



# Capital District Transportation Authority Budget FY 2012



Working to improve the quality of life in the Capital Region by providing premium regional transportation services.



## **FY2012 Operating and Capital Plan**

Fiscal Year April 1, 2011 through March 31, 2012

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All photos by Tom Marois

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**April 1, 2011**

**TO: CDTA Board of Directors, Customers, Employees  
And Community Members**

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

I am pleased to present our Consolidated Budget for fiscal year 2011-2012. The budget supports the vision our board of directors has established for CDTA. It embodies a forward thinking nature and includes plans to develop more transit services, programs, and facilities throughout the Capital Region. It recognizes the difficult financial challenges that we face in New York. At the same time, it provides a foundation for service expansion to meet the demand for more mobility choices in the Capital Region.

We are proud to submit a balanced budget for 2011-2012. Our anticipated spending will match available revenue, and appropriated state and federal assistance for CDTA. The budget totals \$75.2 million and as developed assumes no fare increase or major changes in service levels at this time. A balanced budget during these challenging financial times does not happen by chance. It comes about because of a commitment to a business plan by our board of directors and attention to detail by our employees. Thanks to their outstanding efforts, we are able to keep expense growth to 2.3%.

We will introduce BusPlus service on April 4, 2011. BusPlus is our version of Bus Rapid Transit service that will operate on the Route 5 corridor between Schenectady and Albany. This service will change the way people think about transit. It resembles rail service more than it does bus service. It features new hybrid buses, large and modern waiting areas that we call stations and even its route map looks like a subway line. After years of planning, we are ready for service, and think customers and potential customers alike will be impressed.

As part of our forward thinking vision, we are systematically revamping our entire route network. Last year, we restructured neighborhood routes in Schenectady and have seen double digit increases in ridership. We did the same thing in Saratoga a few years ago and achieved similar results. This coming year, we will initiate a major restructuring of our Albany routes, which will be our most comprehensive effort to date, involving the most resources and impacting the most customers. These changes are scheduled for implementation in late 2011.

Our capital plan does not anticipate bus purchases this year. We are very concerned about delaying fleet replacement as it has positive impacts on our maintenance and operating departments, and most important, our budget. Our plan calls for us to add 20-25 new buses to our fleet fleet each year. We have delayed our plans to purchase buses this year due to constraints on capital funding. We are reviewing an alternative financing plan so that we can get this effort on track in the coming months.

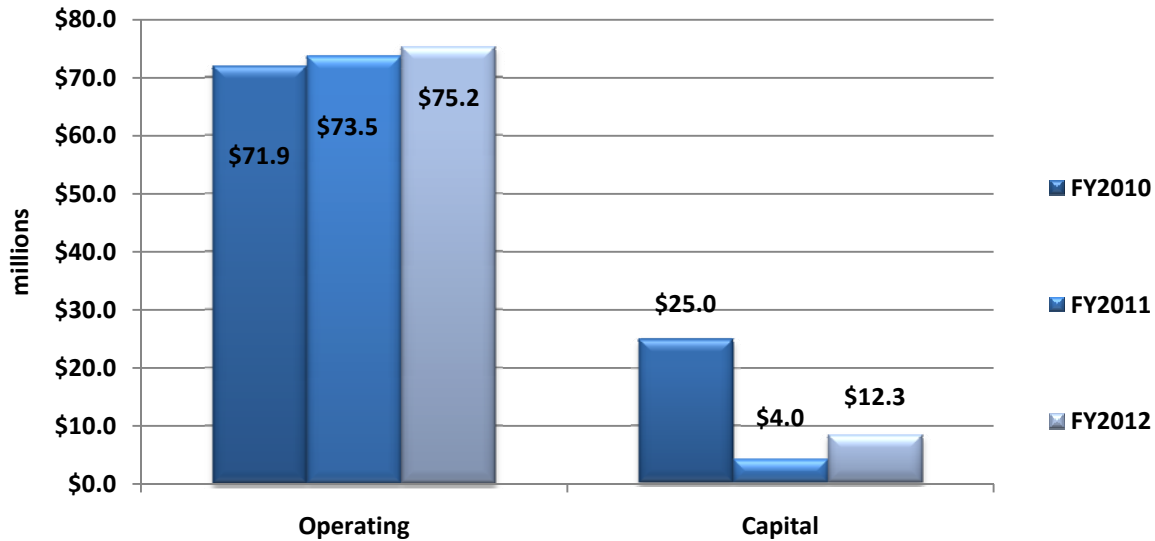
We continue to work with community partners to build a new train station in downtown Schenectady. The plan is to rebuild the existing station building, refurbish the railroad viaduct, improve parking facilities, and provide pedestrian connections to State Street. This project will create a transportation hub in downtown Schenectady and stimulate economic development in the area.

We continue to pursue the development of a new garage facility in Saratoga Springs. This past year, we purchased 13 acres on the west side of the city and can move to the design and build stages once financing is secured. We are also advancing plans for a downtown Albany Intermodal Center, which would upgrade the infrastructure for transportation services in Albany. The facility would include parking decks to accommodate additional demand to be created by the planned convention center.

We will continue to provide workforce development opportunities for CDTA employees. Improving the skill set for our employees is critical to the continued sophistication of our service delivery and facility investment efforts. Skilled and trained employees are the cornerstone of our success, and we view this investment as a top priority. At the end of the day, this is a people driven business, and we want to make appropriate investments in the people who work at CDTA so that they can deliver top flight service to customers.

We 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.

**CDTA Budget Summary FY2012**  
**\$75.2 Million Operating and \$12.3 Million Capital**



Our budget is distributed across two categories: Operating and Capital. The Fiscal Year 2012 Operating Budget is balanced, with revenue and expenses equaling \$75,240,682. Projected Capital expenditures are \$12,330,225. It is important to note that \$4,000,000 of the capital plan is unfunded and designed to be a placeholder for fleet purchases.

The budget includes revenue from fares, mortgage recording tax, federal (preventive maintenance) and state funding for operations, interest earnings on operating fund balances, and other revenue. 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 design and construction of facilities, technology projects, acquisition of information and communication systems, and the purchase of maintenance equipment.

Over the past three years, we have limited increases in operating expenses. Our capital expenditures have been aided by the Federal Stimulus program (\$15 million in FY2010), as well as competitive grants that we have obtained (\$4 million in FY2012).

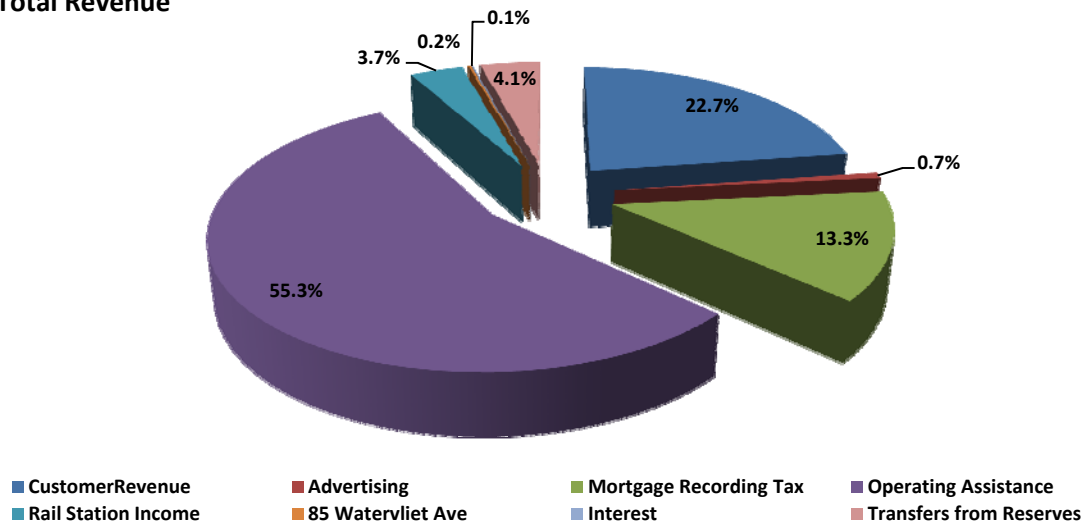
### Operating Revenue – Summary

	FY2011 Budget	FY2011 Year-End Estimate	FY2012 Budget	Budget -to-Budget Amount	Change %
Customer Revenue	\$ 16,819,082	\$ 16,111,543	\$ 17,049,880	\$ 230,798	1.4%
Advertising	\$ 550,000	\$ 550,000	\$ 550,000	\$ -	0.0%
Mortgage Recording Tax	\$ 10,000,000	\$ 9,853,169	\$ 10,000,000	\$ -	0.0%
Operating Assistance	\$ 42,321,987	\$ 41,569,099	\$ 41,572,002	\$ (749,985)	-1.8%
Rail Station Income	\$ 2,234,000	\$ 2,355,635	\$ 2,750,900	\$ 516,900	23.1%
85 Watervliet Ave	\$ 28,005	\$ 51,988	\$ 124,023	\$ 96,018	342.9%
Interest	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	0.0%
Transfers from Reserves	\$ 1,500,000	\$ 517,865	\$ 3,113,877	\$ 1,613,877	107.6%
	<b>\$ 73,533,074</b>	<b>\$ 71,089,299</b>	<b>\$ 75,240,682</b>	<b>\$ 1,707,608</b>	<b>2.3%</b>

### Revenue Overview

In FY2010 we achieved our highest ridership since the mid-1980's, raised fares for the first time since the mid-1990's, and fuel prices were around \$4.00. When fuel prices dropped, so did ridership, and as a result, so did Customer Revenue. In response, we have increased the number of wholesale contracts with schools and businesses to maintain the pace of ridership and revenue we experienced prior to our recent spike.

### % of Total Revenue



### Operating Income – Detail

	Budget FY 2011	Estimated Actual FY2011	Estimated Budget FY 2012	Budget to Budget % Change
<b>Operating Revenue</b>				
Mortgage Tax	\$ 10,000,000	\$ 9,853,169	\$ 10,000,000	0.0%
Interest Income	\$ 80,000	\$ 80,000	\$ 80,000	0.0%
Customer Revenue - Route	\$ 14,720,000	\$ 13,800,999	\$ 14,720,000	0.0%
Advertising - Transit	\$ 450,000	\$ 450,000	\$ 450,000	0.0%
Advertising - RRS	\$ 100,000	\$ 100,000	\$ 100,000	0.0%
Transit Contracts	\$ 895,000	\$ 1,260,544	\$ 1,195,000	33.5%
Access Transit Contracts	\$ 1,204,082	\$ 1,050,000	\$ 1,134,880	-5.7%
Rensselaer Rail Station Income	\$ 2,180,000	\$ 2,304,775	\$ 2,696,500	23.7%
Saratoga Springs Train Station	\$ 54,000	\$ 50,860	\$ 54,400	0.7%
85 Watervliet Ave	\$ 28,005	\$ 51,988	\$ 124,023	342.9%
Transfer from Reserves: Claims	\$ 500,000	\$ 517,865	\$ -	-100.0%
Transfer from Reserves: Operating	\$ -	\$ -	\$ 2,113,877	
Transfer from Reserves: Risk Mgmt	\$ 1,000,000		\$ 1,000,000	0.0%
<b>Operating Assistance</b>				
Federal Maintenance	\$ 9,415,977	\$ 9,415,977	\$ 8,915,977	-5.3%
Federal Management Support	\$ 45,000	\$ 45,000	\$ 45,000	0.0%
Travel Demand Management	\$ 472,500	\$ 472,500	\$ 472,500	0.0%
State Operating Assistance	\$ 29,176,000	\$ 29,050,000	\$ 29,176,000	0.0%
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	\$ 652,316	\$ 25,429	\$ 443,025	-32.1%
Other Grants	\$ 243,194	\$ 243,193	\$ 202,500	-16.7%
<b>Total Revenue</b>	<b>\$ 73,533,074</b>	<b>\$ 71,089,299</b>	<b>\$ 75,240,682</b>	<b>2.3%</b>

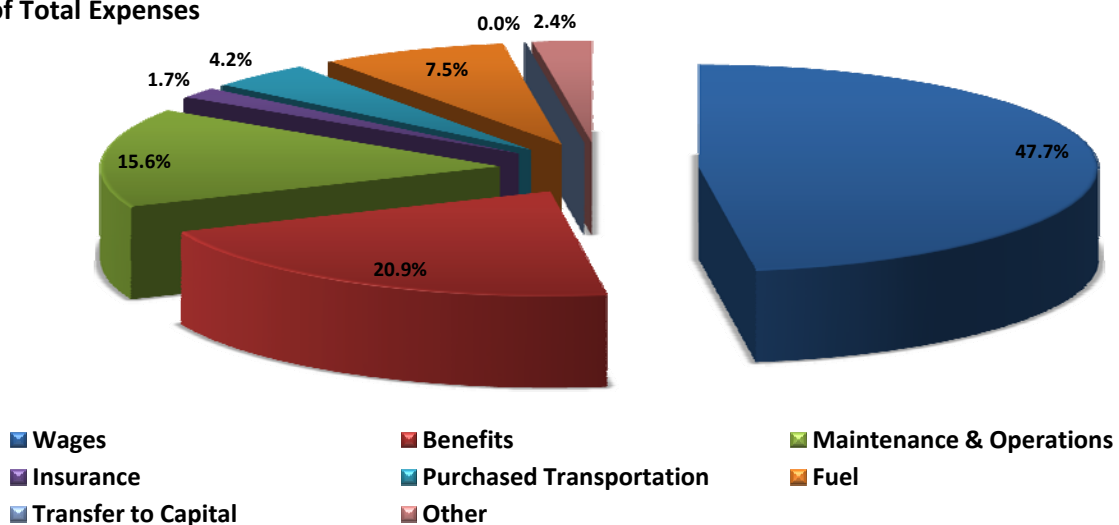
### Operating Expense - Summary

	FY2011 Budget	FY2011 Year-End Estimate	FY2012 Budget	Budget-to-Budget Amount	Change %
Wages	\$ 34,323,616	\$ 33,773,955	\$ 35,917,604	\$ 1,593,988	4.6%
Benefits	\$ 14,460,070	\$ 13,535,563	\$ 15,726,253	\$ 1,266,183	8.8%
Maintenance & Operations	\$ 13,186,998	\$ 9,813,379	\$ 11,720,398	\$ (1,466,600)	-11.1%
Insurance	\$ 1,248,200	\$ 1,159,088	\$ 1,267,700	\$ 19,500	1.6%
Purchased Transportation	\$ 3,454,648	\$ 3,383,141	\$ 3,150,344	\$ (304,304)	-8.8%
Fuel	\$ 5,059,542	\$ 5,005,771	\$ 5,658,383	\$ 598,841	11.8%
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	
Other	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ -	0.0%
	<b>\$ 73,533,074</b>	<b>\$ 68,470,896</b>	<b>\$ 75,240,682</b>	<b>\$ 1,707,608</b>	<b>2.3%</b>

### Expense Overview

Our expenses are driven by people. In FY2012, our collective bargaining agreement calls for employees to receive a 3% wage increase. After combining wages with benefits the total personnel expense makes up almost 70% of the overall budget. This figure is expected to increase by \$2.85 million in FY2012. Add fuel to this list of expenses, and the budget increase is \$3.45 million. That increase is expected to be offset by reductions in categories we can control such as parts, maintenance services, and purchased transportation. These categories were reduced by \$1.7 million leaving an overall expense increase of \$1.7 million, or 2.3%.

% of Total Expenses



### Operating Expense - Detail

Expense Item	Budget FY2011	Estimated Actual FY2011	Estimated Budget FY2012	Budget to Budget % Change
Wages	\$ 34,323,616	\$ 33,773,955	\$ 35,917,604	4.6%
FICA	\$ 2,619,960	\$ 2,568,463	\$ 2,747,697	4.9%
Health Benefits	\$ 8,658,131	\$ 7,855,273	\$ 9,473,444	9.4%
Workers' Comp	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	0.0%
Other Benefits	\$ 3,181,979	\$ 3,111,827	\$ 3,505,112	10.2%
Professional Services	\$ 1,980,312	\$ 1,506,993	\$ 1,982,220	0.1%
Materials and Supplies	\$ 1,546,860	\$ 1,302,900	\$ 1,513,560	-2.2%
Miscellaneous	\$ 755,414	\$ 414,605	\$ 578,414	-23.4%
Maintenance Services	\$ 2,895,328	\$ 2,038,587	\$ 2,324,120	-19.7%
Purchased Transportation	\$ 3,454,648	\$ 3,383,141	\$ 3,150,344	-8.8%
Utilities	\$ 1,537,000	\$ 1,103,073	\$ 1,450,000	-5.7%
Fuel	\$ 5,059,542	\$ 5,005,771	\$ 5,658,383	11.8%
Parts Tires Oil	\$ 4,472,084	\$ 3,447,220	\$ 3,872,084	-13.4%
General Insurance	\$ 748,200	\$ 641,223	\$ 767,700	2.6%
Claims	\$ 500,000	\$ 517,865	\$ 500,000	0.0%
<b>Total Expenses</b>	<b>\$73,533,074</b>	<b>\$68,470,896</b>	<b>\$ 75,240,682</b>	<b>2.3%</b>

### Share of Capital Budget by Project Purpose

FY2012 Capital Plan by Purpose				
Purpose	Federal	NY State	CDTA	Total
Normal Replacement	\$ 8,572,100	\$ 1,071,512	\$ 1,071,513	\$ 10,715,125*
State of Good Repair	\$ 372,000	\$ 46,500	\$ 46,500	\$ 465,000
System Improvement	\$ 920,080	\$ 115,010	\$ 115,010	\$ 1,150,100
<b>TOTAL</b>	<b>\$ 9,864,180</b>	<b>\$ 1,233,022</b>	<b>\$ 1,233,023</b>	<b>\$ 12,330,225</b>

### Share of Capital Budget by Project Type

FY2012 Capital Plan by Type				
Type	Federal	NY State	CDTA	Total
Facilities	\$ 4,256,000	\$ 532,000	\$ 532,000	\$ 5,320,000
IT	\$ 287,680	\$ 35,960	\$ 35,960	\$ 359,600
Operating	\$ 512,000	\$ 64,000	\$ 64,000	\$ 640,000
Rail Station	\$ 136,000	\$ 17,000	\$ 17,000	\$ 170,000
Rolling Stock	\$ 3,912,500	\$ 489,062	\$ 489,063	\$ 4,890,625*
Security	\$ 40,000	\$ 5,000	\$ 5,000	\$ 50,000
Stops, Shelters, P&R	\$ 640,000	\$ 80,000	\$ 80,000	\$ 800,000
Support Equipment	\$ 80,000	\$ 10,000	\$ 10,000	\$ 100,000
<b>TOTAL</b>	<b>\$ 9,864,180</b>	<b>\$ 1,233,022</b>	<b>\$ 1,233,023</b>	<b>\$ 12,330,225</b>

\*This line includes an unfunded placeholder of \$4,000,000 for bus procurement.

### Fiscal Year 2012 Capital Budget

As with the past two fiscal years, FY2012 will focus on maintaining a state of good repair in our facilities, equipment, and information technology. This includes projects identified in our Facilities Condition Study, equipment in need of replacing, and hardware/software required for IT Systems. We were fortunate to win a competitive State of Good Repair grant from the Federal Transit Administration that will allow us to replace the roof over the Albany Garage. This project will cost \$4 million and makes up the vast majority of the capital plan. We also will continue replacing maintenance bus-lifts in our three garages as well as our street amenities program, which focuses on shelters and signage repair and replacement. This budget

## **Agency 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 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 act defines the Transportation District as Albany, Rensselaer, Saratoga and Schenectady counties. Fulton, Greene, Columbia and Montgomery counties may join the transportation district through an action of their legislative body.

### **Company History**

The Authority was created when a number of private transit firms were near bankruptcy in the late 1960's. 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 company, 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 becoming a regional mobility provider.

Evidence of an expanded CDTA role was clear on September 23, 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 a new Herrick Street Bridge. The project stimulated rail travel at the station (remains 9<sup>th</sup> busiest in the Amtrak network). It is an important transportation gateway to the region and a visible landmark in the City of Rensselaer.

A second CDTA train station opened on March 15, 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.

CDTA expanded bus operations in 2003 by assuming responsibility for service along the I-87 corridor. The service was re-branded as NX Commuter and promoted to Saratoga County residents and downtown Albany employers. NX marketing made it recognizable to the residents of the region.

### **Corporate Organization**

The Authority is organized into six 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 senior 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.

### Organization of Departments

More than 700 people work at CDTA. Employees work in one of six departments, which are split into functional areas with appropriate management structure. The majority of the employees are unionized, and their work activities and structure is 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.cdtatransit.org](http://www.cdtatransit.org). The Board elects their own officers, including the Chairperson. The governing structure consists of a Governance Committee, a Planning and Stakeholders Relations Committee and a Performance Oversight Committee. This structure allows for governance work to be efficient and productive. Ad hoc working committees and task forces are created as required.

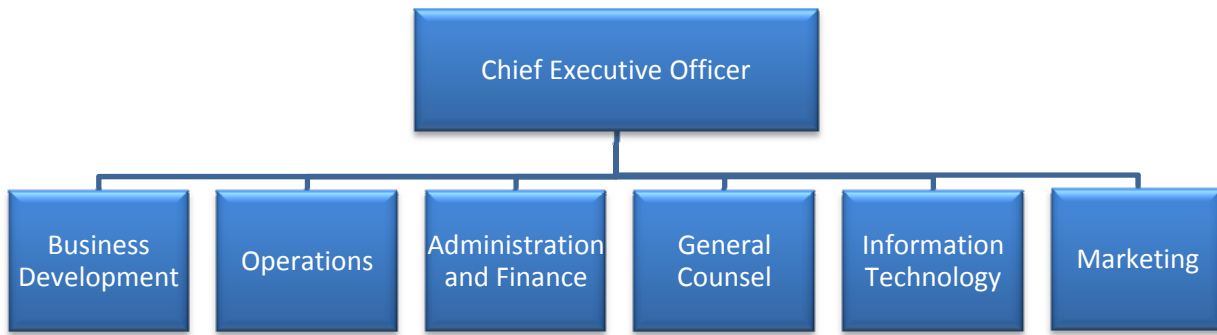
### Board of Directors – Budget

<b>Expense Item</b>	<b>Budget 2011</b>	<b>Estimated Actual 2011</b>	<b>Proposed Budget 2012</b>	<b>Percent Change</b>
Professional Services	\$20,000	\$9,168	\$20,000	0.0%
Materials & Supplies	\$5,000	\$200	\$5,000	0.0%
Travel & Meetings	\$4,000	\$11,493	\$4,000	0.0%
<b>Total</b>	<b>\$29,000</b>	<b>\$20,861</b>	<b>\$29,000</b>	<b>0.0%</b>

### Executive Department

The Chief Executive Officer works 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 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 management 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 services and facilities that customers want and need and to encourage the development of our Human Resources (employees), while insuring financial accountability and stewardship of the system.



#### Executive Budget

Expense Item	Budget 2011	Estimated Actual 2011	Proposed Budget 2012	Percent Change
Wages	\$180,517	\$192,352	\$197,659	9.5%
Professional Services	\$20,000	\$69,703	\$107,000	435.0%
Materials & Supplies	\$1,000	\$759	\$1,000	0.0%
Dues & Subscriptions	\$3,000	\$400	\$3,000	0.0%
Travel & Meetings	\$18,000	\$7,969	\$18,000	0.0%
<b>Total</b>	<b>\$222,517</b>	<b>\$271,182</b>	<b>\$326,659</b>	<b>46.8%</b>

## 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 claims, corporate and regulatory governance, contracting and procurement, representing management in labor disputes, defending the Authority in administrative matters, assisting with the negotiation of collective bargaining agreements and handling real estate transactions. The department provides counsel, advice and opinions to the Board and Chief Executive Officer on matters relating to labor, procurement, contracts, grant compliance, real estate, corporate governance, legislative, and litigation matters. The department administers claims against the Authority for property damage and no-fault.

The department has three employees, including the General Counsel, a Paralegal and a Claims Manager. Together, they handle a large proportion of claims. They also work on labor, contractual, and real property matters. In matters 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 Budget

<b>Expense Item</b>	<b>Budget 2011</b>	<b>Estimated Actual 2011</b>	<b>Proposed Budget 2012</b>	<b>Percent Change</b>
Wages	\$204,816	\$205,518	\$209,465	2.3%
Professional Services	\$50,000	\$19,468	\$40,000	-20.0%
Materials & Supplies	\$3,000	\$6,356	\$3,000	0.0%
Dues & Subscriptions	\$3,000	\$314	\$3,000	
Travel & Meetings	\$5,000	\$905	\$5,000	0.0%
Claims	\$500,000	\$592,998	\$500,000	0.0%
<b>Total</b>	<b>\$765,816</b>	<b>\$825,559</b>	<b>\$760,465</b>	<b>-0.7%</b>

## Operations Department

The Operations Department consists of the Transportation and Maintenance Departments, which are responsible for the delivery of all services, as well as maintenance of our vehicles.



### Transportation Department

The Transportation Department delivers service to customers. Transportation employees are directly involved with customers and are intimately associated with CDTA's primary purpose. To the majority of customers, bus operators are the face of CDTA. The department consists of four divisions. Fixed route services are provided out of the Albany, Schenectady, and Troy Divisions. The Flexible Services Division provides Shuttle and STAR services.

### Annual Summary – Transportation

The department continues to focus on maintaining exceptional service quality. Organizational targets remain challenging, with primary core measurements being customer trips and fare revenue. Driver retention is stable, with full staffing levels for all positions in the department.

#### Fixed Route – Albany, Saratoga, Schenectady, Troy

Expense Item	Budget 2011	Estimated Actual 2011	Proposed Budget 2012	Percent Change
Operators	\$ 16,003,229	\$ 15,987,997	\$ 16,448,837	2.8%
Supervisors	\$ 541,797	\$ 1,459,359	\$ 1,859,830	243.3%
Transportation Admin	\$ 592,773	\$ 390,525	\$ 564,743	-4.7%
<b>Sub Total Wages</b>	<b>\$ 17,137,799</b>	<b>\$ 17,837,881</b>	<b>\$ 18,873,410</b>	<b>10.1%</b>
Professional Services	\$ 89,000	\$ 75,753	\$ 79,000	-11.2%
Materials and Supplies	\$ 20,000	\$ 15,776	\$ 20,000	0.0%
Travel and Meetings	\$ 8,500	\$ 1,992	\$ 8,500	0.0%
Fuel	\$ 4,833,268	\$ 4,732,968	\$ 5,358,383	10.9%
Parts, Tires, and Oil	\$ 572,084	\$ 596,318	\$ 572,084	0.0%
<b>Sub Total</b>	<b>\$ 5,522,852</b>	<b>\$ 5,422,807</b>	<b>\$ 6,037,967</b>	<b>9.3%</b>
<b>TOTAL</b>	<b>\$ 22,660,651</b>	<b>\$ 23,260,688</b>	<b>\$ 24,911,377</b>	<b>9.9%</b>

### Transportation Management

Service reliability improved significantly this year, with 39% fewer missed trips from those scheduled. Factors that contribute to a missed trip include mechanical problems, traffic congestion and weather. Teamwork and response time mitigated many of the problems, minimizing service delays to customers.

Planning for the introduction of Bus Plus continued. An Operations Plan was finalized, the new bus fleet arrived, and new stations appeared along the corridor. Training has been ongoing as part of the final preparations of service introduction.



The Field Operations Division was eliminated in FY2011, and road supervisors were reassigned to Divisions, while Central Communications continued out of the Albany Division.

The Flexible Services Division continues to transport more customers, with FY 2011 growth at 6%. New applications for STAR eligibility arrive every day. Trip denials have in essence been eliminated.

### Flexible Services

Expense Item	Budget 2011	Estimated Actual 2011	Proposed Budget 2012	Percent Change
Operator Flexible Service	\$2,573,136	\$2,593,094	\$2,614,216	1.6%
Flexible Service - Call Takers	\$107,285	\$159,622	\$0	-100%
Flexible Serv. Administration	\$111,900	\$106,683	\$66,840	-40.3%
Transportation Admin - WC	\$34,549	\$0	\$42,579	23.2%
Dispatch Star	\$599,192	\$581,817	\$547,009	-8.7%
<b>Total Star Wages</b>	<b>\$3,426,062</b>	<b>\$3,441,216</b>	<b>\$3,270,644</b>	<b>-4.5%</b>
Fuel	\$101,274	\$158,862	\$175,000	72.8%
Professional Services	\$50,000	\$23,308	\$50,000	0.0%
Materials & Supplies	\$8,500	\$11,016	\$8,500	0.0%
Purch Trans - Flexible Ser	\$1,344,000	\$1,438,601	\$1,344,000	0.0%
Travel & Meetings	\$5,000	\$1,274	\$5,000	0.0%
Highway Tolls	\$8,000	\$6,983	\$8,000	0.0%

<b>Subtotal</b>	<b>\$1,516,774</b>	<b>\$1,640,043</b>	<b>\$1,590,500</b>	<b>4.9%</b>
<b>Total</b>	<b>\$4,942,836</b>	<b>\$5,081,259</b>	<b>\$4,861,144</b>	<b>-1.7%</b>

**Northway Express – Budget**

<b>Expense Item</b>	<b>Budget 2011</b>	<b>Estimated Actual 2011</b>	<b>Proposed Budget 2012</b>	<b>Percent Change</b>
Purch Trans Northway	\$1,587,550	\$1,389,670	\$1,283,246	-19.2%
Repairs	\$20,000	\$27,548	\$20,000	0.0%
<b>Total Expense</b>	<b>\$1,607,550</b>	<b>\$1,417,218</b>	<b>\$1,303,246</b>	<b>-18.9%</b>

**Maintenance Department**

The mission of this department is to ensure that the physical assets of the Authority operate as designed to meet our obligation to customers. In doing so, the department supports the broader goals of the Authority.



**Annual Summary - Maintenance**

The Maintenance Department had a productive year increasing fleet reliability. As a result of our annual fleet inspection audit in 2009, changes took place to improve inspection results, including moving Preventative Maintenance Inspections (PMI) from the second shift to the first shift. Quality assurance measures were implemented to improve inspections and repair. This led to an improvement of 62% in Mean Distance Between Service Interruptions, increasing the distance between service loss to customers from 13,000 miles to 21,000 miles.

Our fleet inspection audit in 2010 supported this enhanced productivity, with a 35% improvement in total defects found and a 35% improvement in the serious “Type A” defects found. This audit is voluntary and rarely conducted in the transit industry. It is a useful assessment tool, providing unbiased direction on where it is best to focus our efforts and resources.

**Maintenance – Albany, Schenectady, Troy**

<b>Expense Item</b>	<b>Budget 2011</b>	<b>Estimated Actual 2011</b>	<b>Proposed Budget 2012</b>	<b>Percent Change</b>
Mechanics	\$ 5,689,382	\$ 4,987,253	\$ 6,131,304	7.8%
Maint Foreman and Trainers	\$ 979,946	\$ 1,034,596	\$ 1,009,183	3.0%
Maintenance Admin	\$ 490,469	\$ 486,106	\$ 562,406	14.7%
<b>Sub Total Wages</b>	<b>\$ 7,159,797</b>	<b>\$ 6,507,955</b>	<b>\$ 7,702,893</b>	<b>7.6%</b>
Professional Services	\$ 100,000	\$ 91,612	\$ 60,000	-40.0%
Materials and Supplies	\$ 725,990	\$ 926,823	\$ 725,990	0.0%
Travel and Meetings	\$ 24,100	\$ 35,208	\$ 24,100	0.0%
Maintenance Services	\$ 854,368	\$ 698,618	\$ 499,368	-41.6%
Fuel	\$ 125,000	\$ 170,912	\$ 125,000	0.0%
Parts, Tires, and Oil	\$ 3,900,000	\$ 4,444,445	\$ 3,300,000	-15.4%
<b>Sub Total</b>	<b>\$ 5,729,458</b>	<b>\$ 6,367,618</b>	<b>\$ 4,734,458</b>	<b>-17.4%</b>
<b>TOTAL</b>	<b>\$ 12,889,255</b>	<b>\$ 12,875,573</b>	<b>\$ 12,437,351</b>	<b>-3.5%</b>

## Facilities Department

The Facilities Department oversees buildings and grounds and maintains park and ride lots and bus shelters. The department maintains a preventative maintenance program for all facilities to reduce unnecessary repairs and insure improvements are made to the facilities on an ongoing basis.

### Facilities Department- Budget

Expense Item	Budget 2011	Estimated Actual 2011	Proposed Budget 2012	Percent Change
Wages	\$365,003	\$342,228	\$383,254	5.0%
Maintenance	\$312,713	\$276,787	\$368,516	17.8%
<b>Subtotal Wages</b>	<b>\$677,716</b>	<b>\$619,016</b>	<b>\$751,770</b>	<b>10.9%</b>
<b>Albany:</b>				
Professional Services	\$0	\$0	\$0	
Maint Ser Facility	\$375,000	\$326,793	\$400,000	6.7%
M & S Shelter	\$139,720	\$134,266	\$114,720	-17.9%
Travel & Meetings	\$4,000	\$4,554	\$5,000	25.0%
Lease & Rentals	\$6,000	\$7,333	\$6,000	
Gas & Electric - Albany	\$615,000	\$389,060	\$573,500	-6.7%
M & S Facility	\$72,000	\$61,453	\$78,000	8.3%
<b>Subtotal Albany</b>	<b>\$1,211,720</b>	<b>\$923,460</b>	<b>\$1,177,220</b>	<b>-2.8%</b>
<b>Schenectady:</b>				
Maint Ser Facility	\$40,000	\$31,948	\$40,000	0.0%
Gas & Electric - Schen	\$157,000	\$112,889	\$137,000	-12.7%
M & S Facility	\$17,000	\$563	\$13,500	-20.6%
<b>Subtotal Schenectady</b>	<b>\$214,000</b>	<b>\$145,400</b>	<b>\$190,500</b>	<b>-11.0%</b>
<b>Troy:</b>				
Maint Services Facility	\$ 65,000	\$51,886	\$65,000	0.0%
Gas & Electric - Troy	\$148,000	\$88,329	\$128,000	-13.5%
M & S Facility	\$8,200	\$14,198	\$10,200	24.4%

<b>Subtotal Troy</b>	<b>\$221,200</b>	<b>\$154,413</b>	<b>\$203,200</b>	<b>-8.1%</b>
<b>Total</b>	<b>\$2,324,636</b>	<b>\$1,842,289</b>	<b>\$2,322,690</b>	<b>-0.1%</b>

**Facilities Overview**

A major capital program will replace in-ground lifts at our bus facilities - 14 are scheduled for replacement over a 3 year span. In conjunction with National Grid, we received a substantial rebate to replace all lighting at our facilities, which should save \$200,000/yr in annual energy costs. A new generator was installed at our Troy division, which will accommodate the entire site. Renovations to our 85 Watervliet Avenue facility have been completed, along with the addition of a new fire alarm system. The Schenectady Division received a major renovation, which included new ceilings, lighting, flooring, paint and lockers.



**Rensselaer Rail Station – Budget**

<b>Expense Item</b>	<b>Budget 2011</b>	<b>Estimated Actual 2011</b>	<b>Proposed Budget 2012</b>	<b>Percent Change</b>
Wages	\$115,200	\$119,245	\$117,772	2.2%
Fringe Benefits	\$47,232	\$8,759	\$48,287	2.2%
Prof Services	\$50,000	\$0	\$50,000	0.0%
General Liability & Building Insur	\$22,000	\$21,480	\$22,000	0.0%
Janitorial	\$185,000	\$138,532	\$185,000	0.0%
Security	\$96,400	\$65,407	\$99,900	3.6%
Landscaping	\$30,000	\$10,892	\$8,000	-73.3%
Snow Removal	\$140,000	\$50,225	\$162,000	15.7%
Elevators	\$15,500	\$17,380	\$16,800	8.4%
HVAC	\$23,000	\$37,504	\$30,000	30.4%
Electric Repairs	\$24,000	\$10,939	\$20,000	-16.7%
Utilities	\$336,650	\$303,543	\$336,650	0.0%
Miscellaneous (Boundary Dispute)	\$250,000	\$0	\$250,000	0.0%
Materials & Supplies	\$12,000	\$11,798	\$16,000	33.3%
Plumbing Repairs	\$2,500	\$3,146	\$3,500	40.0%

Parking Garage	\$370,000	\$376,630	\$370,000	0.0%
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<b>Total Expenses</b>	<b>\$1,806,832</b>	<b>\$1,220,848</b>	<b>\$1,735,909</b>	<b>-3.9%</b>
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**Saratoga Springs Rail Station – Budget**

Expense Item	Budget 2011	Estimated Actual 2011	Proposed Budget 2012	Percent Change
Wages - Greyhound	\$43,464	\$43,741	\$45,924	5.7%
Fringe - Greyhound	\$17,820	\$3,279	\$18,829	5.7%
Materials & Supplies	\$200	\$0	\$200	0.0%
Maintenance Ser	\$40,000	\$28,904	\$40,000	0.0%
Gas / Electric	\$23,000	\$25,041	\$23,000	0.0%
Mat & Supp	\$3,000	\$832	\$3,000	0.0%
Phone/Cable	\$4,000	\$3,474	\$4,000	0.0%
Janitorial	\$13,200	\$15,950	\$13,200	0.0%
Insurance	\$1,200	\$1,468	\$1,200	0.0%
Travel & Meetings	\$200	\$337	\$200	0.0%
Courier Service	\$4,300	\$4,424	\$4,300	0.0%
<b>Total Expense</b>	<b>\$154,694</b>	<b>\$129,951</b>	<b>\$153,853</b>	<b>-0.5%</b>

## Administration and Finance Department

The Administration and Finance Department is responsible for aligning the financial and human resources with the needs of the organization. The department is the primary liaison with the Amalgamated Transit Union, funding partners and the financial institutions we conduct business with.

### Annual Summary

Human Resources added a new online accident tracking database. It was created to provide a more efficient and non-duplicative process. The system is a tool for identifying accidents, assisting in recognizing accident trends, and providing a foundation for developing training programs for bus operators. Other new programs were rolled out, including an online Employee Self Service tool, a new service awards program, and an internal health insurance audit.

Risk Management experienced lower workplace accidents and injuries because of our commitment to safety, training and accountability. We train employees on accident avoidance, and safe work habits, and have instituted a preventability process for workplace accidents. The results have been extraordinary to the point that our workers' compensation budget has remained unchanged, even though we experienced a 100% statutory increase in benefit payments to injured workers.

We procured a five year bus manufacturing contract that will have a lasting impact on fleet composition. Procurement initiated a comprehensive approach that included customer focus groups, input from CDTA employees, and vehicle inspections to ensure that the best vehicle was selected for CDTA.



Administration and Finance has major initiatives in each of its areas of focus. In the Finance Department, we will examine alternative financing methods for bus purchases. In Human Resources, we will begin succession planning as several key staff members are approaching retirement age. In Procurement, we will evaluate opportunities to share purchasing-power with other transit agencies and municipalities.



**Administration and Finance Department - Budget**

<b>Expense Item</b>	<b>Budget 2011</b>	<b>Estimated Actual 2011</b>	<b>Proposed Budget 2012</b>	<b>Percent Change</b>
Wages - Finance	\$ 845,614	\$ 790,000	\$ 862,609	2.0%
Wages - Treasury	\$ 93,431	\$ 110,000	\$ 96,111	2.9%
Wages - HR	\$ 543,979	\$ 30,671	\$ 568,246	4.5%
Wages - Training	\$ 315,730	\$ 309,423	\$ 325,734	3.2%
Wages - Procurement	\$ 163,267	\$ 166,863	\$ 172,407	5.6%
Wages - Stockroom	\$ 289,230	\$ 307,786	\$ 365,316	26.3%
<b>Sub Total Wages</b>	<b>\$ 2,251,251</b>	<b>\$ 1,714,743</b>	<b>\$ 2,390,423</b>	<b>6.2%</b>
FICA	\$ 2,619,960	\$ 2,418,358	\$ 2,776,367	6.0%
Health Benefits	\$ 8,658,131	\$ 7,755,274	\$ 9,473,444	9.4%
Workers Comp	\$ 1,800,000	\$ 1,418,961	\$ 1,800,000	0.0%
Other Benefits	\$ 3,128,112	\$ 3,118,900	\$ 3,602,112	15.2%
Professional Services	\$ 362,200	\$ 239,866	\$ 341,200	-5.8%
Materials and Supplies	\$ 199,700	\$ 117,402	\$ 173,000	-13.4%
Travel, Meetings, Misc	\$ 138,114	\$ 108,620	\$ 142,114	2.9%
Maintenance Services	\$ 144,500	\$ 142,647	\$ 135,500	-6.2%
Utilities	\$ 120,000	\$ 120,000	\$ 120,000	0.0%
Insurance	\$ 724,000	\$ 639,933	\$ 724,000	0.0%
<b>Sub Total</b>	<b>\$ 1,688,514</b>	<b>\$ 1,368,468</b>	<b>\$ 1,635,814</b>	<b>-3.1%</b>
<b>TOTAL</b>	<b>\$ 3,939,765</b>	<b>\$ 3,083,211</b>	<b>\$ 4,026,237</b>	<b>2.2%</b>

## Business Development Department

The Business Development Department is responsible for growing CDTA services and its customer base, while assuring our relevance to the needs of the communities we serve. The department provides strategic and service planning, and customer support services. This includes route-planning, the planning of major capital projects and the delivery of a consolidated customer contact system. In FY2011, the marketing, corporate communications, and sales functions were separated into a distinct department, and call center operations expanded to include intake, trip reservations and scheduling for STAR, as well as for contracted Non-Emergency Medicaid Transportation (Access Transit). The standing goals of the department are to Grow Organizational Ridership and Resources, Grow Organizational Productivity and to Improve Direct Customer Service Functions.

### Business Development Department– Budget

Expense Item	Budget 2011	Estimated Actual 2011	Proposed Total Budget 2012	Percent Change Total
Wages-Business Devel.	\$822,775	\$ 829,654	\$648,696	-21.2%
Wages Telephone FT	\$ 185,651	\$ 211,312	\$ -	-100.0%
<b>Total Wages</b>	<b>\$1,008,426</b>	<b>\$1,040,966</b>	<b>\$648,696</b>	<b>-35.7%</b>
Market Research	\$50,000	\$37,453	\$50,000	0.0%
Material & Supplies	\$30,000	\$38,285	\$30,000	0.0%
Uniform Allowance	\$3,000	\$0	\$3,000	
Dues & Subscription	\$3,000	\$2,779	\$3,000	0.0%
Travel & Meetings	\$18,000	\$8,714	\$18,000	0.0%
Lease New Office Space	\$14,100	\$23,500	\$14,100	0.0%
<b>Subtotal</b>	<b>\$118,100</b>	<b>\$110,731</b>	<b>\$118,100</b>	<b>0.0%</b>
<b>Total</b>	<b>\$1,126,526</b>	<b>\$1,151,697</b>	<b>\$766,796</b>	<b>-31.9%</b>

### Annual Summary

During the upcoming year, the department will be involved in a number of activities:

Service Planning & Design - We will roll out the restructuring of fixed route transit service in Albany County, consistent with Transit Development Plan principles. This will build on the successful Schenectady route restructuring from 2011, and include considerable customer outreach. We will

monitor and report performance of the system and propose service changes throughout the CDTA system. In cooperation with NYSDOT and CDTC, we will complete a regional Park and Ride/Express Route Study. Conceptual design for the second BRT corridor on Washington/Western will be presented to assess the potential for initiation of the federal Small Starts funding process.



We roll out the first phase of BusPlus service on Route 5 on April 4, 2011 and will monitor and adjust service as needed. Additional capital components will be incorporated as funding allows.

**Customer Service** - Working agency-wide, we will achieve 85% customer comment close out within 10 business days. We will complete the human resource aspects of call center consolidation and show evidence of improvements related to the consolidation.

**Mobility Management** - With a team of Travel Trainers this program reduces barriers to transit use and encourages partnerships with human service agencies to meet mobility needs. Through various forums, we will train and educate 10,000 people about how to use CDTA services. We will monitor a pilot Accessible Taxis program, with a goal to expand accessible taxis in the private fleets to nine by the end of FY12. Major coordination opportunities will be pursued in the areas of communications technologies, volunteer driver programs, and supplementary transit services. We will partner with the Capital District Transportation Committee (CDTC) Regional Transportation Coordination Committee to improve coordination efforts in the region.

**Travel Demand Management** - We will continue to advance regional congestion mitigation and air quality improvement initiatives. This includes a carpool matching, vanpool programs, parking benefit programs for transit users, corporate transit programs and an initiative to increase bicycle parking. Using NYSERDA funding, we will establish a website as for all information, programs, and activities related to sustainable modes of transportation.



**Land Use Integration** - We will continue to review development proposals and participate on Advisory Committees for transportation and land use studies. We will represent CDTA's interests at the metropolitan planning organization, and advise the City of Albany as it updates its zoning code.

**Major Projects** - We will complete project design and funding for the Schenectady Train Station. We will monitor and support the completion of the "State of Good Repair" roof replacement project in accordance with our grant proposal.

Business Development - We will administer college contracts in a manner to insure customer satisfaction, while seeking to expand this base in cooperation with the Marketing Department.

**Consolidated Call Center – Budget**

<b>Expense Item</b>	<b>Budget 2011</b>	<b>Estimated Actual 2011</b>	<b>Proposed Total Budget 2012</b>	<b>Percent Change Total</b>
Wages	\$289,344	\$247,046	\$731,703	152.9%
<b>Total Wages</b>	<b>\$289,344</b>	<b>\$247,046</b>	<b>\$731,703</b>	<b>152.9%</b>
Maintenance Services	\$140,000	\$34,000	\$140,000	0.0%
Materials & Supplies	\$11,750	\$7,799	\$18,750	59.6%
Performance Incentives	\$0	\$0	\$5,000	
Postage	\$0	\$0	\$7,500	
Equipment	\$0	\$0	\$10,000	
Utilities	\$0	\$0	\$13,000	
Telephone	\$10,000	\$2,700	\$10,000	0.0%
Training	\$0	\$0	\$15,000	
Travel & Meetings	\$4,000	\$0	\$4,000	0.0%
Purch Trans Renns Cty	\$10,000	\$945	\$10,000	0.0%
Renss County Fare Products	\$80,000	\$0	\$80,000	0.0%
Purch Trans Schenec Cty	\$10,000	\$476	\$10,000	0.0%
Schen Cty Fare Products	\$145,000	\$0	\$150,000	3.4%
MTM Tokens/Swipers	\$240,000	\$467,339	\$300,000	25.0%
Cattaraugus Transportation	\$9,000	\$0	\$9,000	0.0%
Leases & Rentals	\$22,000	\$20,575	\$22,000	0.0%
JARC	\$24,798	\$19,636	\$24,798	0.0%
<b>Total Expense</b>	<b>\$1,090,454</b>	<b>905,244</b>	<b>\$1,560,751</b>	<b>43.1%</b>

## Marketing Department

The Marketing Department is responsible for growing ridership and revenue and positioning CDTA throughout the Capital Region. The department coordinates strategic thinking with respect to business opportunities and community involvement. The standing goals of the department are to Grow Ridership and Associated Revenues; and to Improve Perception in Business, Communications and Health Service Communities

### Annual Summary

During the upcoming year, the department will be involved in a number of activities:

**Public/Media Relations** – We will fortify relationships with the media, government and businesses, positioning CDTA as a regional leader and partner. We will seek out speaking engagements and develop and sponsor community forums that provide outlets for our professional expertise and positive impacts on the community.

**Internal Communications** - We will incorporate advocacy into employee interaction and invite them to tell the CDTA story. Whether through social media, at [cdta.org](http://cdta.org), through newsletters or advertising campaigns, a call to our employees will focus on teamwork and excellence.

**Service Agreements** - We will continue to expand business agreements focused on providing full access to our system. Current relationships have provided a technological advantage that can extend to local businesses, unions and other organizations. This will be conducted via face-to-face outreach and expand on current conversations about mobility and sustainability.

**Advertising** - Mass market advertising will shift to cost-effective sponsorships, grouping with premier organizations promoting our corporate brand. This approach will apply via communication materials, and to the community in our appearance.

**Sales Unit** – The department’s goal is to raise the profile and number of Corporate *Swiper* partners. This will be done via outreach to Route 5 businesses in preparation of BusPlus and with large employers throughout the Region.

**External Messaging** - We will provide public outreach assistance and serve as lead department in education for first phase of BusPlus service at the beginning of FY2012. This includes production of education materials, outreach meetings, and message framing. We provide assistance and serve as lead department for education tied to the restructuring of fixed route service in Albany County. This will also include production of materials, outreach meetings, and message framing.



**Marketing Department– Budget**

<b>Expense Item</b>	<b>Budget 2011</b>	<b>Estimated Actual 2011</b>	<b>Proposed Total Budget 2012</b>	<b>Percent Change Total</b>
Wages-Marketing	\$0	\$24,120	\$199,561	
Wages Sales	\$145,016	\$213,787	\$150,499	3.8%
<b>Total Wages</b>	<b>\$145,016</b>	<b>\$237,907</b>	<b>\$350,060</b>	<b>141.4%</b>
Market Research	\$25,000	\$0	\$25,000	0.0%
Schedules	\$90,000	\$81,439	\$90,000	0.0%
Material & Supplies	\$20,000	\$0	\$20,000	0.0%
Dues & Subscription	\$2,000	\$0	\$2,000	0.0%
Travel & Meetings	\$12,000	\$0	\$12,000	0.0%
Advertising	\$275,000	\$391,037	\$275,000	0.0%
Lease New Office Space	\$9,400	\$0	\$9,400	0.0%
<b>Subtotal</b>	<b>\$433,400</b>	<b>\$472,476</b>	<b>\$433,400</b>	<b>0.0%</b>
<b>Total</b>	<b>\$578,416</b>	<b>\$710,383</b>	<b>\$783,460</b>	<b>35.4%</b>

## **Information Technology Department**

The mission of the Information Technology Department is to provide exceptional value through the development and support of innovative technologies. The management processes of the department include service implementation, service management, customer information, safety and security, asset management, and infrastructure. The Department performs business processes optimization and ensures the protection, accessibility, and availability of information. The Department provides project management services for new technology initiatives, and coordinates with peer departments to develop policies and procedures for hardware, software, data, and personnel to achieve the strategic goals of the organization.

### **Year in Review**

Major focus for the Information Technology Department during this past year covered a number of management areas. Yearly upgrades and replacements of aging server hardware has taken place. Additional investments have been made to upgrade the maintenance, radio, and scheduling systems, adding clean agent fire suppression systems in server rooms, and migrating the call center to its new facility.

We continue to meet commitments to utilizing the web as an effective means to support services. The [cdta.org](http://cdta.org) website was redesigned last year to provide users with streamlined access to information, and also included many features designed for mobile devices. After the first year we have received positive feedback, and we work with the Marketing Department to identify ways that customers can use the web and social media to enhance the riding experience. Internally, we have deployed an accident and claims tracking system, which has reduced data entry time and determination processing by 50%.

A Real Time Passenger Information (RTPI) display initiative is under way on Route 5. This project positions CDTA to support customer amenities at BusPlus stops along Route 5 by providing next bus arrival details. We also have made significant enhancements to our fare box system to accommodate partnerships with local businesses and schools. Information management work included data cleansing, business process improvement, and other lean initiatives.

### **Looking Forward**

Information Technology will serve as a critical resource in maintaining financial stability, enhancing customer focus, improving mobility, integrating transportation and land use, and increasing employee ownership. The following project initiatives are planned in 2011-12:

*Software Replacement/Upgrades* - This includes software, licensing, services, and upgrades to various enterprise business applications and statistical tools for improved information reporting. Other activities include an upgrade to the fixed route scheduling system, evaluating mobile workforce capabilities, and fare box system upgrades.

*Hardware Replacement Upgrades* – This includes normal purchases of replacement hardware, networking, and telecommunications equipment, as well as office technology tools and system

performance incompatibility. Commitments include investments in workstations, servers, and general computer room upgrades.

*Disaster Recovery Planning (DRP) Upgrades* – Investment will continue to improve disaster readiness and contingency planning measures. A number of applications will receive software and redundant system upgrades to improve the stability and disaster readiness of critical enterprise systems.

*Real Time Information* – To improve the quality of information for customers, we have kicked off a project where real time arrival information will be provided via the web, mobile devices, and signs at BusPlus stations.

*Application/Web Development* – We continue our commitment to using the web as a tool to increase services to customers, as well as a mechanism to improve internal operations. New projects include a finance portal, enhancements to custom applications, and iPhone, BlackBerry, and Android applications.

*Information Management* – Building on the Information Management Study findings continues. This year, we will focus on performance measurement.

#### Information Technology Budget

Expense Item	Budget 2011	Estimated Actual 2011	Proposed Budget 2012	Percent Change
Info. Tech. Wages	\$672,745	\$623,194	\$627,165	-6.8%
<b>Total Wages</b>	<b>\$672,745</b>	<b>\$623,194</b>	<b>\$627,165</b>	<b>-6.8%</b>
Professional Services	\$ 298,800	\$ 222,256	\$ 323,800	8.4%
Telecommunications Service	\$ 220,912	\$ 97,335	\$ 247,312	12.0%
Computing Services	\$ 60,000	\$ 3,151	\$ 45,000	-25.0%
Maintenance Contracts	\$ 770,760	\$ 739,210	\$ 759,252	-1.5%
Materials & Supplies	\$ 20,000	\$ 6,979	\$ 30,000	50.0%
Travel & Meetings	\$ 19,000	\$ 4,551	\$ 19,000	0.0%
Food	\$1,000	\$ 790	\$ 1,000	
<b>Subtotal</b>	<b>\$ 1,390,472</b>	<b>\$ 1,074,272</b>	<b>\$ 1,425,364</b>	<b>2.5%</b>
<b>Total</b>	<b>\$ 2,063,217</b>	<b>\$ 1,697,467</b>	<b>\$ 2,052,529</b>	<b>-0.5%</b>

### FY 2012 Five-Year Capital Plan

This fiscal year, we obtained a federally-funded state of good repair grant for \$4 million. We will use the funds to replace the roof over the Albany facility at 110 Watervliet Ave. Additionally, we will continue normal preventive maintenance at all facilities. This includes repairing floors in our bus garages and replacement of HVAC units in Schenectady and Troy. We will continue the street amenities program, which includes replacement of customer shelters. Several safety and security related projects will begin in FY2012, including replacement of bus lifts in all maintenance garages, replacement of the fire alarm system at 110 Watervliet Avenue.

### FY2012 Five-Year Capital Plan by Fund Source

Project Title	Total	Federal	NY State	CDTA
Roof Project	\$ 4,000,000	\$ 3,200,000	\$ 400,000	\$ 400,000
Lift Replacement Project	\$ 600,000	\$ 480,000	\$ 60,000	\$ 60,000
2nd Floor AC	\$ 100,000	\$ 80,000	\$ 10,000	\$ 10,000
Albany Fire Alarm	\$ 175,000	\$ 140,000	\$ 17,500	\$ 17,500
HVAC Units - Sch & Troy	\$ 80,000	\$ 64,000	\$ 8,000	\$ 8,000
Floor Repair in Garages	\$ 50,000	\$ 40,000	\$ 5,000	\$ 5,000
Troy Floor Refurbish	\$ 40,000	\$ 32,000	\$ 4,000	\$ 4,000
Routine Facilities Maint.	\$ 125,000	\$ 100,000	\$ 12,500	\$ 12,500
Preliminary Engineering	\$ 150,000	\$ 120,000	\$ 15,000	\$ 15,000
Hardware Replacements	\$ 119,500	\$ 95,600	\$ 11,950	\$ 11,950
Software Replacements	\$ 130,000	\$ 104,000	\$ 13,000	\$ 13,000
Farebox Replacement	\$ 20,000	\$ 16,000	\$ 2,000	\$ 2,000
Disaster Recovery Planning	\$ 55,100	\$ 44,080	\$ 5,510	\$ 5,510
Mobile Data Comm. Sys	\$ 35,000	\$ 28,000	\$ 3,500	\$ 3,500
Travel Demand Managmt	\$ 525,000	\$ 420,000	\$ 52,500	\$ 52,500
Corridor Management	\$ 115,000	\$ 92,000	\$ 11,500	\$ 11,500
Routine RRS Maintenance	\$ 100,000	\$ 80,000	\$ 10,000	\$ 10,000
RRS Toll Booth Building	\$ 70,000	\$ 56,000	\$ 7,000	\$ 7,000
Bus Replacement Program *	\$ 4,890,625	\$ 3,912,500	\$ 489,063	\$ 489,063
RRS Security	\$ 50,000	\$ 40,000	\$ 5,000	\$ 5,000
Street Amenities	\$ 500,000	\$ 400,000	\$ 50,000	\$ 50,000
iRide Branding	\$ 300,000	\$ 240,000	\$ 30,000	\$ 30,000
Non-Revenue Vehicles	\$ 100,000	\$ 80,000	\$ 10,000	\$ 10,000
	<b>\$ 12,330,225</b>	<b>\$ 9,864,180</b>	<b>\$ 1,233,023</b>	<b>\$ 1,233,023</b>

\*\$4,000,000 is unfunded. This is a placeholder in anticipation of a Federal Grant

## 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, and office additions were completed in 1980 and 1990. This facility is our administrative headquarters and our primary bus maintenance facility. The floor surface area of the facility has been expanded to 161,600 square feet. There are currently 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 9<sup>th</sup> 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 and conveniences. 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.

**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.

**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 and add to customer amenities. Shelters are added to locations according to criteria that gives priority to locations with high customer use and locations 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.