amalgamated Transit Union (ATU). The remaining employees make up our management staff, which supervises day-to-day activities of the company.

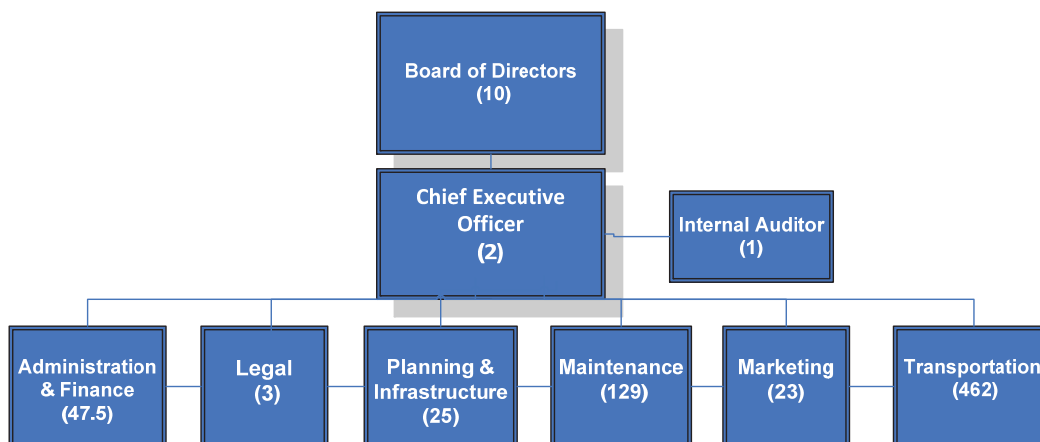
## Board of Directors

The Authority is governed by a 10-member Board of Directors. Members are appointed by the Governor and confirmed by the New York State Senate. There are 3 board seats from Albany County and 2 seats each from Rensselaer, Saratoga and Schenectady counties. The enabling statute was modified in 2009 to include a non-voting member, representing labor. The non-voting member is appointed and confirmed in the same manner as the other members.

## Executive Office

The Chief Executive Officer works with the Board of Directors to build organizational capacity and ensure long-term success. The company mission, vision and values are paramount to this work. This is accomplished by developing financial resources, strengthening relationships throughout the community, cultivating leadership strategies throughout the organization, execution of accountability structures, and communication of our vision and accomplishments to a broad audience.

The Chief Executive Officer leads a senior staff team to carry out the duties of the Authority. The CEO's focus is to develop the image and reputation of the company through the community, to build ridership throughout the CDTA system, to diversify and strengthen revenue programs, to introduce service and facilities that customers want and need, to encourage the development of our employees, and to ensure financial accountability and stewardship of the system. The organization of the company is shown below with number of employees within each operational unit.



## CDTA MISSION STATEMENT

*CDTA plans, finances, implements and delivers transit services that take people where they want to go in the Capital Region safely, reliably, and at a reasonable cost.*

### CDTA Work Plan

CDTA addresses changing demographics, regional travel and development patterns by consistently reassessing its operation, services and facilities. We deploy regular route, commuter, express, paratransit and bus rapid transit services. Our strategic plan provides mobility options and fosters an improved transportation landscape. We operate in a service area of 2,300 square miles with a population of nearly 800,000. More than 50% of the region lives within ¼ mile of bus service and 70% of customers use our services to take them to/from employment locations.

Our fleet consists of nearly 300 revenue and non-revenue vehicles. We operate service on 50 routes and our buses travel more than 10 million miles annually. Our vehicles are on the road for close to 750,000 hours each year and we use over 2 million gallons of fuel.

We have more than 3,000 bus stops across the Capital Region. Our system features 300 passenger shelters or waiting areas, six buildings, 24 Park & Ride lots with more than 1,600 parking spaces. We feature sustainable programs, including vanpools, bike sharing along with regulatory oversight of the region's taxicab industry. Bicycle boardings remain one of our most popular services, clocking in at more than 80,000 last year.

Our paratransit program, called STAR, provided close to 300,000 trips last year for people who cannot, because of their disability, use our regular route system. We have seen consistent ridership increases, leading to business arrangements for purchased transportation to support growth and mitigate costs. This will be a significant challenge to be addressed as Baby Boomers age in large numbers.

Our workforce is highly competent and professional in what they do. They are committed to serving customers and are the source of our innovation and development efforts. We provide programs to encourage their advancement throughout the organization. Their efforts are at the core of everything we do and accomplish at CDTA.

We are making it easier for customers to use fare media. Pre-paid boardings comprise nearly 50% of ridership. The introduction of our *Navigator* smartcard and mobile ticket program will mean easier purchasing, account management and incentives for customers. Our customer service unit responds to comments in a prompt, professional manner in less than 10 business days more than 90% of the time.

Our maintenance program continues to provide positive returns. This matches advancements in technology, not to mention the need for highly qualified technicians and support staff. We have embraced technology and use it to provide the best vehicles and infrastructure systems for customers. We have also used it to develop a better and more engaged workforce.

We are working with partners on new “Downtown” services to connect hospitality and entertainment destinations that will complement our route network, bike sharing program and other transit development management strategies. We are proud of our team, our partners and our region.

## DEPARTMENT OVERVIEWS

### Finance & Administration Department

The Finance & Administration Department is responsible for the financial components of the organization, procurement of goods and services, human resource management, safety and risk management. The department prepares budgeting strategies; implements and financial policies and accounting practices; establishes and maintains procurement policies and procedures and oversees grant administration. The department is the liaison between funding partners at the NYS Division of Budget, the NYS Department of Transportation, the Federal Transit Administration and banking institutions. Human resource practices include labor relations and collective bargaining, workforce development, recruiting, employee recognition, and the organizational safety program. The department is responsible for administering health care and other employee insurance including dental, disability and life. The department oversees risk management to support organizational security, workers' compensation and other commercial insurance programs.

### Looking Forward

In FY2018, Human Resources will develop a strategic health care plan for our employees. Health care represents 15% of the operating budget and is costly to individual employees, especially new CDTA hires. We will educate employees on health care plans that can reduce overall costs, while providing the quality services our employees deserve. Human Resources will lead a task force to review the Collective Bargaining Agreements. The goal is to simplify and provide clear language to better reflect current labor practices. Human Resources will overhaul several metrics and initiate statistical reports to provide managers with tools to manage people more efficiently. This includes reports on absenteeism, employee turnover and retention, and recruitment.

Finance will implement an electronic circulation system for purchase orders. The process will replace the manual system that is slow and inefficient. Electronic circulation will reduce paper needs, lower costs, and improve accuracy. This will improve the approval of PO's, paying vendors and eliminating interoffice/offsite mail issues. Finance will also implement a content manager module for electronic record keeping. The system stores files electronically and replaces the need for paper files. Finance has a significant role with the operation of our *Navigator* fare collection system. Our fulfillment team is responsible for managing orders, managing retail point of sale systems, and providing reporting and analysis regarding product use and sales.

Procurement and Finance will advance a new contract management and administration program that will offer "one-stop shopping" with electronic access to contract data for state and federal reporting. Procurement will implement the state mandate that 6% of purchases be awarded to a certified Service Disabled Veteran Owned Business (SDVOB). This is similar to the Minority/Women's Business Enterprise (MWBE) initiative that requires 30% of purchases be awarded to MWBE firms.

Risk Management will initiate a business continuity plan to direct staff and operations should headquarters not be accessed for several days. We are developing security scenarios for emergency response training where external partners such as law enforcement, EMS, and other partners participate. Risk Management is organizing a networking opportunity with upstate transit partners along with a roundtable meeting covering security, safety, human resources and claims.

## DEPARTMENT OVERVIEWS

### Facilities Department

The Facilities Department oversees maintenance of all CDTA buildings and properties. This includes office structures, storage and maintenance facilities, train stations, parking facilities, bus stops, stations and shelters. The department utilizes a preventative maintenance program to minimize repair and replacement costs, while implementing improvements on an ongoing basis. The department coordinates repair or replacement of all capital assets (other than buses) as required. The department is responsible for regulatory compliance, safety and security procedures, construction management, grounds maintenance, and contract management. In conjunction with Senior Staff, Facilities develops the capital investment plan to meet future operating goals.

### Looking Forward

FY2018 will deliver several exciting projects which include major improvements to the Rensselaer Rail Station top deck and garage, construction of a new control center for radio operations, and completion of a radio tower at Crawford Hill, providing the foundation for inter-agency communications. BusPlus (BRT) construction will progress with the groundbreaking of the Uncle Sam Transit Center and the Lark-Washington station traffic safety and improvement project.

### Information Technology Department

The Information Technology Department is responsible for all operational and strategic aspects of Information Technology, including Intelligent Transportation Systems (ITS), back office systems, network infrastructure, data and information management, performance measurement, project management, and strategic planning. The department's focus areas include technology and service implementation, data management, customer information, safety and security, asset management, and infrastructure.

### Looking Forward

CDTA's *Navigator* program will be expanded to include payment options for mobile ticketing users. We will also focus on adding new Universal Access arrangements and third party partners (i.e. service agencies, Wage Works, and other local businesses) to the *Navigator* customer portfolio. This will be timed to coincide with the discontinuation of older fare media.

Another major project will be the deployment of the next phases of the ITMS project. Radio installation, coverage verification and testing, and integration with the new dispatch system will be completed. We will construct a new data center, radio tower, and central dispatch command center at our Albany headquarters, add new computer aided dispatching tools for Transportation and Customer Service staff, and implement new fixed route scheduling with associated work crewing tools. We will also implement a new paratransit trip planning and scheduling solution for customers, employees, and third party operators.



## DEPARTMENT OVERVIEWS

### Legal Department

The Legal Department provides legal services, risk management and administrative assistance for the Authority. This includes representation in legal actions to pursue and defend against contract and liability claims, corporate and regulatory governance, contracting and procurement, labor disputes, real estate transactions, unemployment, Authority policy and procedure, administrative matters and collective bargaining agreements. The department provides counsel, advice and opinions to the Board and Chief Executive Officer. The department also administers claims against the Authority for property damage and no-fault.

The Legal Department includes General Counsel, a Paralegal, and a Claims Manager. Together, they handle a large proportion of the Authority's claims and other legal matters. General Counsel is also responsible for coordinating and overseeing the use of outside counsel in certain circumstances. In Risk Management, the primary focus is on claims prevention and mitigation. General Counsel monitors the adequacy of the self-insurance Risk Management Account. General Counsel also serves as CDTA's Ethics Officer and provides guidance and training opportunities as required.

### Maintenance Department

The mission of the Maintenance Department is to ensure the rolling stock of the Authority is safe, reliable and clean to support the operational service at a reasonable cost. We accomplish this with a maintenance team of foreman and technicians supported by a highly skilled training department. We operate three maintenance facilities Albany, Troy and Schenectady. The fleet is comprised of over 300 vehicles.

### Looking Forward

In FY2018, the department will continue to provide high quality maintenance. The department's priorities are to maintain parts budget without sacrificing parts demand, retire the oldest assets that cause higher budget concerns, increase in-house hybrid work to ensure quality and minimize downtime, while focusing on retention and training employees.

Keeping CDTA's physical assets in a Good State of Repair is critical to the Authority's financial well-being. The primary role of maintenance personnel is to support our preventative maintenance program with focus on a higher level of quality. Preventative Maintenance Inspections (PMI) help maintain a predictable budget and are performed every 6,000 miles. In addition, scheduled versus unscheduled work will be a continued focus in FY2018. Scheduled work is planned activities versus emergency (unscheduled) work. More scheduled work results

# DEPARTMENT OVERVIEWS

## Marketing Department

The Marketing Department coordinates business partnerships, sales opportunities and community stewardship. The department looks to grow ridership and revenues through improved perception of the Authority in the business, communications and service communities. The department oversees customer information channels, coordinating public outreach while supervising our Customer Service Center. The department is responsible for business development through work on Universal Access and corporate sales programs.

### Looking Forward

The department will continue to position CDTA in the community while strengthening business relationships. Focus will be on growing the universal access program, while assessing options for local business including school districts, major employers and development projects. The department will continue its successful community programs to give back and generate new partnerships.

The regional bike sharing program will debut in Summer 2017. The taxicab oversight work will progress to adoption by municipalities so that a new ordinance can be enacted alongside customer support services. The *Navigator* transition will continue with the timetable for customer conversions and proliferation of new retail point of sale units throughout the region. The mobile payment application will provide a second option for customers to get fares on their smartphones. Customers will be provided with more benefits, including promotions, special fare days and other enticements.

## Planning Department

The Planning Department is responsible for growing CDTA's services and customer base, ensuring that its activities are aligned with the goals and mission of the Authority. The department provides strategic planning (developing a direction for growth of services based on development and travel patterns); service planning & scheduling (development of schedules and work that effectively uses CDTA's resources); and capital planning & design (managing activities prior to final design for transit infrastructure projects).

### Looking Forward

In FY2018, the Planning Department will focus on projects that support large-scale initiatives outlined in the TDP. Projects include submission for \$65M in federal funding for the Washington-Western BRT, construction of infrastructure at River Corridor BRT stations, preparation of a Project Management Plan for the River Corridor BRT. Other work includes implementing traffic safety improvements at the Washington-Lark station footprint, continued representation of CDTA's interests in regional plans, studies, and major developments, operation of TDM initiatives, including final planning and implementation of CDTA's bikeshare initiative.



## DEPARTMENT OVERVIEWS

### Transportation Department

The Transportation department delivers service from facilities in Albany, Schenectady and Troy. All bus operations, street supervision and dispatching employees work in this department. The Flexible Services division, provides Paratransit (STAR) services. To the majority of customers, bus operators are the face of CDTA. Operators and Supervisors are focused on ensuring service quality, scheduling work assignments, responding to customers, and identifying safety hazards in support of the Authority's mission.

### Looking Forward

The department will standardize internal documents, payroll auditing procedures and grievance responses. The department will backfill and stabilizing manpower and available resources. We will also begin training operators on the new Radio, CAD/AVL and Trapeze systems.

The department will continue to provide leadership training and cultivation for superintendents to foster an inclusive workplace and improve service delivery. The department will also manage Customer Complaints to insure timely responses, while offering preemptive strategies to reduce complaints and increase expectations.

The department will partner with IT on training for new radio system components. That work will also include emergency radio procedure training. Staff will have training for the new INIT CAD/AVL system, OTP monitoring and reporting and CAD/AVL Line Management. The department will develop Control Center policies and procedures, including formal Call Center Training for supervisors.

The department will continue to build customer confidence in STAR with two new service providers. Internal programming will feature points of efficiency: Shorter trip times, shorter trip lengths, shorter ride times, shorter response times, timed reservations, consistent scheduling and reservations, consistent travel paths, reduced late cancelations and timely call backs. A mobile application with real time information will be deployed along with a customer call reminder. The department will support this with improved call taker training, supervisor and scheduler training.

## SUBSIDIARY CORPORATIONS

The Authority's financial statements include, as blended component units, three public benefit corporations, which have been created as operating subsidiaries to provide mass transit omnibus operations in the counties of Albany, Rensselaer, Saratoga and Schenectady:

- Capital District Transit System, which acquired the assets and liabilities of the former Schenectady Transit System in 1971.
- Capital District Transportation System Number One, which provides fixed route transportation services, includes certain assets of the United Traction Company, purchased from Albany County in August 1972.
- Capital District Transportation System Number Two, which provides rural bus service along with certain demand response (paratransit) services in the counties of Albany, Troy, Saratoga and Schenectady.

The Authority's financial statements also include as blended component units, the accounts of two public benefit corporations, which were created as subsidiaries of the Authority to provide other transportation related services:

- Access Transit Services, Inc. incorporated in November 1997, provides transportation services to qualifying individuals on a contractual basis.
- CDTA Facilities, Inc., incorporated in September 2002, operates the Rensselaer Rail Station and Saratoga Springs Train Station.

# BALANCE SHEET

	March-2017	March-2016
<b>Assets</b>		
<b>Current Assets:</b>		
Cash	\$10,634,454	\$9,291,738
Investments	\$20,523,462	\$21,501,090
Restricted Investments	\$0	\$0
Receivables:		
Mortgage Tax	\$625,551	\$684,336
Federal Grants	(\$1,098,146)	\$13,872
New York State Grants	\$652,102	(\$664,979)
Trade and Other	\$4,644,594	\$4,103,106
Advances to Capital District Transportation Committee	\$486,256	\$977,012
Materials, Parts and Supplies	\$3,455,267	\$3,208,023
Prepaid Expenses	\$547,912	\$506,019
<b>Sub-Total Current Assets</b>	<b>\$40,471,452</b>	<b>\$39,620,217</b>
<b>Noncurrent Assets:</b>		
Capital Assets, net	\$101,098,162	\$115,457,118
<b>Deferred outflows of resources:</b>		
Deferred outflows of resources from pension	\$1,014,299	(\$1,014,299)
<b>Total for Assets</b>	<b>\$142,583,913</b>	<b>\$154,063,035</b>
<b>Liabilities</b>		
<b>Current Liabilities:</b>		
Accounts Payable	\$2,020,555	\$1,894,890
Accrued Expenses	\$3,852,751	\$3,621,338
Unearned passenger revenue	\$1,609,076	\$1,453,529
<b>Sub-Total Current Liabilities</b>	<b>\$7,482,382</b>	<b>\$6,969,757</b>
<b>Noncurrent Liabilities:</b>		
Capital Lease Agreement	\$10,699,735	\$12,399,732
Estimated Provision for Existing Claims and Settlements	\$8,225,069	\$8,278,637
Other postemployment benefits	\$41,506,279	\$36,519,464
Net Pension Liability	\$721,886	\$721,886
<b>Sub-Total Noncurrent Liabilities</b>	<b>\$61,152,969</b>	<b>\$57,919,719</b>
<b>Deferred inflows of resources:</b>		
Deferred inflows of resources from pension	\$125,689	\$125,689
<b>Total for Liabilities</b>	<b>\$68,761,039</b>	<b>\$65,015,165</b>
<b>Net Position</b>		
Net Investment in Capital Assets	\$108,241,228	\$108,241,228
Unrestricted	(\$34,418,354)	(\$17,164,759)
<b>Total for Net Position</b>	<b>\$73,822,874</b>	<b>\$91,076,469</b>
<b>Total Liabilities and Net Position</b>	<b>\$142,583,913</b>	<b>\$156,091,633</b>

The CDTA Operating and Capital Plan is shared with community partners, elected officials and business leaders. We are proud to produce a balanced budget in these difficult economic times. We value our relationships and the help we receive from the Capital Region community. We encourage our partners to work with us and to contact us with questions and comments about this plan or any aspect of our operation.

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**CDTA**