

CAPITAL DISTRICT TRANSPORTATION AUTHORITY

Operating & Capital Plan For Fiscal Year 2013



CDTA iride™

"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."



FY2013 Operating and Capital Plan

(Fiscal Year - April 1, 2012 through March 31, 2013)

CDTA Board of Directors

Denise A. Figueroa (Chairperson), Represents Albany County

Joseph M. Spairana, Jr. (Vice-Chairperson), Represents Rensselaer County

Arthur F. Young, Jr. (Treasurer), Represents Albany County

Norman L. Miller (Secretary), Represents Schenectady County

Lisa Ballout, Represents Saratoga County

Mark G. Gerling, Represents Labor

Georgeanna N. Lynch, Represents Saratoga County

Thomas M. Owens, Represents Albany County

David M. Stackrow, Represents Rensselaer County

For additional budget and other information about CDTA visit www.cdta.org

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Transmittal Letter

April 1, 2012

To: CDTA Board of Directors, Customers, Employees and Community Members

From: Carm Basile, Chief Executive Officer

I am pleased to present our Operating and Capital Plan for FY2013. The plan supports the vision that our Board of Directors has established for CDTA. It provides forward thinking management that is focused on improving transit services throughout the Capital Region. It recognizes the financial challenges that we face, and it provides a service platform to meet the demand for more mobility choices in our communities.

We are proud to submit a balanced budget for FY2013. Anticipated spending will match available revenue, and state and federal assistance. The budget plan totals \$74.3 million. Getting to a balance position during these challenging financial times does not happen by chance. It comes from a commitment to a realistic business plan directed by our Board of Directors and attention to detail by our employees. Thanks to their outstanding efforts, we will reduce expenses by 1% this year.

Our new BusPlus service rolled out in April 2011 with great success. The service, which operates between Albany and Schenectady along Route 5, is the first Bus Rapid Transit operation in upstate New York. After a year of operation, ridership on the corridor is up more than 20%, making BusPlus one of our most popular service additions in some time. Limited stops have reduced travel time and improved convenience for customers. Real time information signs at glistening new stations, transit signal priority and complimentary WiFi have been a hit with customers. The service has transformed the corridor and caught the attention of community leaders who want to be part of the BusPlus experience.

We continue to revamp and improve our route network. Last year, we began to restructure neighborhood routes in Albany County and will complete the project this summer. The first phase of the restructuring rolled out in November 2011 and sparked a double digit increase in ridership. With this work in place, we will have completed a systematic restructuring of our service network as outlined in our Transit Development Plan.

We continue to expand our universal access program that provides access for students and staff at Capital Region colleges and businesses. Nearly 20% of our ridership comes from these arrangements, and we want additional growth. We hope to break ground on a new train station in downtown Schenectady this year. The plan, which is being developed with community partners, will rebuild the existing station and improve parking facilities and pedestrian connections to our services on State Street. The facility will be a transportation hub and further stimulate economic development in downtown Schenectady.

Our capital plan includes the financing of a bus purchase this year. This will be the first time that CDTA has borrowed money for the purchase of vehicles or any facility. We will add 22 buses to our fleet this year and are pleased to have secured federal funding for another 20 buses in FY 2014.



The reduction in our expense lines is driven by our efforts to right size the organization to align what we spend to what we earn. The budget for the coming year reflects a 6.5% decrease in the number of employees at CDTA. We are using attrition as the engine for these reductions. This is providing financial relief but leaves us in a precarious position regarding service. We have little room for error and will consider service consolidations during the year to operate our service network with fewer employees.

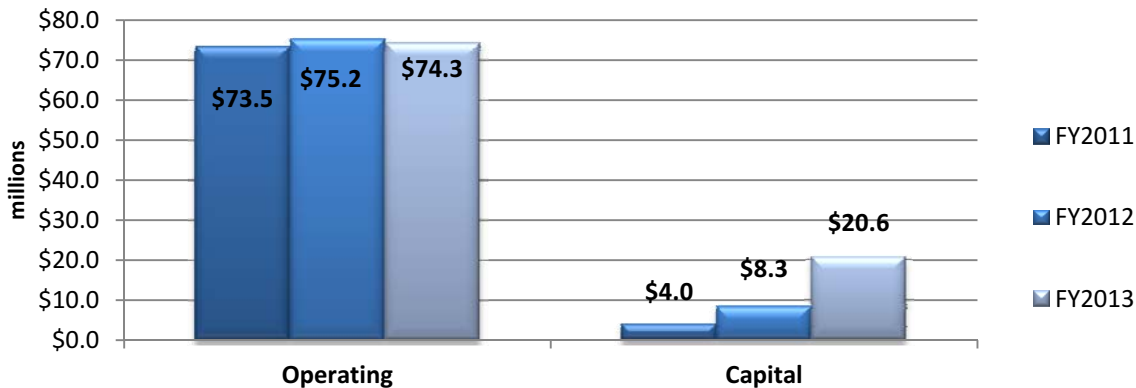
As we prepare this plan, gas prices are nearing \$4 per gallon, and our ridership is soaring. We will continue to advocate for more funding for transportation infrastructure. The interest in our system is at an all time high. We have improved our service network, made it easy to understand and use, and positioned ourselves effectively in the community. Our issues continue to be reliable funding sources that produce support for a system that can meet the demand for services that are attractive to customers. The Operating and Capital Plan presented in this document reflects these difficulties and challenges.

I urge anyone who has questions about CDTA or any aspect of our business to contact us, spend time with us, or visit our facilities.

Thank You.

Budget in Brief

CDTA Budget Summary FY2013
\$74.3 Million Operating and \$20.6 Million Capital



The Authority’s activities are distributed across two broad categories: Operating and Capital. The Fiscal Year 2012 Operating Budget is balanced, with revenue and expenses equaling \$74,392,314. Projected Capital expenditures total \$20,608,000.

The budget includes revenue from fares, mortgage recording tax, federal (preventive maintenance) and state funding for operations, interest earnings on fund balances, and a number of small revenue sources. The expense categories include wages and benefits, maintenance, fuel, parts and supplies.

Capital budget revenue includes federal and state grant funds, interest earnings on reserve balances, and transfers from the operating fund. Capital expenses include purchase of vehicles, design and construction of facilities, technology projects, acquisition of information and communication systems, and maintenance equipment.

Although our budget is balanced budget for FY2013, we maintain a significant financial obligation on our balance sheet to pay for, *other postemployment benefits (OPEB)*, or GASB 45. This statement establishes standards for the measurement, recognition, and display of OPEB expenditures, related liabilities and note disclosures. Our current obligation is \$17.8 million and we anticipate it to grow to \$25 million when our financial statements are completed later this year. We do not have the financial capability to meet the requirement of the law.

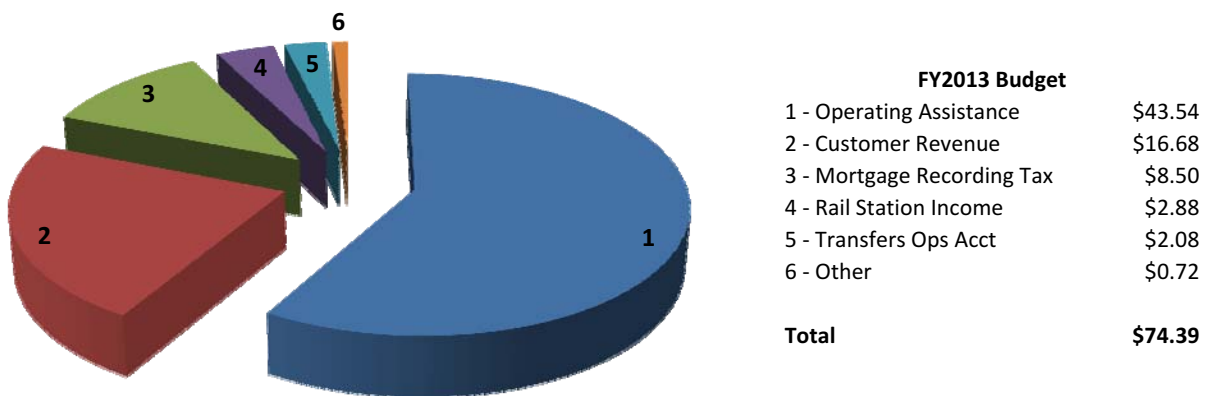
In order to maintain our fleet replacement program (1/12 of our fleet each year) we needed to find an innovative way to fund the program with no grant money available. A 40 foot transit vehicle has a manufacturer’s recommended service life of 12 years. Vehicle safety is the most important aspect of our operating program. Without a source of funds to purchase 20 vehicles, we worked with the banking community to finance \$8 million for the purchase of buses. We will pay this obligation over 10 years at a competitive interest rate. This enables CDTA to retire 20 buses that have reached their 12 year life and replace them with 20 new vehicles. This is a significant safety improvement and it will decrease the maintenance costs for older buses. New York State has complimented us regarding this financing approach and has recommended the practice to other transit properties.

Operating Revenue – Summary

	FY2012 Budget	FY2012 Year-End Estimate	FY2013 Budget	Budget to Budget Amount	Change %
Customer Revenue	\$17,049,880	\$16,094,963	\$16,680,598	(\$369,282)	-2.2%
Advertising	\$550,000	\$550,000	\$600,000	\$50,000	9.1%
Mortgage Recording Tax	\$10,000,000	\$8,496,000	\$8,500,000	(\$1,500,000)	-15.0%
Operating Assistance	\$41,572,002	\$41,572,002	\$43,535,277	\$1,963,275	4.7%
Rail Station Income	\$2,750,900	\$2,642,651	\$2,877,226	\$126,326	4.6%
85 Watervliet Ave	\$124,023	\$76,081	\$76,350	(\$47,673)	-38.4%
Interest	\$80,000	\$23,105	\$40,000	(\$40,000)	-50.0%
Transfers from Ops Acct	\$3,113,877	\$3,113,877	\$2,082,863	(\$1,031,014)	-33.1%
	<u>\$75,240,682</u>	<u>\$72,568,679</u>	<u>\$74,392,314</u>	<u>(\$848,368)</u>	<u>-1.1%</u>

Revenue Overview

The FY2013 subsidiary budget will decrease from last year and there are several reasons for this. The counties formerly served by our Access Transit subsidiary have left for a consolidated state-wide approach encouraged by state officials. The decrease of \$0.8M is represented in Customer Revenue. We expect to finish well under budget in Mortgage Recording Tax and have adjusted this figure to reflect current realities. On a positive note, New York State Operating Assistance will be increased for the first time since FY2007. This will help to offset the above stated reductions.



Operating Income – Detail

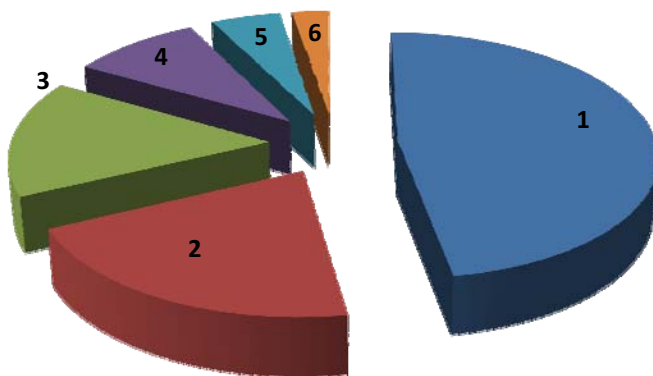
Revenue Item	Budget FY 2012	Estimated Actual FY 2012	Estimated Budget FY 2013	Budget-to Budget Change
Mortgage Tax	\$10,000,000	\$8,496,000	\$8,500,000	-15.0%
Interest Income	\$80,000	\$23,105	\$40,000	-50.0%
Customer Revenue	\$14,720,000	\$14,251,950	\$14,720,000	0.0%
Advertising - Transit	\$450,000	\$450,000	\$475,000	5.6%
Advertising - RRS	\$100,000	\$100,000	\$125,000	25.0%
Transit Contracts	\$1,195,000	\$1,195,956	\$1,635,800	36.9%
Access Transit Contracts	\$1,134,880	\$647,057	\$324,798	-71.4%
Rensselaer Rail Station Income	\$2,696,500	\$2,587,651	\$2,821,326	4.6%
Saratoga Springs Train Station	\$54,400	\$55,000	\$55,900	2.8%
85 Watervliet Ave	\$124,023	\$76,081	\$76,350	-38.4%
Transfer from Operating Acct	\$2,113,877	\$2,113,877	\$2,082,863	-1.5%
Transfer from Risk Management Acct	\$1,000,000	\$1,000,000	\$0	-100.0%
Federal Maintenance	\$8,915,977	\$8,915,977	\$8,915,977	0.0%
Federal Management Support	\$45,000	\$45,000	\$60,000	33.3%
Travel Demand Management	\$472,500	\$472,500	\$472,500	0.0%
State Operating Assistance	\$29,176,000	\$29,176,000	\$31,203,800	7.0%
Northway Commuter Service - STOA	\$400,000	\$400,000	\$400,000	0.0%
County Assistance	\$1,917,000	\$1,917,000	\$1,917,000	0.0%
Jobs Access Grants	\$443,025	\$443,025	\$201,000	-54.6%
Other Grants	\$202,500	\$202,500	\$365,000	80.2%
Total	\$75,240,682	\$72,568,679	\$74,392,314	-1.1%

Operating Expense – Summary

	FY2012 Budget	FY2012 Year- End Estimate	FY2013 Budget	Budget to Budget Amount	Change %
Wages	\$35,917,604	\$34,618,342	\$34,656,705	(\$1,260,899)	-3.5%
Benefits	\$15,726,253	\$13,897,995	\$15,006,253	(\$720,000)	-4.6%
Maintenance & Operations	\$11,720,398	\$10,034,774	\$11,210,052	(\$510,346)	-4.4%
Insurance	\$1,267,700	\$971,599	\$1,287,200	\$19,500	1.5%
Purchased Transportation	\$3,150,344	\$3,938,105	\$3,582,344	\$432,000	13.7%
Fuel	\$5,658,383	\$5,097,856	\$6,739,760	\$1,081,377	19.1%
Other	\$1,800,000	\$1,962,147	\$1,910,000	\$110,000	6.1%
	\$75,240,682	\$70,520,818	\$74,392,314	(\$848,368)	-1.1%

Expense Overview

We have limited control over most revenue sources, however, we diligently manage our expenses to ensure they are aligned with available revenue. Since revenue is projected to decrease in FY2013, so will expenses. This will happen while our workforce receives a 3.5% contractual wage increase. At the same time we will reduce head counts in the organization (mostly through attrition), consolidating some services, and reducing spending in all non-wage line items.

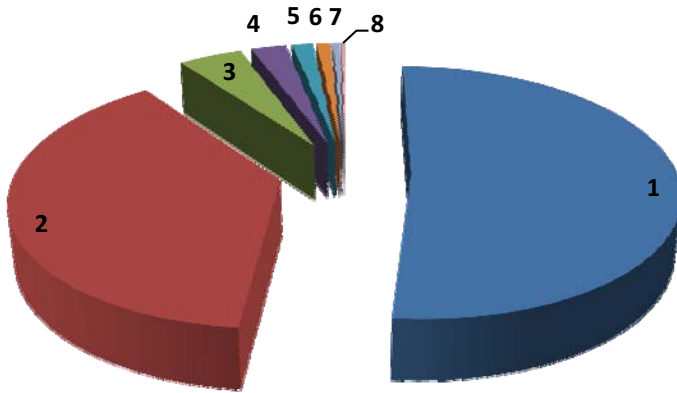


FY2013 Budget	
1 - Wages	\$34.66
2 - Benefits	\$15.01
3 - Maint & Ops	\$11.21
4 - Insurance	\$1.29
5 - Purchased Transport.	\$3.58
6 - Fuel	\$6.74
7 - Other	\$1.91
Total	\$74.39

Operating Expense - Detail

Expense Item	Estimated Budget FY2012	Budget to Budget Increase	Estimated Budget FY 2013	% Change
Wages	\$35,917,604	(\$1,260,899)	\$34,656,705	-3.5%
FICA	\$2,747,697	(\$133,726)	\$2,613,971	-4.9%
Health Benefits	\$9,473,444	(\$753,479)	\$8,719,965	-8.0%
Workers' Comp	\$1,800,000	\$110,000	\$1,910,000	6.1%
Other Benefits	\$3,505,112	\$167,205	\$3,672,317	4.8%
Professional Services	\$1,982,220	(\$43,428)	\$1,938,792	-2.2%
Materials and Supplies	\$1,513,560	(\$91,400)	\$1,422,160	-6.0%
Miscellaneous	\$578,414	(\$144,914)	\$433,500	-25.1%
Maintenance Services	\$2,324,120	\$119,396	\$2,443,516	5.1%
Purchased Transportation	\$3,150,344	\$432,000	\$3,582,344	13.7%
Utilities	\$1,450,000	(\$200,000)	\$1,250,000	-13.8%
Fuel	\$5,658,383	\$1,081,377	\$6,739,760	19.1%
Parts Tires Oil	\$3,872,084	(\$150,000)	\$3,722,084	-3.9%
General Insurance	\$767,700	\$19,500	\$787,200	2.5%
Claims (Accident Liability)	\$500,000	\$0	\$500,000	0.0%
Total Expenses	\$75,240,682	(\$848,368)	\$74,392,314	-1.1%

FY2013 Capital Plan \$millions



Type	\$millions
1 -Rolling Stock	\$10.63
2 -Operating	\$7.90
3 - Facilities	\$0.93
4 - Information Tech	\$0.51
5 - Stops and Shelters	\$0.30
6 - Support Equipment	\$0.20
7 - Rail Station	\$0.10
8 - Security	\$0.05
Total	\$20.608

Agency Summary

Enabling Legislation

The Capital District Transportation Authority was formed by the New York State legislature in 1970. The Authority is a public benefit corporation with a 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 Authority governing board is composed of 10 members, appointed by the Governor and confirmed by the Senate. The Board consists of 3 members from Albany County, and 2 members each from the other counties in the District. A tenth member is non-voting and represents labor.

History

The Authority was created when private transit firms were near bankruptcy in the late 1960s. The Authority purchased the assets of the firms or assumed their services, including the United Traction Company, the Schenectady Transit System, the Troy Fifth Avenue Bus Company, the Albany-Brookview-Castleton Bus Company, Mountainview Bus Company, and the L. C. Smith Bus Company.

During its first 15 years, the Authority embarked on a large vehicle replacement program, introduced a regional fare structure, and developed a consolidated management system with uniform operating practices. This transformed the independently operated transit companies into a consolidated organization, providing coordinated services to customers. The CDTA logo became a recognizable company icon, synonymous with transportation services. This allowed CDTA to expand its mission towards serving as a regional mobility provider.

Evidence of an expanded CDTA role was clear in September 2002, when the Rensselaer Rail Station (RRS) opened. The RRS consisted of several projects, including an 80,000 square foot station, a 600-car parking garage, and the new Herrick Street Bridge. The project stimulated rail travel at the station (top 15 busiest in the Amtrak network). It serves as an important transportation gateway to the region and a visible landmark in the City of Rensselaer.

CDTA expanded bus operations in 2003 by assuming responsibility for service along the I-87 corridor. The service was re-branded as Northway Xpress and promoted to Saratoga County residents and downtown Albany employers. NX marketing made it recognizable to the residents of the region for its coach style seating, complimentary internet service and other amenities.

A second CDTA train station opened in March 2004 in Saratoga Springs. It includes a coffee shop, newsstand and visitor information. Site utilities were upgraded, parking facilities were enlarged, and access to the building was improved. Greyhound has ticket space at the station and it is a regular stop on their route network. In FY2012, the station saw the addition of the Saratoga and North Creek Railway, which offers themed travel along with recreational trips to area ski resorts.

CDTA's BusPlus, the first Bus Rapid Transit Line in Upstate New York, began operations on Route 5 in April 2011 to critical acclaim and widespread customer acceptance. BusPlus is a limited stop service that operates on the 17-mile stretch of Route 5 between downtown Schenectady to downtown Albany. BusPlus has a distinctive red and silver branding scheme that signifies premium service including bus lane segments, new stations, real time information and complimentary WiFi.

CORPORATE ORGANIZATION

AND

DEPARTMENT DETAILS & BUDGETS

Corporate Organization

The Authority is organized into seven departments, which are structured to deliver the best services possible. The Chief Executive Officer reports to the Board of Directors. Each department is headed by a director-level executive with a direct report to the Chief Executive Officer. The departments work in cooperation to deliver quality services and programs, and to efficiently operate CDTA properties and facilities.

Organization of Departments

About 650 people work at CDTA. Employees work in one of seven departments, which are split into functional areas with appropriate management structure. The majority of the employees are unionized, with their 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 organization.

Board of Directors

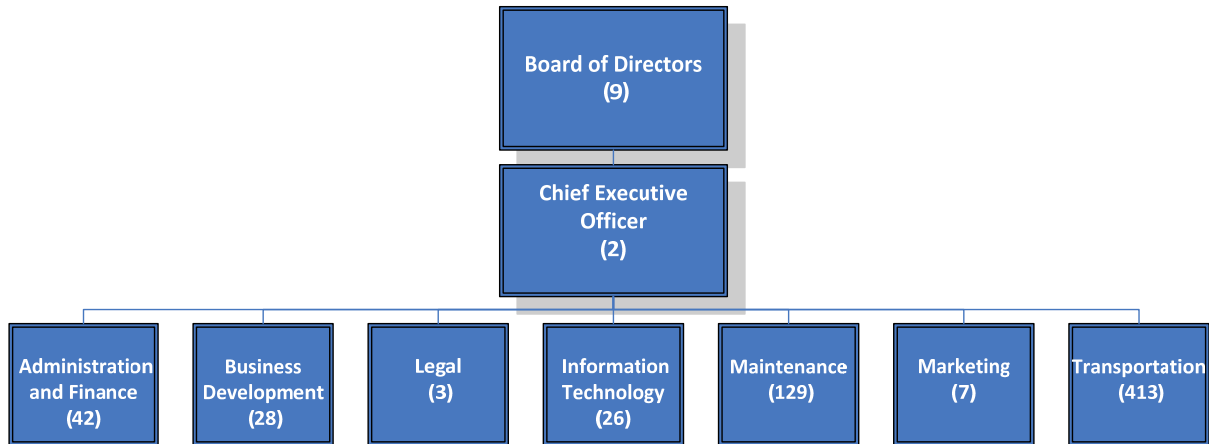
The Authority is governed by a 10-member Board of Directors. Members are appointed by the Governor and confirmed by the New York State Senate. As called for in our enabling legislation, there are 3 board seats from Albany County and 2 seats each from Rensselaer, Saratoga and Schenectady counties. The 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.

The Board meets monthly, usually on the last Wednesday of the month. Meetings are advertised in advance and are open to the public. Meetings are broadcast live at www.cdt.org. The Board elects their own officers, including the Chairperson. The governing structure consists of a Governance Committee, a Planning and Stakeholder Relations Committee and a Performance Oversight Committee. The Audit Committee functions within the Performance Oversight committee and this structure allows for governance work to be efficient and productive. Ad hoc working committees and task forces are created as required.

Executive Office

The Chief Executive Officer works closely with the Board of Directors to build organizational capacity and ensure long-term organizational success. This is accomplished through the development of financial resources, relationships with community leaders, cultivation of the leadership capacity through all levels of the organization, design and execution of accountability structures and communication of our vision and accomplishments to a broad audience in the Capital Region.

The Chief Executive Officer leads a Senior Staff team in carrying out the duties of the Authority. The focus of the Chief Executive Officer is to build ridership throughout the CDTA system to develop programs, service and facilities that customers want and need to encourage the development of our Human Resources (employees), while insuring financial accountability and stewardship of the system.



Board of Directors

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Professional Services	\$20,000	\$0	\$20,000	0.0%
Materials & Supplies	\$5,000	\$0	\$5,000	0.0%
Travel & Meetings	\$4,000	\$7,434	\$0	-100.0%
Total	\$29,000	\$7,434	\$25,000	-13.8%

Chief Executive

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Wages	\$197,659	\$196,749	\$195,525	-1.1%
Professional Services	\$107,000	\$82,512	\$107,000	0.0%
Materials & Supplies	\$1,000	\$1,231	\$1,000	0.0%
Dues & Subscriptions	\$3,000	\$261	\$3,000	0.0%
Travel & Meetings	\$18,000	\$8,886	\$0	-100.0%
Total	\$326,659	\$289,639	\$306,525	-6.2%

Legal Department Overview

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 issues, administrative matters and the negotiation of collective bargaining agreements. The department provides counsel, advice and opinions to the Board of Directors and Chief Executive Officer. The department also administers and manages claims against the Authority for property damage and no-fault.

The department has three employees; General Counsel, a Paralegal, and a Claims Manager. Together, they handle most of the Authority's claims and other legal matters. In the area of Risk Management, the primary focus is on preventing claims. The General Counsel serves as the Ethics and Procurement Integrity Officer for the Organization.

Legal Department

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Wages	\$209,465	\$206,758	\$214,179	2.3%
Professional Services	\$40,000	\$25,080	\$40,000	0.0%
Materials & Supplies	\$3,000	\$6,991	\$3,000	0.0%
Dues & Subscriptions	\$3,000	\$706	\$3,000	0.0%
Travel & Meetings	\$5,000	\$550	\$0	-100.0%
Claims	\$500,000	\$449,778	\$500,000	0.0%
Total	\$760,465	\$689,862	\$760,179	0.0%

Transportation Department

The Transportation Department delivers service from facilities in Albany, Troy and Schenectady. The Flexible Services Division, which provides Paratransit (STAR) services, operates out of the Albany Division. All Divisions provide service to customers who depend on CDTA as a means of getting where they need to go safely, reliably and at a reasonable cost. Our bus operators are the first point of contact for most customers, so CDTA is usually judged according to that first impression.

Annual Summary

The Transportation Department provides service based on ridership demand, customer needs and available resources. The department rolled out more than a dozen reconfigured routes as part of the Albany Route Restructuring, which affected 75% of the routes from the Albany Division. New routes hit the street on November 13, 2011 and were implemented using operator and customer feedback, which lead to immediate ridership increases of more than 10% over the first two months. The department also transitioned express commuter services from the Schenectady Division to the Albany Division.

The department continued using core measurements of customer trips and fare revenue to drive management practices. Driver retention is a key objective to providing service across delivery. BusPlus was launched from the Schenectady Division on the Route 5 corridor. Operator and supervisor training included queue jumper and transit signal priority components in support of BusPlus. Flexible Services continued to see ridership and trip increases while denials are negligible. A new Director of Transportation was hired and he will focus on improving relations with the ATU and within all departments at CDTA.

Looking Forward

The department will continue recent restructuring efforts that have covered much of CDTA's service area. The department will work on headcounts in each Division, ensuring efficient and cost-effective service for our customers and the operations. We will work with the Maintenance Department on a cross training program for managers that will add maintenance responsibilities to individual work plans to ensure a more rounded workforce. This will assist CDTA in emergency situations and streamline management positions without impacting service operations.

Fixed Route

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Wages - Operators	\$16,448,837	\$16,308,424	\$16,722,623	1.7%
Wages - Supervisors	\$1,859,830	\$1,877,149	\$1,583,891	-14.8%
Wages - Administration	\$564,743	\$464,429	\$488,737	-13.5%
Subtotal Wages	\$18,873,410	\$18,650,002	\$18,795,251	-0.4%
Professional Services	\$79,000	\$66,928	\$79,000	0.0%
Materials & Supplies	\$20,000	\$40,467	\$20,000	0.0%
Dues & Subscriptions	\$500	\$0	\$500	0.0%
Travel & Meetings	\$8,000	\$2,940	\$0	-100.0%
Fuel	\$5,358,383	\$4,687,692	\$6,338,895	18.3%
Oil & Lube	\$246,000	\$150,640	\$246,000	0.0%
Tires & Tubes	\$326,084	\$379,407	\$376,084	15.3%
Subtotal	\$6,037,967	\$5,328,074	\$7,060,479	16.9%
Total	\$24,911,377	\$23,978,076	\$25,855,730	3.8%

Flexible Services

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Wages - Operators - Flex	\$2,614,216	\$2,664,904	\$2,213,928	-15.3%
Wages - Call Takers - Flex	\$0	\$0	\$122,470	
Wages - Administration - Flex	\$109,419	\$108,290	\$159,858	46.1%
Wages - Dispatch - Flex	\$547,009	\$683,468	\$678,811	24.1%
Total Star Wages	\$3,270,644	\$3,456,662	\$3,175,067	-2.9%
Fuel	\$175,000	\$225,674	\$250,865	43.4%
Professional Services	\$30,000	\$19,695	\$30,000	0.0%
Materials & Supplies	\$8,500	\$9,484	\$8,500	0.0%
Purchased Trans - Flex	\$1,344,000	\$2,346,153	\$2,220,000	65.2%
Travel & Meetings	\$5,000	\$3,139	\$0	-100.0%
Highway Tolls	\$8,000	\$7,164	\$8,000	0.0%
Subtotal	\$1,570,500	\$2,611,309	\$2,517,365	60.3%
Total	\$4,841,144	\$6,067,971	\$5,692,432	17.6%

Northway Express

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Purchased Trans - NX	\$1,283,246	\$1,264,065	\$1,333,246	3.9%
Repairs	\$20,000	\$54,221	\$20,000	0.0%
Total Expense	\$1,303,246	\$1,318,286	\$1,353,246	3.8%

Maintenance Department

The Maintenance Department ensures that the physical assets of the Authority meet our obligations to our customers. This is accomplished by maintaining safe and reliable buses with a clean, respectful appearance. We accomplish this through quality assurance, a strong and comprehensive preventive maintenance program, servicing ITS equipment, maintaining HVAC systems and ensuring an appropriate fleet of buses to meet customer demand.

Annual Summary

The Maintenance department continued to increase workmanship efficiencies, fleet reliability and workplace safety throughout FY2012. Maintenance staff continued a strong preventative maintenance schedule, with at least 98% on time performance. As a result of our most recent independent audit, maintenance staff was able to reduce "A" level defects by 25%. "A" level defects require immediate repair and would keep a bus from remaining in service. Maintenance increased efforts to service Mean Distance Between Service Interruptions, reorganized the ITS group while standardizing inventory for ITS-related items. The department made strides in climate control system (HVAC) availability and worked with the IT Department to improve farebox probing maintenance and servicing systems. In a move to provide added cost efficiency, major engine repairs are now completed in-house to ensure quality and improve turnaround times.

Looking Forward

The Maintenance Department will work on head counts while maintaining quality workmanship and service reliability. Management will cross train maintenance and transportation managers, foremen and supervisors to ensure that streamlined staff size is well-rounded and functional across departments. The department will work to improve PMI performance levels, implement tracking of unscheduled work, and increase in-house work to ensure continued adherence to quality assurance measures. The department will also conduct engine replacements for Nova-style buses as it is necessary to use them past the manufacturer's recommended useful life.

Maintenance

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Wages - Mechanics	\$6,131,304	\$4,989,119	\$5,383,945	-12.2%
Wages - Administration	\$562,406	\$452,624	\$431,447	-23.3%
Wages - Forman	\$1,009,183	\$994,782	\$1,043,647	3.4%
Subtotal Wages	\$7,702,893	\$6,436,525	\$6,859,039	-11.0%
Professional Services	\$60,000	\$60,000	\$20,000	-66.7%
Materials and Supplies	\$725,990	\$491,775	\$695,990	-4.1%
Dues & Subscriptions	\$100	\$0	\$100	0.0%
Travel & Meetings	\$24,000	\$9,149	\$0	-100.0%
Maintenance Services	\$499,368	\$626,204	\$474,368	-5.0%
Fuel	\$125,000	\$184,491	\$150,000	20.0%
Vehicle Parts	\$3,300,000	\$3,019,725	\$3,100,000	-6.1%
Subtotal	\$4,734,458	\$4,391,343	\$4,440,458	-6.2%
Total Maintenance	\$12,437,351	\$10,827,868	\$11,299,497	-9.1%

Facilities Department

The Facilities Department oversees maintenance of CDTA buildings and grounds. This includes office structures, storage and maintenance facilities, train stations, parking facilities, bus stops and shelters. The department maintains a preventative maintenance program to reduce repairs and replacements while maintaining improvements on an ongoing basis. The department coordinates repairs or equipment replacement as required. The department is also responsible for regulatory compliance, safety, and security procedures; construction management; grounds maintenance; business continuity planning; and contract management. In conjunction with senior staff, facilities develops capital investment plans to meet future operating goals.

Annual Summary

A number of projects were completed in FY2012 including new in-ground lifts for the Albany facility. The Schenectady facility also received in-ground lifts and underwent a complete renovation which included the installation of a new lighting system. Our Troy facility received new vehicle exhaust, lighting systems and an improved bus storage area. The roof at 85 Watervliet Avenue was replaced and a portion of the building was renovated to house the Facilities Department. At the Rensselaer Rail Station, a new Parking Management building was constructed. The department supported the Albany Route Restructuring project with new street signage and shelter work. Projects in process include new air conditioning units and an upgraded fire alarm system at the Albany facility.

Looking Forward

Work will begin on a new roof at the Albany facility and the project will include a 50 kW solar panel system to reduce energy costs. In conjunction with NYSDOT and Amtrak, we will work toward the construction of a new Schenectady Train Station and replacement of the Schenectady facility's fuel tanks.

Facilities Department

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Wages - Admin	\$383,254	\$346,319	\$345,864	-9.8%
Wages – Facility Maint	\$368,516	\$370,559	\$331,503	-10.0%
Subtotal Wages	\$751,770	\$716,878	\$677,367	-9.9%
Albany:				
Professional Services	\$0	\$0	\$0	
Maint Ser Facility	\$400,000	\$331,882	\$405,000	1.3%
M & S Shelter	\$114,720	\$128,858	\$118,820	3.6%
Travel & Meetings	\$5,000	\$3,944	\$0	-100.0%
Lease & Rentals	\$6,000	\$14,764	\$7,500	
Utilities - Albany	\$573,500	\$354,251	\$523,500	-8.7%
M & S Facility	\$78,000	\$96,943	\$79,000	1.3%
Subtotal Albany	\$1,177,220	\$930,642	\$1,133,820	-3.7%
Schenectady:				
Maint Ser Facility	\$20,000	\$54,323	\$54,000	170.0%
Utilities - Schen	\$137,000	\$110,954	\$137,000	0.0%
M & S Facility	\$13,500	\$617	\$10,000	-25.9%
Subtotal Schenectady	\$170,500	\$165,895	\$201,000	17.9%
Troy:				
Maint Ser Facility	\$65,000	\$50,550	\$65,000	0.0%
Utilities - Troy	\$128,000	\$88,476	\$108,000	-15.6%
M & S Facility	\$10,200	\$17,125	\$12,200	19.6%
Leases & rentals	\$0			
Subtotal Troy	\$203,200	\$156,151	\$185,200	-8.9%
Total	\$2,302,690	\$1,969,565	\$2,197,387	-4.6%

Rensselaer Rail Station

	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Income:				
Rental Income	\$605,018	\$669,647	\$687,326	13.6%
Advertising	\$120,000	\$109,250	\$130,000	8.3%
Parking Garage	\$2,000,000	\$1,847,615	\$2,000,000	0.0%
Interest Income	\$4,000	\$6,507	\$4,000	0.0%
Total Revenue	\$2,729,018	\$2,633,019	\$2,821,326	3.4%
Expenses:				
Wages - Rensselaer	\$117,772	\$126,103	\$120,422	2.3%
Prof Services	\$50,000	\$18,320	\$60,000	20.0%
Insurance	\$22,000	\$22,897	\$22,000	0.0%
Janitorial	\$160,000	\$155,642	\$163,000	1.9%
Security	\$99,900	\$162,020	\$114,900	15.0%
Landscaping	\$8,000	\$15,231	\$10,000	25.0%
Snow Removal	\$162,000	\$13,730	\$162,000	0.0%
Elevators	\$16,800	\$13,822	\$16,800	0.0%
HVAC	\$30,000	\$36,251	\$33,000	10.0%
Repairs	\$23,500	\$35,802	\$27,500	17.0%
Utilities	\$412,000	\$301,057	\$392,000	-4.9%
Miscellaneous	\$62,000	\$0	\$0	-100.0%
Materials & Supplies	\$16,000	\$9,190	\$11,000	-31.3%
Parking Garage	\$345,000	\$275,891	\$370,000	7.2%
Total Expenses	\$1,524,972	\$1,185,957	\$1,502,622	-1.5%
Surplus / Deficit	\$1,204,046	\$1,447,062	\$1,318,704	9.5%

Saratoga Springs Rail Station

	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Income:				
Rental Income	\$54,000	\$60,751	\$55,500	2.8%
Interest	\$400	\$75	\$400	0.0%
Total Income	\$54,400	\$60,826	\$55,900	2.8%
Expenses:				
Wages - Greyhound	\$45,924	\$55,948	\$47,167	2.7%
Maintenance Ser	\$38,200	\$54,917	\$92,000	140.8%
Utilities	\$27,000	\$26,135	\$34,000	25.9%
Mat & Supp	\$3,200	\$2,906	\$3,200	0.0%
Insurance	\$1,200	\$1,787	\$1,200	0.0%
Travel & Meetings	\$200	\$180	\$0	-100.0%
Courier Service	\$4,300	\$4,406	\$4,300	0.0%
Total Expense	\$119,824	\$146,099	\$181,867	51.8%
Surplus / Deficit	-\$65,424	-\$85,273	-\$125,967	92.5%

85 Watervliet Ave

	Budget 2013	Estimated Actual 2013	Proposed Budget 2013	Percent Change
Income:				
Rental Income	\$124,023	\$76,043	\$76,350	-38%
Total Income	\$124,023	\$76,043	\$76,350	-38%
Expenses:				
Repairs & Maintenance	\$17,000	\$27,739	\$20,000	18%
Insurance	\$2,000	\$1,264	\$2,000	0%
Custodial Services	\$16,400	\$19,281	\$19,400	18%
Landscaping	\$3,500	\$1,647	\$3,000	-14%
Snow Removal	\$13,900	\$0	\$10,000	-28%
Fire Alarm	\$1,000	\$4,125	\$1,800	80%
HVAC	\$4,000	\$13,384	\$9,000	125%
Utlities	\$29,500	\$27,912	\$32,500	10%
Materials & Supplies	\$3,900	\$1,284	\$2,000	-49%
Total Expense	\$91,200	\$96,636	\$99,700	9%
Surplus / Deficit	\$32,823	-\$20,593	-\$23,350	

Administration and Finance Department

The Administration and Finance Department is responsible for the financial operation of the organization, procurement of goods and services, and human resource management. The department prepares, monitors and recommends budgeting strategies; implements financial policies and accounting practices; procurement policies and procedures; grant administration; human resource practices including labor relations and collective bargaining. The department is the liaison with funding partners and financial institutions along with our most important asset – employees.

Annual Summary

The department engaged \$8 million in financing for new buses, conducting a competitive RFP to maximize terms. The department collaborated with Business Development to apply for and receive \$12.5 million in grant funding from the federal government to cover vehicle purchases, BRT capital components and an alternative analysis on a second BRT corridor. Human Resources changed retiree health care plan options, significantly reducing expenses to CDTA and retirees. We also initiated a new Life Insurance and Accidental Death & Dismemberment program that reduced insurance costs by 40% per year over the next three years. We improved the management of our workers' compensation program by contracting a new Third Party Administrator. We conducted a successful diesel fuel procurement, providing cost certainty, budget stability and lower pricing than most counterpart agencies. There was continued improvement in inventory practices with a 95% accuracy rate, and our Safety and Training team completed a system wide Emergency Response Plan.

Looking Forward

The department has consolidated several positions and will continue this process in FY2013. Strategic planning for a new collective bargaining agreement will begin as CDTA enters the last year of its agreement with the Amalgamated Transit Union (ATU). We will look for operational efficiencies in negotiations to benefit the ATU and CDTA. The department will collaborate with the IT Department to automate retiree benefit information and improve information needed to comply with GASB-45. Another cross-departmental project will be to ensure that our MUNIS system for retirees mirrors the system for active employees. We will initiate a pilot program with the Center for Disabled Services to purchase diesel fuel for their buses from CDTA. This program builds a foundation for other opportunities to increase our purchasing power for fuel, reducing the overall price. We will review opportunities to bid fuel for gas engines as well as diesel vehicles, a potentially significant cost savings. The Procurement Department will test bar code scanners to improve procurement and inventory practices. The FTA's Triennial Review will take place this year and our goal is to excel in all 24 categories. We will reintroduce employee incentive programs and review compensation structures. The department will collaborate with the IT Department for a security assessment, revise and update our Employee Handbooks and look to centralize 19-A medical examination information.

The department is concerned with the significant financial obligation for "other postemployment benefits (OPEB)". GASB 45 requires the recognition of health care related liabilities it will incur for employees and future retirees, which is now \$17.8 million and growing. We will continue to monitor this unfunded liability, but like New York State, we do not have the financial ability to comply with GASB 45.

Administration and Finance Department

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Wages - Human Resources	\$568,246	\$556,969	\$521,004	-8.3%
Wages Training	\$325,734	\$301,532	\$336,826	3.4%
Wages - Procurement	\$172,407	\$173,899	\$171,861	-0.3%
Wages Stock Room	\$365,316	\$361,288	\$377,715	3.4%
Wages Finance	\$862,609	\$916,409	\$917,669	6.4%
Wages Treasury	\$96,111	\$84,503	\$99,335	3.4%
Subtotal Wages	\$2,390,423	\$2,394,600	\$2,424,410	1.4%
FICA	\$2,747,697	\$2,472,961	\$2,613,971	-4.9%
Health Care	\$9,473,244	\$7,888,120	\$8,719,965	-8.0%
Workers' Comp	\$1,800,000	\$1,962,147	\$1,910,000	6.1%
Other Benefits	\$3,500,112	\$3,371,958	\$3,675,317	5.0%
Professional Services	\$345,200	\$251,764	\$309,200	-10.4%
Materials and Supplies	\$274,500	\$237,810	\$240,300	-12.5%
Travel, Meetings, Misc	\$236,114	\$109,231	\$274,100	16.1%
Maintenance Services	\$12,000	\$4,177	\$1,000	-91.7%
Utilities	\$120,000	\$85,764	\$0	-100.0%
Insurance	\$742,500	\$644,681	\$762,000	2.6%
Subtotal	\$19,251,367	\$17,028,613	\$18,503,853	-3.9%
Total	\$21,641,790	\$19,423,213	\$20,927,263	-3.3%

Business Development Department

The Business Development Department is responsible for growing CDTA services and customer base, while assuring relevance to the needs of the communities we serve. The department provides strategic and service planning, along with customer support services. This includes route-planning, capital project development and management of customer contact through our Consolidated Call Center.

Annual Summary

This past year, our call center operations changed in response to the loss of Non-Emergency Medicaid Transportation contracts for Rensselaer and Schenectady County. In FY2013, call taking, the customer service and contract functions will be housed at our 85 Watervliet Avenue facility, but budgeted and supervised separately.

Looking Forward

We will update the Transit Development Plan, keeping with a 5-year planning cycle, which includes monitoring and reporting the performance of the system and corresponding service changes. We will advance recommendations from the regional Park & Ride/Express Study within available resources. An alternatives analysis for our second Bus Rapid Transit corridor on Washington/Western Avenues will be advanced, and BusPlus service on the Route 5 corridor will be monitored and improved when required. Working agency-wide, we will aim to achieve 85% customer comment close out within 10 business days. We have established a goal of 90% call occupancy rates for call takers.

Mobility Management

Our team of Travel Trainers works to reduce barriers to transit use and encourages partnerships to meet mobility needs. Our goal is to educate 10,000 people about how to use the CDTA route network, including surveys and educating customers about service changes. We will expand the Accessible Taxi program to 10 vehicles by the end of FY2013. We will support New Freedom Program projects in partnership with human service agencies. We will also partner with the Capital District Transportation Committee (CDTC) and Regional Transportation Coordination Committee to increase coordination.

Travel Demand Management

We will advance regional congestion mitigation and air quality improvement initiatives. This includes carpool matching, continuation of a vanpool pilot program, parking benefit programs for transit users, corporate transit programs and an initiative to increase bicycle parking in the region. We will work with partner agencies to improve the Capital Moves and ipool2 websites to promote sustainable modes of transportation, and influence land use and site plans. In cooperation with CDTC, a regional car-sharing initiative will be pursued.

Land Use Integration

We will review development proposals and actively participate on Advisory Committees for locally sponsored transportation – land use studies where transit is a viable alternative. We will represent CDTA's interests at the metropolitan planning organization while monitoring and advising the City of Albany's zoning code update as part of the comprehensive plan development.

Major Projects

We will complete design of the Schenectady Train Station and initiate construction after institutional agreements are in place. For the Saratoga Garage project, we will follow the direction of our Board of Directors regarding completion of design and construction. We will also support the completion of the State of Good Repair roof replacement project at our Administrative Headquarters in Albany.

Business Development

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Total Budget 2013	Percent Change Total
Wages Telephone	\$185,651	\$106,293	\$0	-100.0%
Wages-Business Devel.	\$648,716	\$798,834	\$740,389	14.1%
Total Wages	\$834,367	\$905,126	\$740,389	-11.3%
Market Research	\$50,000	\$33,645	\$50,000	0.0%
Material & Supplies	\$30,000	\$27,264	\$30,000	0.0%
Uniform Allowance	\$3,000	\$0	\$0	-100.0%
Dues & Subscription	\$3,000	\$2,970	\$3,000	0.0%
Travel & Meetings	\$18,000	\$9,063	\$0	-100.0%
Lease and Rentals	\$14,100	\$14,805	\$14,100	0.0%
Subtotal	\$118,100	\$87,748	\$97,100	-17.8%
Total	\$952,467	\$992,874	\$837,489	-12.1%

Consolidated Call Center

	Proposed Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Wages	\$827,265	\$772,857	\$413,407	-50.0%
Services	\$7,500	\$47,250	\$0	-100.0%
Materials & Supplies	\$18,750	\$19,067	\$3,750	-80.0%
Utilities	\$33,000	\$2,718	\$33,000	0.0%
Training	\$10,008	\$0	\$0	-100.0%
Travel & Meetings	\$4,000	\$0	\$0	-100.0%
Purchased Transportation	\$479,000	\$306,614	\$0	-100.0%
Leases & Rentals	\$22,000	\$18,096	\$22,000	0.0%
JARC	\$24,798	\$16,925	\$24,798	0.0%
Total Expense	\$1,335,759	\$1,095,548	\$496,955	-62.8%

Marketing Department

The Marketing Department coordinates strategic thinking regarding business partnerships, sales opportunities and community stewardship. The department looks to grow ridership and revenues; improve perception in the business, communications and service communities.

Annual Summary

The department played a major role in the launch of BusPlus, and the Albany Route Restructuring, two of the largest service initiatives in CDTA history. Marketing led customer outreach for both initiatives with the Albany route restructuring receiving a record number of customer comments. The department implemented a branding program to upgrade shelters with website and logo information. We expanded our social media presence, which reaches Capital Region residents with route information, advisories and promotions. The CDTA website received a record number of hits and added advertising revenue in a pilot program. Advocacy efforts were highlighted with national initiatives including Dump The Pump and Don't X Out Public Transit. Universal access agreements were promoted with local universities and we oversaw the addition of Schenectady County Community College into the program. Internal communications were strengthened with a bi-monthly newsletter, employee events and group outings at entertainment destinations. We continued conversion to flexible passes, while the iride Advantage program in conjunction with Price Chopper expanded from 12 to 28 stores.

Looking Forward

The department will continue to position CDTA in the community while cultivating and strengthening business relationships. We will focus on increasing revenue from universal access agreements and replicating the model for area businesses. We are assessing the potential of additional local school district business. The department will conduct community outreach in support of Phase Two of the Albany Route Restructuring. The department will assume a larger role in customer information with surveying, addressing customer comments, and providing easy to access information. Internal communications will involve more face-to-face interaction to increase employee ownership. The sales unit will be consolidated to improve accessibility and reliability of our prepayment programs.

ARR Phase Two Outreach - this campaign will include meetings with customers, stakeholders and community leaders along with marketing materials. The areas covered will include Cohoes, Guilderland, Latham and Watervliet. The restructured service network is scheduled for implementation in Fall 2012.

Shelters – the department will add customer information in shelters. New signage will include schedules, frequency and pricing information. This is an extension of the branding program that began last year.

Conversion of Swipers – the growth in our prepayment program continues and we will convert to the exclusive use of rolling passes for corporate and individual customers during FY2013. We plan to eliminate expirational monthly passes by the end of 2012. This will involve an outreach campaign to customers. This will be accompanied by a re-engineering of our sales process to improve functionality and efficiencies between the sales unit and the finance department.

Marketing Department

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Total Budget 2013	Percent Change Total
Wages-Marketing	\$199,561	\$103,448	\$203,596	2.0%
Wages-Sales	\$150,499	\$134,368	\$157,608	4.7%
Total Wages	\$350,060	\$237,816	\$361,204	3.2%
Market Research	\$25,000	\$6,521	\$25,000	0.0%
Schedules	\$90,000	\$63,936	\$90,000	0.0%
Material & Supplies	\$20,000	\$12,123	\$20,000	0.0%
Dues & Subscription	\$2,000	\$11,681	\$2,000	0.0%
Travel & Meetings	\$12,000	\$331	\$0	-100.0%
Advertising	\$275,000	\$248,886	\$275,000	0.0%
Lease and Rentals	\$9,400	\$8,695	\$9,400	0.0%
Subtotal	\$433,400	\$352,172	\$421,400	-2.8%
Total	\$783,460	\$589,989	\$782,604	-0.1%

Information Technology Department

The Information Technology Department's primary management processes include service implementation, data management, customer information, safety and security, asset management, and infrastructure. The department enhances productivity by performing business process optimization, and ensures the protection, accessibility, and availability of information. The department provides project management services for technology initiatives, and coordinates with peer departments to develop policies and procedures for utilizing hardware, software, data, and personnel to achieve organizational goals.

Annual Summary

The Information Technology Department covered a number of management areas in FY2012. Upgrades to and replacement of server hardware along with significant investments in disaster recovery capabilities took place. Additional infrastructure work was completed to the finance, parking, mapping and scheduling systems. The cdta.org website is continually enhanced to provide users with access to the information they need most, and now includes features for mobile devices. Two years after a major overhaul, there is positive feedback (and a record number of visits), and the department will continue to work with Marketing to identify ways to enhance the CDTA experience. For customers our first Real Time Passenger Information displays were rolled out in support of BusPlus, Upstate New York's first Bus Rapid Transit (BRT) line. We also implemented Traffic Signal Priority (TSP) and queue jump lanes to improve the reliability of Route 5 services. The department made significant enhancements to our fare box system to accommodate growing partnerships with local businesses and schools.

Looking Forward

Information Technology will continue to serve as a critical resource in maintaining financial stability, enhancing customer focus, improving mobility and access, integrating transportation and land use, while increasing employee ownership. The following project initiatives are planned in FY2013:

Software Replacement/Upgrades - this includes licensing, services and upgrades to business applications and statistical tools for improved reporting. This also includes a major upgrade to the maintenance management and paratransit scheduling systems, along with fare box system upgrades.

Hardware Replacement Upgrades – this includes the purchase of replacement hardware, networking, and telecommunications equipment. Commitments include investments in workstations, consolidation of servers, computer room upgrades, and radio system infrastructure upgrades.

Disaster Recovery Planning Upgrades – investment will continue to improve the Authority's disaster readiness and contingency planning. A number of applications will receive system upgrades to improve the stability and disaster readiness of the Authority's critical enterprise systems. A security assessment will take place to identify potential information security vulnerabilities.

BRT ITS Expansion – a number of intelligent transportation systems (ITS) will be initiated for BRT service. This includes expansion of Real Time Passenger Information displays, which have improved the reliability of information for customers via the web, mobile devices, and at stations. Other ITS investments include cameras at stations, traffic signal priority expansion, and other software tools to improve reporting capabilities.

Fare Collection System Improvements – we will assess use of point of sale terminals, smart cards, and integrating open payment media using upgraded fare collection devices. Our goal is to provide seamless regional travel, reduced maintenance and processing costs, along with integration of coordinated payment media with employers and payment services.

Application/Web Development – our plan is to deploy a redesigned employee portal, enhance custom applications, and review cdta.org as a whole for a possible redesign.

Information Management – this year our focus will be to establish measures for assessing performance of customer-facing technology tools including cdta.org, trip planners, and ADA announcements. We will also review our purchase order and payroll processes to identify business process improvements and technology investments that can save costs.

Information Technology

Expense Item	Budget 2012	Estimated Actual 2012	Proposed Budget 2013	Percent Change
Wages	\$627,165	\$606,158	\$633,278	1.0%
Total Wages	\$627,165	\$606,158	\$633,278	1.0%
Professional Services	\$323,800	\$220,736	\$339,300	4.8%
Telecommunications Service	\$247,312	\$123,083	\$234,392	-5.2%
Computing Services	\$45,000	\$11,733	\$25,000	-44.4%
Maintenance Contracts	\$759,252	\$897,688	\$816,848	7.6%
Materials & Supplies	\$30,000	\$13,834	\$25,000	-16.7%
Travel & Meetings	\$20,000	\$8,030	\$0	-100.0%
Subtotal	\$1,425,364	\$1,275,103	\$1,440,540	1.1%
Total	\$2,052,529	\$1,881,261	\$2,073,818	1.0%

FY2013 Capital Plan

During the past year, we successfully obtained competitive grants that fund most of the capital work listed below. We received two grants for bus replacement (\$5.0M and \$3.125M), one to complete capital work on NY5 BRT (\$6.875M), and one to begin conceptual design for the Washington/Western BRT line (\$0.5M).

This fiscal year we will finance vehicles for the first time. We have set aside \$0.9M to make our first financing payment on the delivery of 20 full size buses (to replace 20 that have met their useful life). This purchase allows us to continue with our 1/12th fleet replacement plan. In addition we have set aside funds (\$0.9M) to begin an engine overhaul program on vehicles we must retain past their manufacturers stated useful life.

In addition to these projects, we will continue with preventive maintenance of our facilities. This includes continuation of the lift replacement project, oil tank replacement, and replacement of exhaust fans in the maintenance department.

Project Name	Type	FY2013
Lift Replacement Project	Facilities	\$60,000
Replace Exhaust Fans	Facilities	\$90,000
Replace Oil Tanks	Facilities	\$350,000
Routine Facilities Maintenance	Facilities	\$225,000
Preliminary Engineering	Facilities	\$200,000
Hardware Replacements	Information Technology	\$79,000
Software Replacements	Information Technology	\$48,000
CAD / AVL	Information Technology	\$150,000
Disaster Recovery Planning	Information Technology	\$81,000
Mobile Data Comm System	Information Technology	\$150,000
BRT - Route 5	Operating	\$6,875,000
BRT - Washington - Western	Operating	\$500,000
Travel Demand Management	Operating	\$525,000
Routine RRS Maintenance	Rail Station Improvement	\$100,000
Bus Replacement Program	Rolling Stock	\$8,125,000
STAR Buses	Rolling Stock	\$670,000
Fleet Financing	Rolling Stock	\$930,000
Vehicle Overhaul	Rolling Stock	\$900,000
RRS Security	Security	\$50,000
Street Amenities (Shelter Program)	Stops, Shelters, Park & Ride	\$150,000
iRide Branding	Stops, Shelters, Park & Ride	\$150,000
Non-Revenue Vehicles	Support Equipment	\$200,000
Total		\$20,608,000

Five Year Capital Plan by Purpose					
FY2013	FY2014	FY2015	FY2016	FY2017	Total
Normal Replacement					
\$10,852,000	\$13,455,000	\$33,245,000	\$13,535,000	\$12,865,000	\$84,052,000
53%	31%	67%	11%	84%	34%
State of Good Repair					
\$1,425,000	\$625,000	\$625,000	\$575,000	\$425,000	\$3,475,000
7%	1%	1%	0%	3%	1%
System Improvement					
\$8,331,000	\$28,725,000	\$16,015,000	\$104,365,000	\$2,065,000	\$159,501,000
40%	67%	32%	88%	13%	65%
\$20,608,000	\$42,805,000	\$49,885,000	\$118,475,000	\$15,355,000	\$247,028,000

Physical Plant

Albany Division (110 Watervliet Avenue, Albany) - The Albany Facility was constructed in 1968 with a floor surface area of 161,600 square feet. Garage additions were completed in 1974 and 1989, while office additions were completed in 1980 and 1990. This facility is our administrative headquarters and our primary bus maintenance facility. There are approximately 155 buses assigned to the Albany Division requiring some outside parking to accommodate capacity.

Schenectady Division (2401 Maxon Road Extension, Schenectady) - The Schenectady Facility was constructed in 1974, with a floor surface area of 30,000 square feet. A garage addition was completed in 1987 that increased the total floor surface area to 45,000 square feet. This facility serves as our operating base for Schenectady and Saratoga Counties and houses approximately 50 buses.

Troy Division (40 Hoosick Street, Troy) - The Troy Bus Facility was constructed in 1980, with a floor surface area of approximately 60,000 square feet. This facility serves as our operating base for Rensselaer County and houses approximately 60 buses.

Rensselaer Rail Station - The Rensselaer Rail Station, which opened in September 2002, is the 9th busiest station in the country, serving more than 800,000 people each year. The multi-level facility features retail, commercial and meeting space, as well as ticketing, customer comfort and travel features. The station is an 80,000 square foot building, with 67,000 square feet of floor space.

Saratoga Springs Rail Station - The Saratoga Springs station, opened in March 2004. It serves approximately 23,000 passengers each year, primarily for travel to New York City. The station also serves the Empire Corridor with the Adirondack route, which travels to and from Canada, and the Ethan Allen route, which travels to and from Vermont. It is approximately 8,000 square feet and includes rotating art exhibits, a children's play area, and retail space. The station recently saw the addition of the Saratoga and North Creek Railway, which offers recreational trips to area ski resorts.

85 Watervliet Avenue – CDTA recently purchased a building close to our Albany Facility. The purpose of this acquisition is to consolidate call centers and training activities for the organization. The facilities department moved into this location, which also serves as a CDTA pass sales outlet, during FY2012.

Park-and-Ride Lots – There are about 2,000 available parking spaces in 24 Park & Ride Lots located with access to transportation services. There are a variety of ownership and maintenance arrangements that benefit transit, customers, and the hosting business establishment. NYSDOT or municipalities sponsor most lots, with CDTA having ownership and maintenance responsibility for several lots.

Shelters/Stops – There are approximately 225 bus shelters served by our transit services. This is an ongoing program to keep shelters and stops in a state of good repair while adding to customer amenities. Shelters are added according to criterion that gives priority to locations with high customer use and where cooperative owners or adjacent businesses are willing to share in site preparation or ongoing maintenance of a shelter. There are over 3,500 bus stops in the CDTA system. CDTA has customer information and amenities program to improve the function and safety of these bus stops.



Outreach

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 and 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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