

iride™

Capital District Transportation Authority Budget FY 2009



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

CDTA



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Overview:

- A balanced budget
- Summarizes financial challenges
- Provides for modest growth assuming additional funding
- Continues fleet replacement strategy
- Supports our five-year Capital Plan
- No fare increases
- No service reductions

APRIL 30, 2008

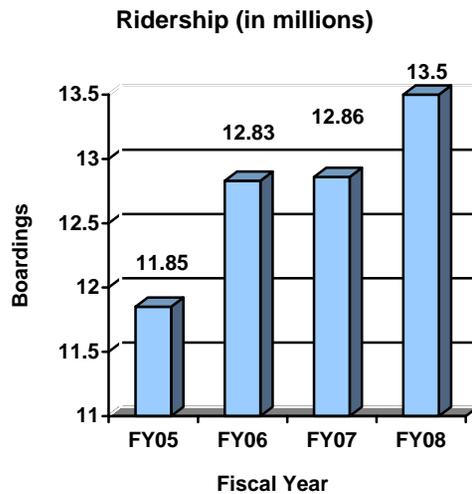
**TO: CDTA BOARD OF DIRECTORS, CUSTOMERS, EMPLOYEES
AND COMMUNITY MEMBERS**

FROM: RAYMOND J. MELLEADY, EXECUTIVE DIRECTOR

I am pleased to present CDTA's annual budget for fiscal year 2008-2009. This comprehensive document fully supports our mission to "transport people safely, reliably and at a reasonable cost".

Although we have a balanced budget for this fiscal year, we are pleased but concerned about the significant growth we have seen in ridership and demand for more service. In this time of high fuel prices, growing congestion and concern for the environment, this is a time for more service, and we are positioning ourselves to meet the demands for the future. At the same time, the price of fuel, parts and supplies is challenging us. As our costs rise, balancing our budget will become increasingly difficult and we may need to ask customers to contribute more.

This past year was filled with accomplishment. In recent months, our board of directors adopted a Strategic Business Plan for CDTA. The Business Plan defines the structure, strategy and compensation systems for our organization. It illustrates the working process of our



Hybrid-electric bus on Route 5 in front of Proctors Theater

organization and it will be our blueprint for progress and success. It is not a laundry list of services and products but rather a strategic roadmap of vision and mission. It will guide our activities and provide a framework to our programs and services. It is a living and breathing document intended to change with the times and the developments of the day.

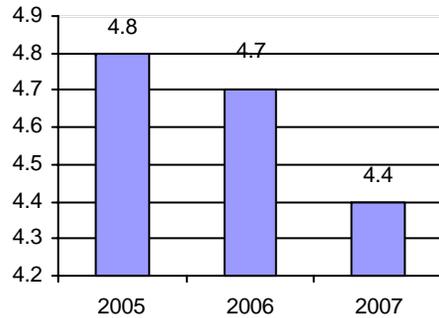
Over the past year we have seen a tremendous shift in public transportation choices as more customers ride our buses. We experienced a 7% ridership increase in our fixed route service and a 17% increase in our paratransit service over the past year. This is great news for CDTA and even better news for our community and the environment, as more people chose to ride buses versus driving their cars.

We implemented a significant service expansion in Saratoga this past year that has turned out to be a huge success. We added five new bus routes and significantly increased service hours while providing new buses and a number of customer amenities. As a result of the expansion, Saratoga ridership tripled with close to 200,000 boardings in the first 10 months of service.

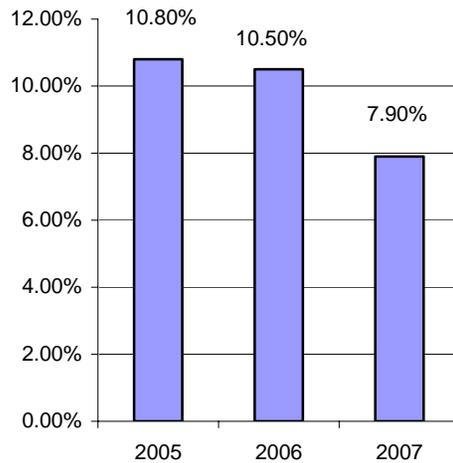
Earlier in the year, we received 6 new hybrid-electric buses and are scheduled to take delivery of 22 more hybrid-electric buses this coming June. Our fleet replacement strategy is to replace 1/12th of our fleet each year, moving away from replacing our entire fleet over a two to three year period. This will reduce the burden of our capital program and improve maintenance operating efficiencies.



Accidents per 100K Miles



Bus Operator Absenteeism



Although we reached a contract agreement with our union partners almost two years ago, it is worth mentioning that we continue to see improved safety trends, improved absenteeism rates and better operating and service efficiencies. Many of these improvements have roots in our progressive labor agreement.

We face financial challenges next fiscal year as summarized on the first page. These challenges are daunting but not insurmountable – and we will continue to focus on providing the best service possible. If additional funding is not available to us next year, we will consider aggressive options like increasing fares, reducing services or pursuing additional debt financing to balance our budget.

State Transit Operating Assistance - Overall State Transit Operating Assistance for New York State Transit properties was increased by 6%, and initially CDTA was level funded with no increase in operating assistance (for the second year in a row). However after many discussions with the State and Legislative Leaders, our operating assistance was increased by a 4%.

Mortgage Tax - Mortgage tax receipts for fiscal year 2009 are a major concern for CDTA. With the economy facing an uncertain future, and with a significant downturn in the local housing market this important revenue source will likely be considerably less than last year.

GASB-45 - The Government Accounting Standards Board No. 45 (GASB-45) takes effect during Fiscal Year 2009. GASB-45 requires that we report our financial liability for Post Employment Benefits other than Pensions (OPEB). The actuarial valuation reported that the annual OPEB cost for CDTA is \$8 million dollars. We have made the decision not to fund this liability because we do not have the resources, but rather to report this cost as a liability on our financial statements.



New Saratoga Service Expansion

Capital Asset Purchases (Vehicles) - We are transitioning our fleet purchasing program from buying most of our fleet over a two to three year time frame, to purchasing one-twelfth of our fleet every year. We need to assume that our funding sources continue to be adequate to maintain a safe and reliable fleet. In order to meet our mission expectations, we will be purchasing capital assets through debt financing for the first time at CDTA.

The specific budget numbers for FY 2009 and the changes from last fiscal year are detailed in the following pages.

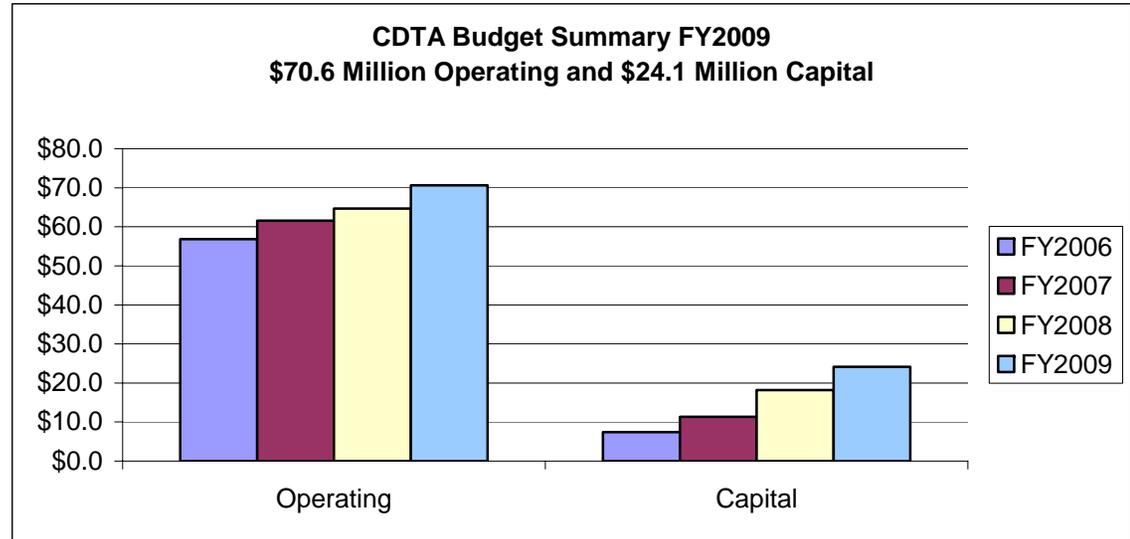
In brief:

The FY2009 budget will be in balance with revenue and expenses equaling \$70,605,419.

The budget is distributed across two major categories: Operating and Capital. These are treated as separate funds for budget purposes.

The operating fund finances the day-to-day operations of the Authority. The capital fund contains revenues and expenditures associated with capital acquisitions.

Agency Budget Summary



The operating fund is the primary fund of the Agency. The budget includes revenue from fares, advertising, mortgage recording tax, federal (preventive maintenance) and state grant funding for operating projects, interest earnings on the operating fund balance, and other operating revenue. The operating budget expenditure categories include wages and benefits, maintenance, and operating costs.

The capital budget revenues include federal and state grant funding, interest earnings on the capital reserve balance, and transfers from the operating fund. Capital expenditures include the acquisition of replacement and expansion vehicles, design and construction of passenger facilities and base improvements, technology projects, and the acquisition of information systems, communication systems, and administrative and maintenance equipment.



Changes in Brief

Passenger Revenue

The increase in Customer revenue is spread throughout our customer base. Increases in Boardings as well as predetermined contract amounts all contribute to this increase.

Advertising

We are in the first year of a new contract that is expected to slightly increase advertising revenue.

Operating Assistance

The increase in operating assistance is primarily due to the Management decision to operationalize some expenses that typically were capital expenses.

Rail Station Income

This increase is related to operational activities at the Rensselaer Rail Station. Items such as parking garage tenant leases, parking garage revenue, and

Operating Revenue Summary

	FY2008 Approved Budget	FY2008 Year- End Estimate	FY2009 Budget	Budget-to-Budget Amount	Change%
Customer Revenue	\$ 11,360,997	\$ 11,848,594	\$ 12,471,520	\$ 1,110,523	9.8%
Advertising	\$ 520,000	\$ 520,000	\$ 540,000	\$ 20,000	3.8%
Mortgage Recording Tax	\$ 11,000,000	\$ 11,800,000	\$ 11,000,000	\$ -	0.0%
Operating Assistance	\$ 40,155,284	\$ 40,155,284	\$ 42,027,354	\$ 1,872,070	4.6%
Rail Station Income	\$ 1,622,440	\$ 1,687,224	\$ 1,720,150	\$ 97,710	6.0%
Interest	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	0.0%
Transfers from Reserves			\$ 2,696,395	\$ 2,696,395	
	\$ 64,808,721	\$ 66,161,102	\$ 70,605,419	\$ 5,796,698	8.9%

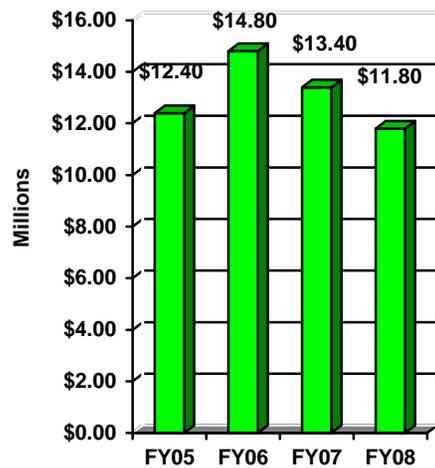
Passenger Revenues – In the figure above it is clear that passengers are the reason for the increased operating revenues. With rides still costing only one dollar after more than a decade, the increases are aligned with more riders. Previous customer related improvements like Simple Fare coupled with our new branding scheme has helped increase discretionary ridership and we anticipate this will continue into fiscal year 2009.

Advertising - Revenues for advertisement are expected to show slight increases this year. This line includes advertising revenue associated with the Rensselaer Rail Station in addition to transit related revenue

Mortgage Recording Tax - The FY2009 MRT projection is based on a five year MRT average. We are budgeting MRT at the same \$11 million as last year based on the expected actual in FY2008, the housing downturn and the general downward trend over the last three years in MRT sales receipts.



**Mortgage Recording Tax
FY2005 – FY2008**

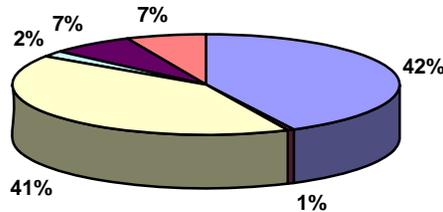


Operating Assistance - This source consists primarily of State Operating Assistance (STOA), which is budgeted at \$31,619,000 and includes assistance for the Northway and Adirondack services. As with last year, CDTA received no increase in its operating subsidy from New York State. Other subsidies include the Federal Transit Administration 5307 Preventive Maintenance dollars of \$7,175,559 for FY2009. Federal funds have increased over the last three years due to Census data that prompted a reclassification of the Saratoga Springs into an “urbanized area.” County assistance is projected to remain stable based on the Governor’s Executive Budget Submission.

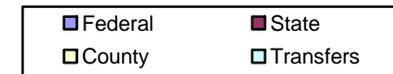
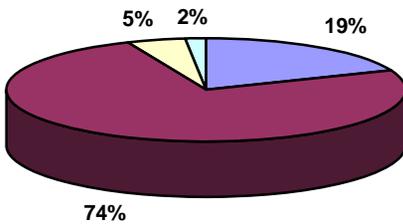
Interest - Interest revenue estimates are based on investment balances and projected interest rates. Investment balances are expected to decline this year with the transfer of some capital funds to cover unfounded operating expenses and the “spending down” of our project fund.



Operating Revenue



Operating Assistance



Operating Revenue - Detail

	Revised Budget 2008	Estimated Actual 2008	Proposed Budget 2009	Percent Change
Operating Revenue:				
Mortgage Tax	\$11,000,000	\$11,800,000	\$11,000,000	0.0%
Interest Income	\$150,000	\$150,000	\$150,000	0.0%
Customer Revenue - Route	\$8,850,000	\$9,347,597	\$9,800,000	10.7%
Customer Revenue - Star	\$355,000	\$345,000	\$385,400	8.6%
Customer Revenue - Northway Commuter	\$525,000	\$525,000	\$525,000	0.0%
Advertising - Transit	\$420,000	\$420,000	\$440,000	4.8%
Advertising - RRS	\$100,000	\$100,000	\$100,000	0.0%
Transit Contracts	\$838,600	\$838,600	\$892,500	6.4%
Access Transit Contracts	\$792,397	\$792,397	\$868,620	9.6%
Rensselaer Rail Income	\$1,601,340	\$1,666,124	\$1,662,550	3.8%
Saratoga Springs Train Station	\$21,100	\$21,100	\$57,600	173.0%
Operating Assistance:				
Federal Maintenance	\$6,874,844	\$6,874,844	\$7,175,559	4.4%
Federal Management Support	\$45,000	\$45,000	\$45,000	0.0%
Travel Demand Management	\$42,340	\$42,340	\$158,315	273.9%
State Operating Assistance	\$30,377,000	\$30,377,000	\$31,619,000	4.1%
State Operating - Northway Commuter	\$450,000	\$450,000	\$450,000	0.0%
County Assistance	\$1,917,000	\$1,917,000	\$1,917,000	0.0%
Job Access Grants	\$449,100	\$449,100	\$586,340	30.6%
Other Grants - BRT			\$76,140	
Transfers from Reserves			\$2,696,395	
Total Income	\$64,808,721	\$66,161,102	\$70,605,419	8.9%



In brief:

The FY2009 budget reflects the best use of the available funds for the efficient, effective, and convenient provision of service to the community.

The type of expenditures along with dollar and percentage change from the FY2008 budget is provided in the table and is briefly explained as follows.

The changes can be attributed to expenses increasing in three areas not uncommon in our industry: people, parts, and fuel. This will continue to be a challenge for us and our industry.

Operating Expenses - Summary

	FY2008 Approved Budget	FY2008 Year- End Estimate	FY2009 Budget	Budget-to- Budget Amount	Change%
Wages	\$ 29,277,212	\$ 29,242,736	\$ 32,474,514	\$ 3,197,302	10.9%
Benefits	\$ 12,646,636	\$ 11,924,504	\$ 12,522,956	\$ (123,680)	-0.9%
Maintenance & Operations	\$ 12,097,826	\$ 13,904,109	\$ 12,682,433	\$ 584,607	4.8%
Purchased Transportation	\$ 2,533,313	\$ 2,698,541	\$ 3,120,382	\$ 587,069	23.1%
Insurance	\$ 1,237,564	\$ 1,243,122	\$ 1,246,680	\$ 9,116	0.7%
Fuel	\$ 5,216,170	\$ 5,348,090	\$ 6,758,454	\$ 1,542,284	26.7%
Other	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ -	0.0%
	\$ 64,808,721	\$ 66,161,102	\$ 70,605,419	\$ 5,796,698	8.9%

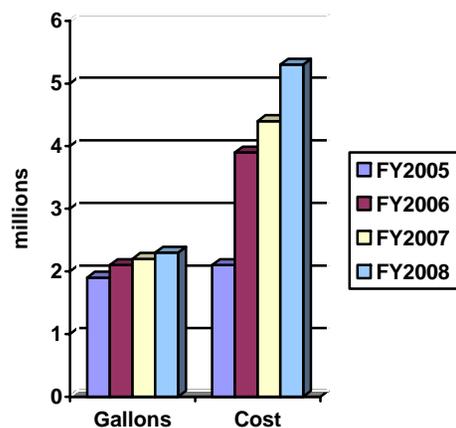
The changes from the 2008 Budget to the 2009 Budget are as follows:

Wages – Our efforts to match capacity to demand and provide more service this past year have had a number of budgetary impacts. Our salary line item has increased substantially causing us to change our budget methodology and our approach to reviewing service scheduling and consumption. We believe that these adjustments allow us to better capture and project service hours in an environment when we are desperately trying to keep up with demand for services.

The salary line item is proposed to increase by 10.9% in fiscal year 2009. There are several reasons for this. Last years budget did not include labor contact adjustments and time for bus operator report and inspection time. The total of these two categories is approximately \$1.1 million (almost half of the salary line increase). The second major factor is the addition of



**Diesel Fuel
Consumption & Cost**



service in Saratoga, which occurred about halfway through last fiscal year (about 1.0% more). The last major item is the additional positions needed to address capacity issues, which accounts for 3.4% of the salary line. If these unusual factors are removed from consideration, the salary line item increases by 3.9%

Benefits - Benefit costs are accelerating due to health premium and retirement contribution increases, and the increase in personnel.

Maintenance and Operations – The increase in maintenance and operations is directly related to aging infrastructure. Simply put, our fleet and buildings are getting old. Materials, parts, tires, and oil all have projected increases as would be expected when maintaining an older infrastructure and fleet.

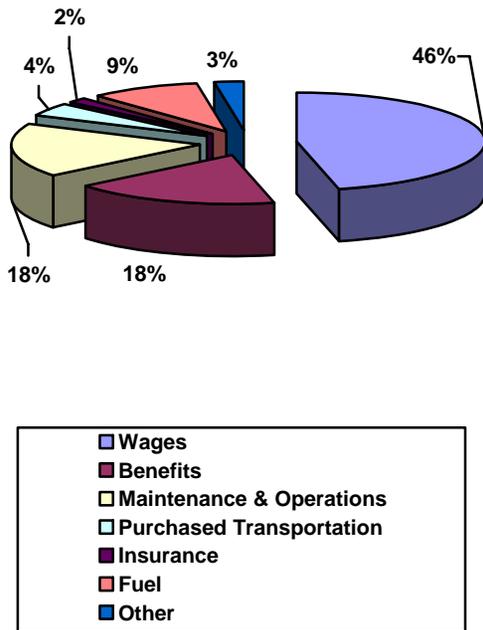
Purchased Transportation – This expense line item includes costs associated with purchased transportation for the Northway Express, Access Transit Services, “pass through” monies for Adirondack Trailways and non-ambulatory taxi service in STAR. The increase over FY2008 budgeted amounts is driven by increased formula monies, both federal and State, for the ATL services that operate in our service region.

Insurance – This line has remained relatively flat.

Fuel - We learned from actual consumption in prior fiscal years that we can expect double-digit percentage increases in fuel costs regardless of what we budget or actually consume. The budget for Fiscal Year 2009 accommodates this historical information. We used \$3.25 per gallon for diesel fuel.



Operating Expenses



Operating Expenses - Detail

Expense Items:

	Revised Budget 2008	Estimated Actual 2008	Proposed Budget 2009	Percent Change
Salaries	\$29,277,212	\$29,242,736	\$32,474,514	10.9%
FICA	\$2,239,707	\$2,237,069	\$2,484,300	10.9%
Health Benefits	\$7,634,429	\$6,840,771	\$7,163,426	-6.2%
Workers' Compensation	\$1,800,000	\$1,800,000	\$1,800,000	0.0%
Other Benefits	\$2,772,500	\$2,846,664	\$2,875,230	3.7%
Professional Services	\$1,664,388	\$1,591,390	\$2,111,490	26.9%
Materials & Supplies	\$1,865,940	\$2,293,982	\$1,878,690	0.7%
Miscellaneous	\$808,139	\$1,302,945	\$807,400	-0.1%
Maintenance Services	\$3,437,579	\$3,642,793	\$3,103,653	-9.7%
Purchased Transportation	\$2,533,313	\$2,698,541	\$3,120,382	23.2%
Utilities	\$1,333,070	\$1,357,017	\$1,377,660	3.3%
Fuel	\$5,216,170	\$5,348,090	\$6,758,454	29.6%
Parts, Tires, Oil	\$2,988,710	\$3,715,982	\$3,403,540	13.9%
General Insurance	\$787,564	\$743,122	\$746,680	-5.2%
Claims Paid	\$450,000	\$500,000	\$500,000	11.1%
Total Expense	\$64,808,721	\$66,161,102	\$70,605,419	8.9%



Capital Budget by Fund Source

The **federal government** is taking a lead role in the purchase of capital items most visible to our customers. Major contributions toward the fleet and BRT stations make up the majority of their assistance.

Source	\$millions	%
Federal	\$9.4	39%
New York State	\$2.2	9%
CDTA	\$12.5	52%
	\$24.1	100%

Capital Budget by Project Purpose

Just as we did last year, CDTA spent over half of its capital funds on the **normal replacement** of assets, further demonstrating our need to replace an old fleet and infrastructure.

Purpose	\$millions	%
Normal Replacement	\$12.44	52%
State of Good Repair	\$0.45	2%
System Improvement	\$11.24	46%
	\$24.1	100%

Capital Budget

Capital projects for FY2009 are currently budgeted at \$24,138,200. The chart below shows by type of project where we have budgeted our funds. As with every other year during our fleet replacement, the purchase of **Rolling Stock** makes up the majority of our Capital Program. This year however, there is a noticeable increase in **Stops and Shelters**, which is directly related to the construction of **BRT** stations along the Route 5 Corridor. When looking at the below chart along with the Capital Budget by Purpose chart on the sidebar you can see the capital circumstances we are operating under. CDTA has an aging fleet and infrastructure at a time when we are also trying to attract new riders with better amenities and premium services.

Type	\$millions	%
Facilities	\$3.63	15.04%
Fare Collection	\$0.10	0.41%
Information Technology	\$1.53	6.34%
Operating	\$1.76	7.29%
Rail Station	\$0.28	1.16%
Rolling Stock	\$11.50	47.66%
Security	\$0.46	1.91%
Stops and Shelters	\$4.87	20.18%
	\$24.13	100%



Mission

To Transport Customers Safely and Reliably at Reasonable Cost

Vision

To be an employer of choice in the Capital Region delivering premier transportation services that people want and quality they can rely upon.

Goals

- ◆ Maintain Financial Stability
- ◆ Enhance Customer Service
- ◆ Improve Mobility and Access
- ◆ Integrate Transportation & Land Use
- ◆ Increase Employee Ownership

Agency Overview

The Capital District Transportation Authority (CDTA) was formed by an act of the New York State Legislature in 1970. The Authority is a public benefit corporation with a legislative purpose “to provide for the continuance, further development and improvement of transportation and other services related thereto within the Capital Region Transportation District by railroad, omnibus, marine and air.” In fulfilling its charge, CDTA has become the premier mobility provider in the Capital Region.

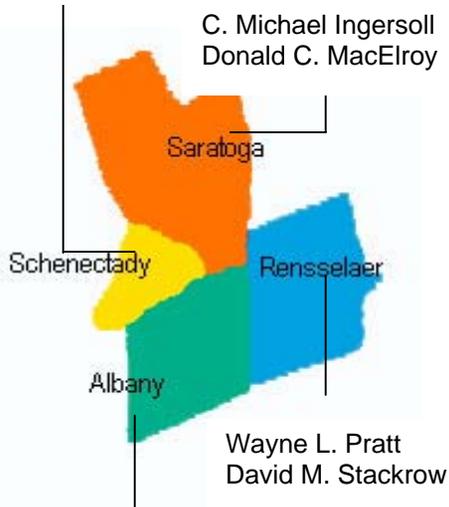
CDTA is an important component of the local infrastructure, providing regional mobility solutions to thousands of people each day. For many, CDTA is their connection to vital services including employment, medical and educational needs. For some, it is a lifeline without which they cannot function in society. Continuation of these services requires a significant commitment by the community and a dedicated team of people to organize and manage a very complex and time sensitive operation.

CDTA plays a vital role in linking the four counties of the Capital Region. Our services include conventional fixed transit routes, long distance commuter express routes, flexible suburban shuttle routes and paratransit service for people with disabilities. The organization is aggressively positioning itself as the travel mode of choice in order to attract more customers.

The transit system serves close to 13 million customers a year. On weekdays, more than 35,000 customer boardings occur on CDTA buses. The system includes 55 transit routes that stretch throughout the four counties, providing service to most major business centers and neighborhoods in the region. The system is convenient for residents, and the route structure services about 80% of the region’s employment locations. Although the size of the system has remained relatively constant, ridership in the past few years has increased by almost one million boardings. While most of the increase can be traced to a major fare restructuring effort, studies show that more ridership gains can be expected from a concentrated effort on service review and improvement programs.

Home counties of Board Members

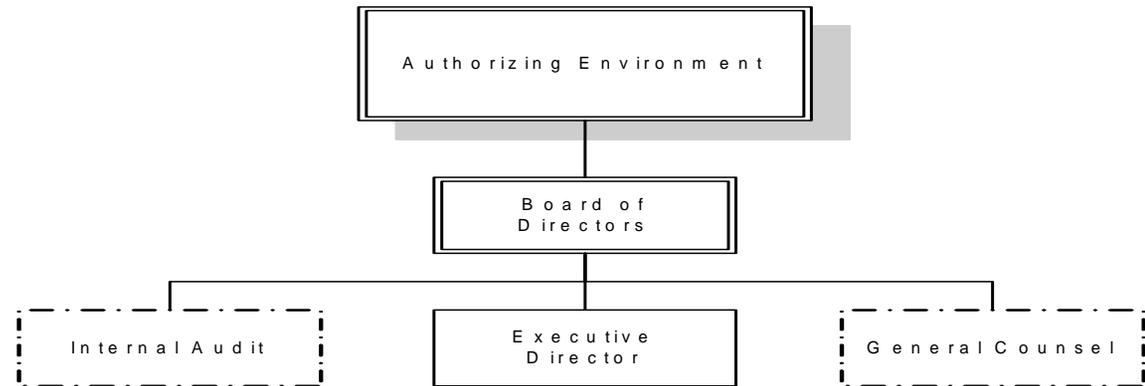
Henry S. DeLegge
Norman L. Miller



James S. Cappiello
Denise A. Figueroa
Arthur F. Young, Jr.

Board of Directors

The nine-member CDTA Board of Directors is responsible for governance of the Agency. Members, who serve five-year terms, are appointed by the Governor and confirmed by the State Senate. The Board has three members from Albany County, and two members each in Rensselaer, Saratoga, and Schenectady Counties.



	Budget 2008	Estimated Actual 2008	Proposed Budget 2009	Percent Change
Professional Services	\$14,000	\$14,000	\$14,000	0.0%
Materials & Supplies	\$5,000	\$5,000	\$5,000	0.0%
Travel & Meetings	\$2,000	\$3,164	\$2,000	0.0%
	\$21,000	\$22,164	\$21,000	0.0%



Core Purpose

Converting organizational vision into operational outcomes.

Core Goal

To carry out the mission of the organization and maintain a positive working relationship between CDTA and its authorizing environment.

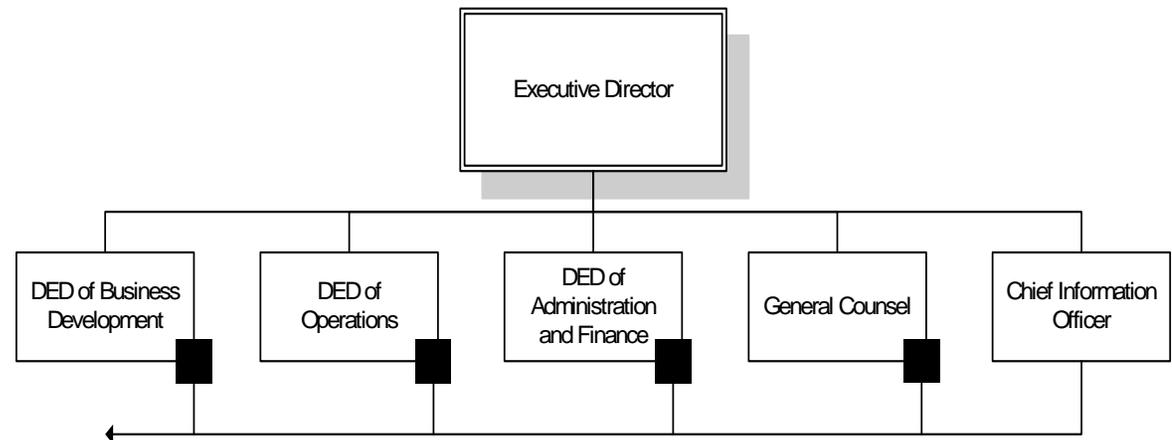


CDTA Executive Director **Raymond Melleady** giving an interview.

Executive Department

Department Overview

The overall mission of the Executive Department, working closely with the Board of Directors, is to build organizational capacity and ensure long-term organizational success. This is accomplished through ongoing development of financial resources, relationships with stakeholders, the cultivation of leadership capacity through all levels of the organization, design and execution of accountability structures and the communication of our missions, needs and accomplishments to a broader audience in the Capital Region and beyond. In an administrative capacity, the Executive Director assists in the relationship between the Board of Directors and the Internal Audit function. General Counsel is an essential component of the Executive Department and provides advice, counsel and advocacy on business matters to Senior Management and Board members as required.





Executive Staff

Raymond Melleady, Executive Director

	FY2008	FY2009
Executive	2	1
	2	1

The **Executive Department** formally moved its Administrative Assistant to the Legal Department where many of the duties lie.

Department Budget

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Salaries	\$168,319	\$168,946	\$135,585	-19.4%
Professional Services	\$20,000	\$20,000	\$20,000	0.0%
Materials & Supplies	\$1,000	\$1,572	\$1,000	0.0%
Dues & Subscriptions	\$400	\$14,098	\$3,000	650.0%
Travel & Meetings	\$9,014	\$10,558	\$18,000	99.7%
	\$198,733	\$215,174	\$177,585	-10.6%

Annual Summary

During the past year, significant focus was placed on service development, particularly geared toward a vision of what can, while continuing to emphasize a culture shift toward an organization that is more modern and customer-responsive. This has resulted in significant ridership growth and a demand for more service. Growth has been so significant as to tax capacity, providing additional challenges in the months ahead. Among the efforts in FY2008:

- ◆ We began to implement changes called for in our Transit Development Plan, which was completed last year. The TDP calls for a restructuring of our route network so that they are consistent and easy to understand. The network will be enhanced with more service where people and the community demand it. This effort, which began in Saratoga and is now underway in Schenectady will be fully implemented in the next 18-24 months.



One of our new Gillig Buses

- ◆ We completed the development of an organizational Strategic Business Plan that outlines a process-oriented approach for continuous improvement. The business plan outlines what we do, who does it and why we do it. It provides a strategic framework from which our organization and our employees can move forward.
- ◆ We implemented a significant increase and redesign of transit service in Saratoga. By doubling the amount of service we provide in and around Saratoga and rebuilding the service infrastructure, we have seen a dramatic increase in ridership. In the first 7 months of the new service plan, total ridership has exceeded 200,000, more than triple the amount of boarding that occurred on Saratoga buses last year.
- ◆ We developed an aggressive Stakeholder Relations Strategy to improve the image of CDTA and the services we provide throughout the community. The strategy resulted in the Executive Director and the agency in general taking a much more proactive and visible role in the community.
- ◆ We accepted our first hybrid-electric buses and put them into service. They will be the vehicle of choice for us moving forward and will help us to put our environmental footprint in the region.
- ◆ We completed a compensation systems study and implemented its results for our management staff. This study provided a peer analysis of our compensation practices for similar positions and responsibilities in the industry. Implementation of the study completes an organization effort to insure that our employee compensation systems, benefit structures and education opportunities are aligned with our efforts to provide the best service possible.



Core Purpose

Provide legal support to the Authority and its Board of Directors.

Core Goal

To ensure CDTA holds itself to the highest standards as it relates to its mission and goals.



CDTA Hybrid Electric Bus

Legal Department Overview

The Legal Department/Office of the General Counsel provides and/or administers all legal services, risk management services and administrative assistance for the Authority, its subsidiaries, and staff. This includes representation in legal actions commenced to pursue claims, corporate and regulatory governance, contracting, and procurement, representing management in labor disputes, and handling real estate matters. The legal department provides counsel, advice and opinions to the board, the executive director, managers and staff on matters relating to labor, employment, procurement, contracts, grant compliance, environmental compliance, real estate, corporate, legislative, and litigation matters. We also administer claims against the Authority for property damage, and no-fault. The legal department advocates for the position of CDTA in courts of competent jurisdiction and before a number of different administrative tribunals.

During fiscal year 2008-2009, the department will continue to focus on providing these services in a manner that provides continuity of services to the Authority and conserves financial resources. We have referred a number of claims to outside counsel for defense while concentrating on providing organizational leadership and support.

The department has four employees, including the General Counsel, a Paralegal, the Claims Manager, and an Administrative Assistant. Together, we will continue to handle a large proportion of claims. We also focus in on labor, contractual, and real property matters. We also enjoy the assistance of a fine panel of outside firms for which we have made additional budget allocations. In matters of Risk Management, our primary focus will continue to be on facilitating the prevention of claims. The office also supports Operations and Human Resources by securing independent investigation of allegations asserted against Authority employees and contract review, oversight and administration. General Counsel also serves as the Ethics and Procurement Integrity Officer for the organization.



Legal Staff

Amanda Avery, General Counsel

	FY2008	FY2009
Legal	3	4
	3	4

The Legal Department

This year will mark Amanda Avery’s first year as General Counsel. We also moved the Executive Director’s Administrative Assistant to the **Legal Department**

Annual Summary

We have budgeted a modest increase in claim expenditures because of recent experience. We currently have no claims of a potentially catastrophic nature. Increases in expenses reflect higher costs of contracting out matters in the few instances where we use outside counsel. We are also seeing higher expenses for resources and legal research.

We will continue to work with staff to meet the legal needs of the Authority. CDTA should continue to enjoy the highest caliber of legal services, personalized to meet our special needs, at substantial cost savings and outstanding effectiveness.

Department Budget

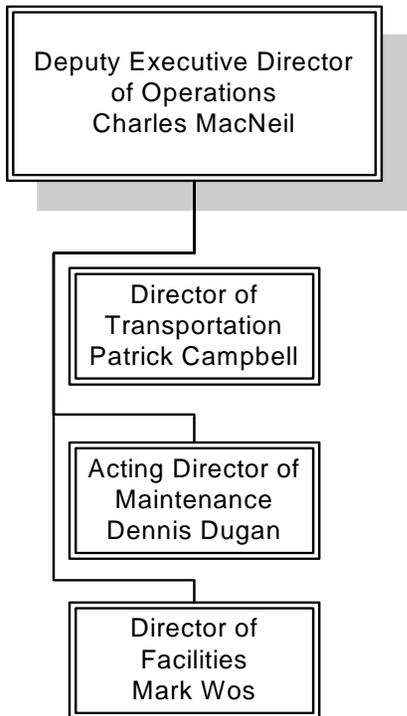
	Budget 2008	Estimated Actual	Proposed Budget 2009	Percent Change
Salaries	\$184,468	\$185,588	\$230,721	25.1%
Professional Services	\$50,000	\$102,902	\$100,000	100.0%
Materials & Supplies	\$4,000	\$3,878	\$4,000	0.0%
Travel & Meetings	\$4,725	\$4,725	\$4,500	-4.8%
Advertising	\$0	\$170	\$100	
Claims	\$450,000	\$500,000	\$500,000	11.1%
	\$693,193	\$797,263	\$839,321	21.1%



Core Purpose
Service Delivery

Core Goal
To ensure that Authority resources are maintained and allocated in a manner that supports the mission and values of CDTA

Operations Management



Operations Department

The Operations Department is made up of the Transportation Department, Maintenance Department, and the Facilities Department. These three sub-divisions of Operations handle all service on the street as well as maintenance of our vehicles and operating facilities. Operations is the core of what CDTA provides: safe and reliable service.

Transportation Department

The mission of CDTA is the provision of safe, reliable transportation at reasonable cost. It is the function of the Transportation Department to deliver that service. This department has constant, direct involvement with patrons and is therefore, intimately associated with CDTA’s primary purpose. To the vast majority of patrons the bus drivers are CDTA. Divisions of Flexible Services, Field Operations, Albany, Troy and Schenectady all report directly through the Transportation Department. All Divisions are in the charge of their respective Superintendents, with the exception of Flexible Services, which serves under a Manager. These positions in turn report to the Director of Transportation.

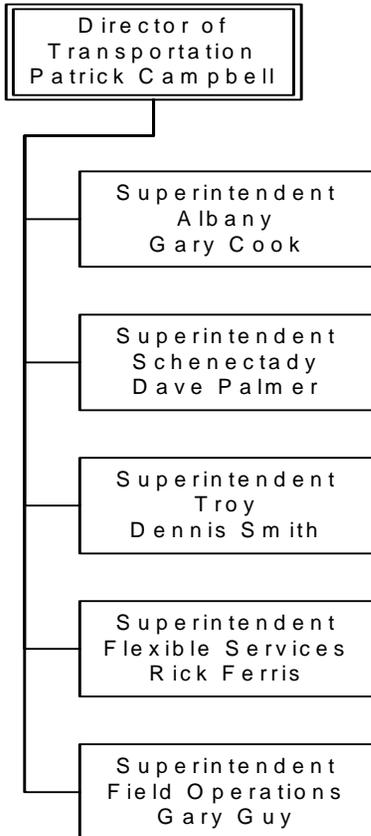
The Transportation Department encompasses dispatch and driver supervision, as well as personnel/operations management. The most important value that concerns transit services is safe and on-time delivery. Drivers and supervisors are focused on preserving service quality, coordinating effective and efficient work assignments, responding to patrons, identifying safety hazards among other things.

Annual Summary

During the prior year, the Department has continued to place an emphasis on setting the expectations for employment at CDTA with regard to attendance and performance. A new attendance bonus program was successfully implemented resulting in a high percentage of



Transportation Management



operators earning the incentive, and having a significantly positive impact on the percentage of the workforce reporting to work in a timely manner.

The frontline supervisors completed an eight course training module that gave them specific information on how to conduct their jobs and improve in their roles. Supervisors continued become more effective in their relatively new roles. With established expectations, they steadily advanced our ability to monitor performance, provide feedback, and communicate expectations with peers and subordinates. The development of the Field Operations Department has facilitated the improved retainage of trained operators.

With a centralized system, CDTA continues to have a shared perspective amongst drivers, and the Supervisors over operations. On the street the bus and its driver are no longer a district resource, but rather an integral component of a regional system.

The Flexible Services division recognized continued progress, updating its mapping functions that support the scheduling software. Additional enhancements were made to the phone systems enabling STAR customers to have more direct lines of contact with the correct CDTA personnel best suited to assist them. STAR ridership levels continue to climb at double-digit percentages. Trip denials were in essence eliminated with the continued use of supplemental taxi service to cover requested trips for ambulatory passengers when demand exceeded internal capacity. The STAR policies and Procedures evolved during the course of the year, as well as improved efficiencies with the number of passenger trips per hour, now up to 1.6.

In July, Saratoga shuttle service operations were transitioned from the Troy Division to the Schenectady Division as a part of new service implementation. CDTA is now operating services from Schenectady to Saratoga along the Route 50 corridor. The Saratoga service is comprised of four new routes, as well as expanded hours for nights and weekends.

Transportation Highlights

- ◆ Elimination of STAR capacity denials
- ◆ Improved Call Center Operations
- ◆ Significant reduction in Fixed Route Missed Trips
- ◆ Improved on-time performance

Operational targets for performance are as follows:

- ◆ STAR – Maintain zero capacity denials
- ◆ STAR – Maintain on time performance at 90% (or better)
- ◆ STAR – Increase efficiency over current 1.6 trips per revenue hour
- ◆ Fixed Route – 90% on-time performance
- ◆ Fixed Route – Maintain less than 0.3% Missed Trips
- ◆ Fixed Route – Pay to Platform ratio – 1.1

For the coming year, there will be a focus of continuing to enhance service reliability using improved communications and procedures. One component of this is the payroll process that was refined as a result of an internal audit. There will be a continued effort to work with Human Resources to improve the attraction and retention of operators, with a goal of meeting our total Operator levels by the end of the fiscal year. We received 7 new vehicles (all replacement) in revenue service for STAR and anticipate delivery of another 4 new vehicles (all replacements) in revenue service for the Shuttle operations. This replacement continues our annual strategic replacement cycle for paratransit vehicles of seven (1/5) buses per year.

We will continue to develop the Operations Plan for introduction of Bus Rapid Transit (BRT) service along the Route 5 corridor between Albany and Schenectady. During 2008, Transportation will assist the Planning, Facilities, and IT Departments toward the introduction of BRT stations stops and public outreach efforts.



Albany Transit Staff

Gary Cook, Superintendent

	FY2008	FY2009
Senior Manager	1	1
Superintendent	1	1
Administration	1	2
Supervisors	3	4
Operators	154	154
	<u>160</u>	<u>162</u>

The increase in staff in **Albany Transit Division** is attributable to the addition of Assistant Superintendents and one administrative position.

Albany Transit Budget

Expense Item	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Operator	\$ 6,564,250	\$ 6,760,326	\$ 7,553,425	15.1%
Driver Trainee	\$ 250,000	\$ 285,336	\$ 258,750	3.5%
Transportation Admin	\$ 170,595	\$ 174,228	\$ 246,467	44.5%
Trans Supervisor	\$ 162,495	\$ 278,226	\$ 230,243	41.7%
Total Albany Salaries	\$ 7,147,340	\$ 7,498,116	\$ 8,288,885	16.0%
Professional Services	\$ 45,258	\$ 93,048	\$ 60,000	32.6%
Temporary Help	\$ 8,500	\$ 8,500	\$ 7,500	-11.8%
Fuel	\$ 2,104,739	\$ 2,230,806	\$ 2,847,019	35.3%
Oil & Lube	\$ 146,425	\$ 126,720	\$ 130,000	-11.2%
Tires & Tubes	\$ 258,785	\$ 308,540	\$ 308,540	19.2%
Materials & Supplies	\$ 30,000	\$ 30,000	\$ 20,000	-33.3%
Dues & Subscriptions	\$ 500	\$ 500	\$ 500	0.0%
Travel & Meetings	\$ 25,000	\$ 25,000	\$ 7,800	-68.8%
Subtotal	\$ 2,619,207	\$ 2,823,114	\$ 3,381,359	29.1%
Subtotal Albany	\$ 9,766,547	\$ 10,321,230	\$ 11,670,244	19.5%



Schenectady Transit Staff
Dave Palmer, Superintendent

	FY2008	FY2009
Superintendent	1	1
Administration	1	2
Supervisors	3	3
Fixed Route	60	60
Saratoga Springs	23	27
	88	93

Increased **Saratoga** service operating from the Schenectady garage caused a four-operator increase. Additionally, like the other divisions **Schenectady** will implement a new position called Assistant Superintendent to take on some management responsibilities in the Division.

Schenectady Transit Budget

Expense Item	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Operator	\$ 2,557,599	\$ 2,562,326	\$ 2,961,108	15.8%
Saratoga Service	\$ 699,516	\$ 475,146	\$ 682,333	-2.5%
Transportation Admin	\$ 94,844	\$ 94,936	\$ 170,576	79.8%
Trans Supervisor	\$ 162,495	\$ 109,406	\$ 169,782	4.5%
Total Schenectady Salaries	\$ 3,514,454	\$ 3,241,814	\$ 3,983,799	13.4%
Fuel	\$ 1,199,615	\$ 1,199,615	\$ 1,741,602	45.2%
Oil & Lube	\$ 35,000	\$ 35,000	\$ 20,000	-42.9%
Materials & Supplies	\$ 2,500	\$ 2,500	\$ 2,500	0.0%
Dues & Subscriptions	\$ -	\$ -	\$ 500	
Travel & Meetings	\$ -	\$ -	\$ 2,500	
Subtotal	\$ 1,237,115	\$ 1,237,115	\$ 1,767,102	42.8%
Subtotal Schenectady	\$ 4,751,569	\$ 4,478,929	\$ 5,750,901	21.0%



Troy Transit Staff

Dennis Smith, Superintendent

	FY2008	FY2009
Superintendent	1	1
Administration	1	2
Supervisors	3	3
Fixed Route	85	91
	90	97

The staff increase in the **Troy Division** is due to the increase in service provided by the Divisions. Additionally, like the other divisions Troy will implement a new position called Assistant Superintendent to take on some management responsibilities in the Division.

Troy Transit Budget

Expense Item	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Operator	\$ 3,623,125	\$ 4,112,314	\$ 4,194,163	15.8%
Transportation Admin	\$ 88,618	\$ 88,704	\$ 154,867	74.8%
Tran Supervisor	\$ 162,495	\$ 162,495	\$ 170,582	5.0%
Total Troy Salaries	\$ 3,874,238	\$ 4,363,513	\$ 4,519,612	16.7%
Temporary Help	\$ -	\$ -		
Fuel	\$ 1,456,653	\$ 1,456,653	\$ 1,611,830	10.7%
Oil & Lube	\$ 48,500	\$ 48,500	\$ 45,000	-7.2%
Materials & Supplies	\$ 2,500	\$ 2,500	\$ 2,500	0.0%
Dues & Subscriptions	\$ -	\$ -	\$ 500	
Travel & Meetings	\$ -	\$ -	\$ 2,500	
Subtotal	\$ 1,507,653	\$ 1,507,653	\$ 1,662,330	10.3%
Subtotal Troy	\$ 5,381,891	\$ 5,871,166	\$ 6,181,942	14.9%

Total Transit Budget

Expense Item	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Total Transit Budget	\$ 19,900,007	\$ 20,671,325	\$23,603,087	18.6%



STAR Staff

	FY2008	FY2009
Management	2	2
Administration	1	1
Supervisors	10	11
Call Takers	3	3
Operators STAR	27	27
Operators Shuttle	24	24
Operators PT	10	10
	77	78

This year **STAR** added another Supervisor position to help with the increased demand for this service.

STAR Budget

Expense Item	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Operator Flexible Service	\$ 1,188,600	\$ 1,980,544	\$ 2,028,239	70.6%
Operator Shuttle Service	\$ 768,000	\$ -	\$ -	-100.0%
Flexible Service - Call Takers	\$ 96,000	\$ 97,710	\$ 102,566	6.8%
Flexible Serv. Administration	\$ 97,190	\$ 98,562	\$ 103,151	6.1%
Transportation Admin - WC	\$ 28,999	\$ -	\$ 31,874	9.9%
Dispatch Star	\$ 541,650	\$ 612,402	\$ 626,669	15.7%
Total Star Salaries	\$ 2,720,439	\$ 2,789,218	\$ 2,892,493	6.3%
Fuel	\$ 389,563	\$ 385,850	\$ 420,153	7.9%
Professional Services	\$ 3,000	\$ 3,000	\$ 3,000	0.0%
Materials & Supplies	\$ 1,500	\$ 22,000	\$ 5,000	233.3%
Dues & Subscriptions	\$ -	\$ -	\$ 500	
Tires & Tubes	\$ -	\$ 3,274	\$ -	
Purch Trans - Flexible Ser	\$ 670,313	\$ 959,690	\$ 1,249,750	86.4%
Purch Trans - Shuttles	\$ 60,000	\$ 100,252	\$ -	-100.0%
Travel & Meetings	\$ 5,000	\$ 20,564	\$ 3,200	-36.0%
Highway Tolls	\$ 2,200	\$ 8,964	\$ 500	-77.3%
Subtotal	\$ 1,131,576	\$ 1,503,594	\$ 1,685,790	48.7%
Total	\$ 3,852,015	\$ 4,292,812	\$ 4,574,596	18.9%



Field Operations Staff

Gary Guy, Superintendent

	FY2008	FY2009
Superintendent	1	1
Administration	1	1
Supervisors	19	16
	21	18

The reduction in **Field Operations** staff is to allow for the addition of the Assistant Superintendents. These positions will be assuming some of the duties currently handled by Field Operations.

Northway Commuter Service



Field Operations Budget

Expense Item	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Field Oper - Administration	\$ 87,587	\$ 87,670	\$ 93,924	7.2%
Street Supervision	\$ 1,029,135	\$ 1,133,232	\$ 731,097	-29.0%
Transportation - Enterprise		\$ -		
Total Albany Salaries	\$ 1,116,722	\$ 1,220,902	\$ 825,021	-26.1%
Materials & Supplies	\$ 2,500	\$ 5,320	\$ 5,000	100.0%
Travel & Meetings	\$ 3,000	\$ 10,710	\$ 6,400	133.3%
Subtotal	\$ 5,500	\$ 16,030	\$ 11,400	172.7%
Subtotal Field Operations	\$ 1,122,222	\$ 1,236,932	\$ 836,421	-25.5%

Northway Commuter Service Budget

Expense Item	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Purch Trans Northway	\$ 1,410,000	\$ 1,406,700	\$ 1,529,834	8.5%
Repairs	\$ 100,000	\$ 100,000	\$ 75,000	-25.0%
Total Expense	\$ 1,510,000	\$ 1,506,700	\$ 1,604,834	6.3%

Maintenance Highlights

- ◆ Began new branding scheme on older buses
- ◆ LED destination signs on Nova and Nabi buses
- ◆ Project Empire training
- ◆ Purchasing of new wrecker and training of personnel
- ◆ Mandatory personnel protection equipment required in all maintenance work areas

Maintenance Department

The CDTA Maintenance Department exists to ensure that the physical assets of the Authority operate as designed for the duration of their useful life. In doing so, the Department supports the following broader goals of the Authority:

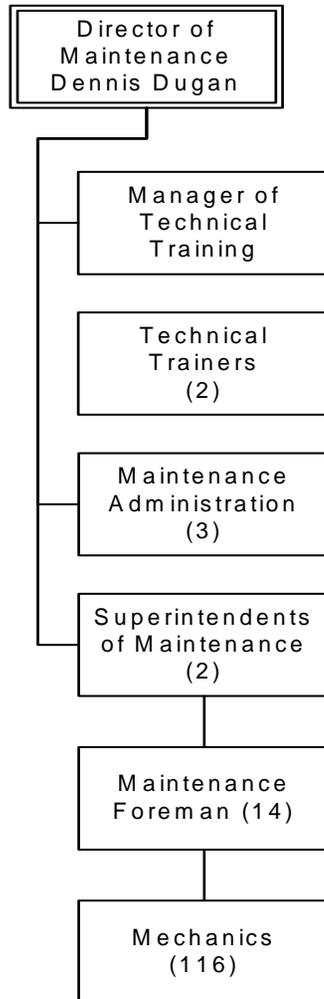
- ◆ Transit service is operated reliably, with all vehicle design features operating as intended.
- ◆ The Authority's assets are kept physically attractive with new *iRide* branding
- ◆ All Authority assets are physically safe for employees, customers and the general public. New buses are now equipped with video surveillance cameras.
- ◆ Technical training has established clear career paths for maintenance staffing that identify required skills and competency-based promotional opportunities for all maintenance personnel.
- ◆ Authority resources are used efficiently to assure that the maximum possible amounts of resources are invested into services that directly benefit customers.

In carrying out its goals, the Department oversees the function of Running Repairs Overhaul, Vehicle Servicing and Inspection, and facility maintenance and upkeep.

Annual Summary

In fiscal year 2008, CDTA continued to make progress in refining the systems that drive maintenance operations. Among other things, this included the further refinement on the use of a comprehensive asset management system (Spear). Through more in-depth use of Spear, CDTA has had additional access to accurate information on fleet repair efficiency and effectiveness. During 2007, managers and Board Members were able to receive routine reporting of maintenance "key performance indicators" that include mean distance between

Maintenance Management



failure, HVAC & ramp availability and completion of timely preventive maintenance inspections. In addition, significant progress has been made with technical proficiency standards for maintenance training.

During 2007, Project Empire training programs instituted continued to show results in improving the overall technical competency of our maintenance workforce. We have continued to work with the ATU and local community schools in developing a “Career Ladder Partnership” program, which has assisted in addressing longer-term recruitment, retention, development issues and further promote incumbent mechanical aptitudes.

With improvements in training and access to information, maintenance operations have begun to turn the corner on fleet availability. In 2007, we have also begun the process of phasing out vehicles that have passed their useful life, replacing them with newly acquired vehicles.

Albany Maintenance Budget

Albany Maintenance	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Maint Admin	\$ 422,976	\$ 280,642	\$ 422,593	-0.1%
Maint Admin	\$ 74,667	\$ 52,832	\$ 67,036	-10.2%
Maint Foreman	\$ 433,320	\$ 550,356	\$ 573,808	25.9%
Maint Training	\$ 108,330	\$ -		
Bus Maint	\$ 3,144,548	\$ 2,997,364	\$ 3,302,391	5.0%
Total Sal Albany	\$ 4,183,841	\$ 3,881,194	\$ 4,365,828	4.3%

Albany Maintenance Staff

	FY2008	FY2009
Senior Manager	2	2
Management	4	3
Administration	4	3
Technical Trainers	2	2
Supervisors	8	8
Stockroom	4	0
Maintenance	73	72
	<u>97</u>	<u>90</u>



New Gillig Bus in the Albany Maintenance Shop.

Albany Maintenance Budget continued

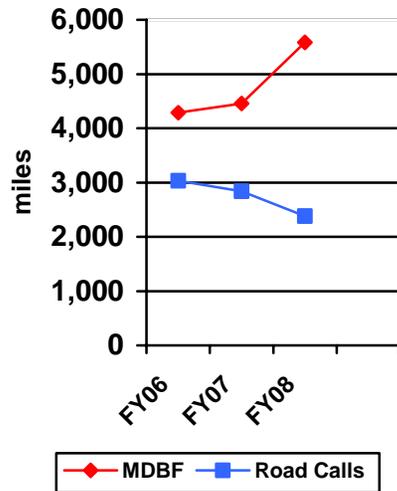
Albany Maintenance cont'd	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Temporary Help	\$ 20,000	\$ 31,224	\$ 20,000	0.0%
Professional Ser	\$ 35,000	\$ 35,000	\$ 35,000	0.0%
Profess Ser - Project Empire	\$ 40,000	\$ 48,496	\$ 40,000	0.0%
Maint Ser Buses	\$ 1,500,000	\$ 1,500,000	\$ 1,200,000	-20.0%
Maint Serv Vehicles	\$ 40,000	\$ 40,000	\$ 40,000	0.0%
Fuel	\$ 65,000	\$ 74,766	\$ 137,250	111.2%
Tires & Tubes	\$ -	\$ 44	\$ -	
Vehicle Parts	\$ 2,500,000	\$ 3,193,904	\$ 2,900,000	16.0%
Material & Supply Maint	\$ 16,540	\$ 16,540	\$ 16,540	0.0%
M & S Service	\$ 65,500	\$ 77,138	\$ 70,000	6.9%
M & S Bus Maint	\$ 1,000,000	\$ 1,000,000	\$ 900,000	-10.0%
M & S Service Vehicles	\$ 20,000	\$ 9,944	\$ 20,000	0.0%
Physical Damage				
M & S Fare	\$ 10,000	\$ 23,392	\$ 20,000	100.0%
Dues & Subscriptions	\$ 100	\$ 100	\$ 100	0.0%
Travel & Meetings	\$ 33,000	\$ 41,216	\$ 20,360	-38.3%
Travel & Meetings	\$ 18,500	\$ 18,500		-100.0%
Advertising	\$ 3,000	\$ 3,000	\$ 3,000	0.0%
Subtotal	\$ 5,366,640	\$ 6,113,264	\$ 5,422,250	1.0%
Subtotal Albany	\$ 9,550,481	\$ 9,994,458	\$ 9,788,078	2.5%



Schenectady Maintenance Staff

	FY2008	FY2009
Supervisors	3	3
Maintenance	22	22
	25	25

**Mean Distance Between Failure
FY2006 – FY2008**



Schenectady Maintenance Budget

Schenectady Maintenance	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Maint Forman	\$ 162,495	\$ 147,302	\$ 172,182	6.0%
Bus Maint	\$ 947,672	\$ 747,368	\$ 1,022,477	7.9%
Total Sal Schenectady	\$ 1,110,167	\$ 894,670	\$ 1,194,659	7.6%
Maint Ser Buses	\$ 3,000	\$ 77,914	\$ 100,000	3233.3%
Maint Ser Ser Vehicle	\$ 4,000	\$ 4,000	\$ -	-100.0%
Fuel	\$ 200	\$ -	\$ 200	0.0%
Material & Supp Service	\$ 100	\$ 782	\$ -	-100.0%
M & S Bus Maint	\$ 27,500	\$ 43,114	\$ 40,000	45.5%
M & S Service Vehicles	\$ 500	\$ 1,170	\$ -	-100.0%
Subtotal	\$ 35,300	\$ 126,980	\$ 140,200	297.2%
Subtotal Schenectady	\$ 1,145,467	\$ 1,021,650	\$ 1,334,859	16.5%

Troy Maintenance Budget

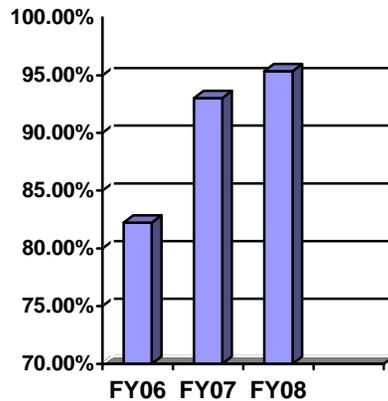
Troy Maintenance	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Maint Forman	\$ 162,495	\$ 220,184	\$ 171,783	5.7%
Bus Maint	\$ 947,672	\$ 924,352	\$ 993,889	4.9%
Total Sal Troy	\$ 1,110,167	\$ 1,144,536	\$ 1,165,672	5.0%



Troy Maintenance Staff

	FY2008	FY2009
Supervisors	3	3
Maintenance	22	22
	25	25

**On Time Performance
FY2006 – FY2008**



Troy Maintenance Budget continued

Troy Maintenance cont'd	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Maint Ser Buses	\$ 4,000	\$ 104,694	\$ 100,000	2,400.0%
Maint Serv Vehicles	\$ 8,000	\$ 8,000	\$ -	-100.0%
Fuel	\$ 400	\$ 400	\$ 400	0.0%
Material & Supply Service	\$ 3,000	\$ 3,000	\$ -	-100.0%
M & S Bus Maint	\$ 31,000	\$ 56,096	\$ 40,000	29.0%
Subtotal	\$ 46,400	\$ 172,190	\$ 140,400	202.6%
Subtotal Troy	\$ 1,156,567	\$ 1,316,726	\$ 1,306,723	12.9%

Total Maintenance – All Divisions

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Total - All Divisions	\$ 11,852,515	\$ 12,332,834	\$ 12,429,009	4.9%

Facilities Highlights

- ◆ Completed the upgrades to the surface parking lots
- ◆ Completed the upgrade of the parking garage
- ◆ Completed the installation of the security gate at the south parking area

Facility Design Work Underway

- ◆ Upgrade the restrooms at the Albany Facility
- ◆ Design Telephone Information Operator (TIO) work station
- ◆ Design and install Elevator at the Albany Facility
- ◆ Continue Albany Parking Facility upgrades
- ◆ Upgrade the emergency back up system at the Troy Facility
- ◆ Lift Replacement Program
- ◆ Upgrade the air compressor system at the Albany Facility
- ◆ BRT Construction
- ◆ Bus Shelter Replacement Program

Facilities Department

The Facilities department was created to focus attention on the physical plant and equipment of the facilities owned by CDTA along with maintaining the park and ride lots and the bus shelters. Due to the age of some of the facilities, challenges to modernization exist and efforts continue to maintain compliance with current federal and state statutes and laws.

The goals of the department are:

- Maintain a preventative maintenance program for all the facilities, with the intent to reduce unnecessary repairs and replacements and maintain the improvements made to the facilities on an ongoing basis.
- Repair or replace equipment that has become outdated or is no longer in code compliance and continue to maintain all other existing equipment.
- Oversee a bus shelter program that will replace, maintain, and install new shelters as needed, along with a new initiative that will increase the cleaning frequency of the shelters.
- Collaborate with Planning, Operations, and IT Departments on the construction and maintenance plans for new Bus Rapid Transit Stations along the Route 5 corridor.

The department will continue to focus on the above-stated goals and objectives along with establishing roles and responsibilities for its personnel, inputting and organizing the preventative maintenance program and continuing to roll out the capital improvements program to maintain facilities code compliance and improve their overall appearances.

Facility Work For Next Year

- ◆ Replacement of the expansion joints on the top deck of the parking garage
- ◆ Design for upgrading the telecommunication infrastructure at the tollbooths to possibly include EZ Pass access
- ◆ Continue large routine maintenance projects such as repairing the membrane on the top deck and pressure washing and striping the parking garage
- ◆ Working in conjunction with NYSDOT, High Speed Rail and Amtrak to acquire the old rail station building for the purpose of parking area expansion along with extending the high-level platforms and canopies

Annual Summary

During the past year a number of large capital projects were completed or are in the process of being completed.

- ◆ Upgrade and replace the make up air units for the Albany maintenance area to improve and be compliant in providing fresh air to the area.
- ◆ Replace the bus exhaust system in Albany with an energy efficient and modern system.
- ◆ Upgrade the fuel monitoring system at all buildings to better assist the company in staying in DEC compliance.
- ◆ Replace the fire alarm system in Albany with a modern, ADA Compliant system.
- ◆ Completed and began full operation of the gate access system in Troy.
- ◆ Continue the bus shelter replacement by replacing 20-25 shelters annually.

At the rail stations, security and safety continues to be the focus, particularly in Rensselaer. There are a number of projects near completion such as:

- ◆ Upgrading the parking garage lighting to provide for a safer environment.
- ◆ Installing bollards on the main parking deck for better traffic control, pedestrian safety and limiting access to the main entrances.
- ◆ Installing a card access system for our new space at the station and adding a vehicle access gate in the south parking lot.

Completed upgrades to the surface parking areas including:

- ◆ Install a new sidewalk providing safe passage from the outer parking areas.
- ◆ Upgrading the site lighting.
- ◆ Repair and Resurface the entire surface parking area.



Facilities Staff

	FY2008	FY2009
Senior Management	1	1
Management	2.5	3.5
Shelter Maintenance	2	2
Facilities Maintenance	3	4
RRS	1.85	2.85
STS	0.15	0.15
	10.5	13.5

The **Facilities Department** will see several additions next fiscal year. We will add one person to Rensselaer Rail operations, one person to our facilities maintenance operations, and one project manager to help with the capital projects planned for next year.

Schenectady Facilities Budget

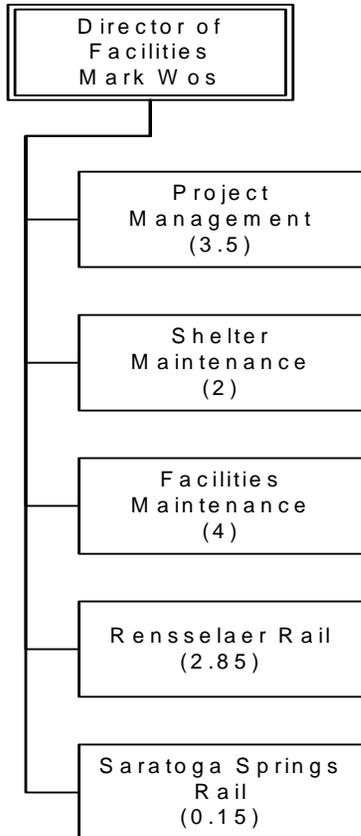
	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Professional Services	\$ -	\$ -	\$ -	
Maint Ser Facility	\$ 67,000	\$ 67,000	\$ 45,000	-32.8%
Lease & Rentals	\$ -	\$ -	\$ -	
Gas & Electric - Schen	\$ 117,480	\$ 117,480	\$ 89,000	-24.2%
M & S Facility	\$ 2,500	\$ 2,500	\$ 2,500	0.0%
Subtotal Schenectady	\$ 186,980	\$ 186,980	\$ 136,500	-27.0%

Troy Facilities Budget

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Salaries	\$ -	\$ 4,500	\$ -	
Professional Services	\$ -	\$ -	\$ -	
Maint Ser Facility	\$ 62,825	\$ 69,256	\$ 65,000	3.5%
Lease & Rentals	\$ -	\$ -	\$ -	
Gas & Electric - Troy	\$ 125,995	\$ 133,432	\$ 133,000	5.6%
M & S Facility	\$ 6,000	\$ 6,000	\$ 4,200	-30.0%
Subtotal Troy	\$ 194,820	\$ 213,188	\$ 202,200	3.8%



Facilities Management



Albany Facilities Budget

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Salaries	\$ 282,455	\$ 263,994	\$ 292,760	3.6%
Maintenance	\$ 215,389	\$ 149,192	\$ 273,902	27.2%
Subtotal Salaries	\$ 497,844	\$ 413,186	\$ 566,662	13.8%
Professional Services	\$ -		\$ -	
Maint Ser Facility	\$ 329,000	\$ 329,000	\$ 300,000	-8.8%
Custodial Services	\$ 3,500	\$ 3,500	\$ -	-100.0%
M & S Shelter	\$ 85,000	\$ 127,154	\$ 186,000	118.8%
Travel & Meetings	\$ 3,500	\$ 3,500	\$ 2,240	-36.0%
Lease & Rentals	\$ 6,000	\$ 6,000	\$ -	-100.0%
Gas & Electric - Albany	\$ 525,395	\$ 525,395	\$ 535,000	1.8%
M & S Facility	\$ 143,400	\$ 143,400	\$ 60,000	-58.2%
Subtotal Albany	\$1,095,795	\$1,137,949	\$1,083,240	-1.1%

Total Facilities Budget

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Total	\$1,975,439	\$1,951,303	\$1,990,458	0.8%



Rensselaer Rail Station

Rensselaer Rail Station Income

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Amtrak	\$ 57,150	\$ 56,394	\$ 59,000	3.2%
Post Office	\$ 177,000	\$ 177,000	\$ 177,000	0.0%
Office Lease	\$ 23,500	\$ 48,958	\$ 28,500	21.3%
Advertising	\$ 100,000	\$ 106,000	\$ 100,000	0.0%
Taxi/Vans	\$ 84,900	\$ 84,938	\$ 86,100	1.4%
Restaurants	\$ 44,000	\$ 41,234	\$ 42,000	-4.5%
Gift Shop	\$ 58,350	\$ 50,000	\$ 60,000	2.8%
Vending	\$ -	\$ -	\$ -	
ATM Machine	\$ 6,000	\$ 4,000	\$ 6,000	0.0%
Tenant Utilities	\$ 150,000	\$ 147,556	\$ 156,400	4.3%
Florist	\$ 600	\$ 600	\$ 600	0.0%
Car Rental	\$ 3,240	\$ 4,362	\$ 4,350	34.3%
High Speed Rail	\$ 1,600	\$ 11,200	\$ 9,600	500.0%
Parking Garage	\$ 995,000	\$1,006,228	\$1,006,000	1.1%
Interest Income		\$ 27,654	\$ 27,000	
Total Revenue	\$ 1,701,340	\$1,766,124	\$1,762,550	3.6%



Inside the Rensselaer Rail Station

Rensselaer Rail Station Expenses

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Salaries	\$ 94,914	\$ 113,908	\$ 124,000	30.6%
Fringe Benefits	\$ 37,966	\$ 46,702	\$ 47,150	24.2%
Repairs & Maintenance	\$ -		\$ 50,000	
General Liability & Bldg Ins	\$ 32,914	\$ 32,914	\$ 36,000	9.4%
Janitorial	\$ 195,700	\$ 172,214	\$ 150,000	-23.4%
Security	\$ 91,800	\$ 54,562	\$ 86,000	-6.3%
Landscaping/Snow Removal	\$ 121,200	\$ 121,200	\$ 120,000	-1.0%
Elevators	\$ 14,000	\$ 14,000	\$ 14,000	0.0%
HVAC	\$ 36,000	\$ 36,000	\$ 32,000	-11.1%
Electric Repairs	\$ 33,000	\$ 33,000	\$ 20,000	-39.4%
Gas & Electric	\$ 449,000	\$ 435,512	\$ 460,000	2.4%
Miscellaneous - Land	\$ 250,000	\$ 250,000	\$ 250,000	0.0%
Materials & Supplies	\$ 17,000	\$ 30,122	\$ 24,000	41.2%
Plumbing Repairs	\$ 4,500	\$ 4,500	\$ 3,500	-22.2%
Parking Garage	\$ 322,000	\$ 295,108	\$ 320,000	-0.6%
Total Expenses	\$ 1,699,994	\$1,639,742	\$1,736,650	2.2%

Rensselaer Rail Surplus / Deficit

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Surplus / Deficit	\$ 1,346	\$ 126,382	\$ 25,900	1823.6%



Saratoga Springs Rail Station

Saratoga Springs Rail Station Budget

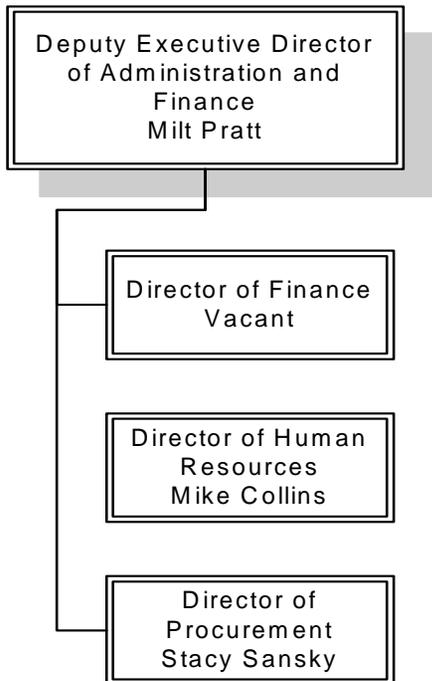
	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Income				
Amtrak	\$ 15,600	\$ 19,562	\$ 15,600	0.0%
Amtrak Utilities	\$ 3,000	\$ -	\$ 3,500	16.7%
ATM	\$ 2,500	\$ -	\$ 2,500	0.0%
Greyhound	\$ -	\$ -	\$ 36,000	
Total Income	\$ 21,100	\$ 19,562	\$ 57,600	173.0%
Expenses				
Salaries - Greyhound	\$ -	\$ -	\$ 39,000	
Fringe - Greyhound	\$ -	\$ -	\$ 12,300	
Salaries	\$ 6,210	\$ 4,138	\$ 7,355	18.4%
Fringe	\$ 2,484	\$ 1,697	\$ 3,016	21.4%
Maintenance Ser	\$ 26,500	\$ 26,966	\$ 29,000	9.4%
Gas / Electric	\$ 24,960	\$ 24,346	\$ 25,800	3.4%
Mat & Supp	\$ 5,200	\$ 5,200	\$ 6,000	15.4%
Phone/Cable	\$ 3,200	\$ 4,144	\$ 4,860	51.9%
Janitorial	\$ 12,970	\$ 12,970	\$ 14,200	9.5%
Insurance	\$ 1,850	\$ 1,850	\$ 2,200	18.9%
Miscellaneous	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Courier Service	\$ -	\$ -	\$ 4,100	
Total Expense	\$ 84,374	\$ 82,311	\$ 148,831	76.4%
Surplus / Deficit	\$ (63,274)	\$ (62,749)	\$ (91,231)	44.2%



Core Purpose
Resource Management

Core Goal
To align financial and human resources with current and future needs in the most efficient and effective manner possible.

Administration and Finance Management



Administration and Finance Department

Finance Department

Overall, the CDTA Finance and Treasury Department is responsible for the flow of funds into, and out of, the organization to sustain our core mission. In carrying out this overall mission, our business activities include Revenue Collection and Reporting, Payroll, Vendor Payments/Payables, Grant Recordkeeping, Treasury functions, audit functions (including the related functions of CDTA’s Internal Auditor), budget preparation and financial reporting. The overall integrity of CDTA’s fiscal resources is the overriding value of the Department. During the FY2008 the Finance, Treasury, and Procurement department was combined with the Human Resource and Safety department to create the Department of Administration and Finance.

Annual Summary

This year Mortgage Tax receipts will exceed \$12,000,000 but there has been a noticeable reduction in MRT for the months of October through December. If this trend continues MRT for FY 2009 will be much less than \$12,000,000. The majority of the Mortgage Tax receipts will be used to pay operating expenses.

With the assistance of Public Financial Management, a financial advisory group, CDTA undertook several modeling exercises aimed at establishing the level of debt that CDTA can reasonably handle while advancing our Bus Replacement Program. These exercises also identified various financing options that are available to CDTA and provided us with an understanding of the requirements for each. These exercises gave us a base of knowledge from which to discuss the potential of financing certain purchases during the development of our FY2009 Capital budget.



The purchase of Hybrid-Electric Buses will make up the majority of next year's capital program.

Combining the Finance and Human Resource functions offered an opportunity to evaluate several business processes to ensure there was not a duplication of efforts. During FY2008 we analyzed the payroll, accounts receivable, grants and purchase order processes and made a number of modifications that will enhance or simplify each process.

Realizing the Deputy Executive Director of Administration and Finance is approaching retirement age, some effort was spent developing a succession plan. This plan offers the Director of Human Resources an opportunity to become familiar with the requirements of the position and to develop the skills necessary to assume the role. The plan also calls for the creation of a Director of Finance position that will be filled approximately six months before the DED of Administration and Finance retires.

During the coming year the main focus will be on securing the funding to support our program of Capital Projects.

Finance Department Budget

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Salaries	\$ 836,158	\$ 584,704	\$ 792,952	-15.3%
System	\$ 100,498	\$ 92,038	\$ -	-100.0%
Wages Treasury	\$ 110,970	\$ 115,424	\$ 127,443	14.8%
Total Salaries	\$ 1,047,626	\$ 792,166	\$ 920,395	-12.1%



Administration and Finance Staff

	FY2008	FY2009
Senior Management	2	2
Accounting	13	13.5
Treasury	4	4
Purchasing	2	3
Inventory	0	4
Administration	6	6
Training	6	6
Safety & Security	1	1
	<u>34</u>	<u>39.5</u>

Administration and Finance's increase in staff is due to moving the inventory function into procurement.

Finance Department Budget continued

Finance cont'd	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Prof Services - Audit	\$ 71,000	\$ 85,190	\$ 85,000	19.7%
Prof Services - Armor	\$ 7,100	\$ 7,100	\$ 7,100	0.0%
Temporary Help	\$ 2,000	\$ 14,000	\$ 5,000	150.0%
Investments Manager	\$ 9,730	\$ 9,730	\$ 9,730	0.0%
Invest Mgr Cap Proj	\$ 25,000	\$ 35,466	\$ 30,000	20.0%
Mainten Ser Account	\$ 1,600	\$ 1,900	\$ 2,000	25.0%
Mainten Ser Account	\$ 3,500	\$ 3,500	\$ 2,000	-42.9%
Tickets & Passes	\$ 70,000	\$ 70,000	\$ 105,000	50.0%
M & S - Accounting	\$ 14,000	\$ 9,304	\$ 12,000	-14.3%
M & S - Treasury	\$ 3,000	\$ 11,404	\$ 10,000	233.3%
Dues & Subscriptions	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Travel & Meetings	\$ 8,000	\$ 8,220	\$ 6,300	-21%
Bank Fees	\$ 1,500	\$ 1,586	\$ 1,500	0.0%
Sub Total	\$ 217,430	\$ 258,400	\$ 276,650	27.2%
Bank Fees	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Lease & Rentals	\$ 25,000	\$ 25,000	\$ 25,000	0.0%
Shelters & Displays		\$ 302,100		
Telephone	\$ 105,000	\$ 105,000	\$ 120,000	14.3%
Subtotal	\$ 131,000	\$ 433,100	\$ 146,000	11.5%
Total	\$ 1,396,056	\$ 1,483,666	\$ 1,343,045	-3.8%



New CDTA Employee Handbook

Human Resources Department

The Human Resources Department supports all functions of the organization by providing services to enhance safety, risk management, professional development, training, labor relations, human resources, benefit administration, recognition programs and retirement services for bargaining unit and Authority employees. The department is responsible for providing a wide array of services for approximately 650 bargaining unit and Authority staff employees.

Annual Summary

One of the major accomplishments this year was the development of the Workforce Development Program as part of the Organizational Strategic Business Plan for CDTA. The Workforce Development Plan creates standards and systems for internships, apprenticeships, training, and certifications. This long-term strategy is designed to offer career advancement opportunities to those employees interested in developing their skills, while preparing future leaders to contribute in the vision and mission of CDTA.

Another key accomplishment this year was the development of a comprehensive Compensation Policy, also as part of the Organizational Strategic Business Plan. The compensation philosophy of CDTA is to pay salaries generally competitive with the marketplace for positions of similar responsibility. The Compensation Program is designed to assist CDTA in attracting, retaining and motivating qualified employees who can help CDTA achieve its goals and objectives.

HR had a productive year in the recruitment of several key management staff as well as hiring bus operators and mechanical staff. As a result of the reorganization within CDTA, a new Information Technology department was formed and Christopher Desany was hired as the Chief Information Officer to head up the department. In addition, with Raymond Melleady



Success ★ Teamwork ★ Recognition ★ Innovation
★ Value ★ Encouragement

The Leadership Group rolled out CDTA's Employee Recognition program called Strive. It is a peer based system where nominations for awards generally come from co-workers and winners are determined by a committee made up of co-workers.

promoted to the Executive Director position, it left his former position unfilled. We ultimately hired Charles MacNeil to fill the position of Deputy Executive Director of Operations.

Looking Forward

The upcoming year will be an exciting year in the Human Resources Department as we are introducing several new initiatives and programs designed to include all employees at CDTA.

As mentioned earlier in this document, a unique program called Gainsharing will be introduced to CDTA. It is a program that allows all employees to share in the success of company initiatives. It sets firm targets in key performance areas, as well as a threshold for operating expenses. If at the end of our fiscal year we meet the pre-set performance targets and beat the operating threshold, all CDTA employees will share in the accomplishment and receive a year-end Gainsharing payment.

Our Leadership Group is rolling out a new Employee Recognition Program that will showcase those individuals that go above and beyond the scope of their job. CDTA currently has several award programs in place. This new program will not replace these awards, but instead will enhance what we do have and provide all CDTA employees with the opportunity to be recognized in new categories of performance. Nominations for these new awards can come from any staff member and they will go in drop boxes that will be stationed in all facilities. The awards will be given out at a quarterly breakfast or lunch and then the Employees of the Year for each category will be given out at our annual Holiday Party.



Every year CDTA operators participate in the **bus roдео** with our winners advancing to State level competition. In the above photo an operator attempts to make it through the barrels on both sides without touching them and maintaining a speed of 20 miles per hour.

Human Resources Budget

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Personnel Salaries	\$ 389,621	\$ 374,068	\$ 427,196	9.6%
Training Wages	\$ 242,795	\$ 247,204	\$ 250,654	3.2%
Personnel Other Salaries	\$ 53,972	\$ 53,434	\$ 64,211	19.0%
Total Salaries	\$ 686,388	\$ 674,706	\$ 742,061	8.1%
Profes Servic - Personnel	\$ 40,000	\$ 40,000	\$ 20,000	-50.0%
Profes Ser - Physicals	\$ 70,000	\$ 118,200	\$ 75,000	7.1%
Profes Services - Training	\$ 100,000	\$ 100,000	\$ 100,000	0.0%
Training - Leadership Group			\$ 10,000	
Fingerprinting Fees	\$ 11,000	\$ 11,000	\$ 11,000	0.0%
Profes Ser. EAP	\$ 15,000	\$ 15,000	\$ 15,000	0.0%
Temporary Help	\$ 15,000	\$ 15,000	\$ 15,000	0.0%
Maintenance Service	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Security Services	\$ 150,000	\$ 235,854	\$ 150,000	0.0%
Roдео	\$ 15,000	\$ 20,924	\$ 35,000	133.3%
Awards	\$ 75,000	\$ 77,222	\$ 80,000	6.7%
Misc Exp awards	\$ -	\$ 3,138	\$ 4,000	
M & S Personnel	\$ 16,500	\$ 16,500	\$ 16,500	0.0%
M & S Safety	\$ 15,500	\$ 15,500	\$ 15,500	0.0%
M & S Training	\$ 21,000	\$ 21,000	\$ 21,000	0.0%
Property Insurance	\$ 79,800	\$ 79,800	\$ 79,922	0.2%
Liability& Phys Damage Ins	\$ 662,000	\$ 617,558	\$ 617,558	-6.7%
Other Insurance	\$ 11,000	\$ 11,000	\$ 11,000	0.0%
Dues & Sub - Personnel	\$ 1,200	\$ 1,180	\$ 1,200	0.0%
Travel & Meetings	\$ 10,000	\$ 14,372	\$ 9,480	-5.2%
Meetings Safety Committee	\$ 10,000	\$ 10,000	\$ 7,900	-21.0%
Advertising - Personnel	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
Subtotal	\$ 1,343,000	\$ 1,448,248	\$ 1,320,060	-1.7%



Two operators display new uniforms with the iRide branding scheme incorporated.

Human Resources Budget continued

FICA	\$ 2,239,707	\$ 2,237,069	\$ 2,484,300	10.9%
Pension	\$ 447,000	\$ 447,000	\$ 400,000	-10.5%
Pension CDTS # 1	\$ 1,466,500	\$ 1,505,470	\$ 1,770,230	20.7%
Health Ins - Empire Plan	\$ 1,632,434	\$ 1,080,000	\$ 1,260,000	-22.8%
Health Mohawk Health Plan	\$ 1,588,505	\$ 1,350,980	\$ 1,648,856	3.8%
Health CDPHP	\$ 4,506,474	\$ 4,073,968	\$ 4,322,334	-4.1%
Medicare Reimbursement	\$ 65,000	\$ 35,858	\$ 65,000	0.0%
Dental	\$ 150,000	\$ 150,000	\$ 150,000	0.0%
Aflac Services	\$ 10,000	\$ 10,000	\$ 10,000	0.0%
Employee Health Payments	\$ (450,000)	\$ -	\$ (450,000)	0.0%
Disability	\$ 108,000	\$ 108,000	\$ 108,000	0.0%
Life Insurance	\$ 111,000	\$ 114,340	\$ 117,000	5.4%
Unemp Ins CDTS # 1	\$ 50,000	\$ 50,000	\$ 65,000	30.0%
Unemp Ins CDTS	\$ -	\$ 23,270	\$ -	
Unemp Ins CDTS # 2	\$ 25,000	\$ 33,800	\$ 50,000	100.0%
Workers' Comp	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	0.0%
Uniform Allowance	\$ 425,000	\$ 425,000	\$ 225,000	-47.1%
Tool Allowance	\$ 45,000	\$ 45,000	\$ 45,000	0.0%
Meal Allowance	\$ 53,000	\$ 53,000	\$ 53,000	0.0%
Uniform Laundry	\$ 40,000	\$ 40,000	\$ 40,000	0.0%
Felonious Assult	\$ 2,000	\$ 1,784	\$ 2,000	0.0%
Subtotal	\$ 14,314,620	\$ 13,584,539	\$ 14,165,720	-1.0%
Total	\$ 16,344,008	\$ 15,707,493	\$ 16,227,841	-0.7%



Benefits of Competitive Procurements

Using a competitive procurement process can have a positive effect on the cost and quality of products and services the Authority consumes. Below are three types of improvements and what products and services the Authority procured that realized these benefits.

More Service, Cost Decrease

Private Investigative Service - \$10.00 per hour decrease, better reporting and broader duties.

More Service, No cost Increase

Medical testing – more services
Temporary Staff – more services

Same Product/Service, Cost Decrease

Bus batteries and fasteners - \$147,000 combined decrease

Procurement & Inventory

The mission of CDTA is the provision of safe, reliable transportation at reasonable cost. It is the function of Procurement and Inventory to support this mission as well as the core values of CDTA through procuring and supplying parts, supplies and services necessary for all other departments.

Procurement works directly with all departments to support their work efforts. The goal is to plan for future needs accordingly and to ensure that all Federal, State and CDTA procurement guidelines are adhered to. The Senior Buyer reports directly to the Director. The Director manages the Disadvantaged Business Enterprise (DBE) Program and all sealed procurement opportunities. The Senior Buyer manages daily small purchases and transactions.

Inventory directly supports the maintenance function in each bus facility to supply parts for vehicle maintenance and repair. The Inventory Manager works from the Albany Division and reports to the Director., he manages a total of 6 staff between all three divisions.

Annual Summary

During the prior year, the Department absorbed Inventory from the Maintenance Department into Procurement. The goal was to allow more efficient communication between the two departments and greater oversight of the Inventory process. During the first months of this new reporting structure the processes in place in Inventory have been reviewed for appropriate controls and for areas that efficiency can be improved.

The focus of Procurement was to look at a number of areas that could provide cost savings and greater control of goods and services through a competitive procurement. Five services and parts were identified as needing to be procured through a competitive process.



The results have been what was expected and monitoring of future opportunities that are not being sought by user departments will continue.

Procurement Budget

Increased Competition

CDTA recently held a **Vendor Fair** that was well received. This allows current vendors to be updated on CDTA policies and potential new vendors to become aware of the types of products we procure. The hope is to increase competition with this increased awareness.

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Purchasing - Authority	\$ 90,079	\$ 90,888	\$ 150,177	66.7%
Stock Room	\$ 172,304	\$ 198,190	\$ 183,535	7.7%
Total Salaries	\$ 262,383	\$ 289,078	\$ 333,712	27%
Dues & Subscriptions	\$ 30,000	\$ 29,448	\$ 31,000	3%
Profes Service General	\$ 10,000	\$ 20,392	\$ 10,000	0.0%
Maint Service General	\$ 4,000	\$ 4,000	\$ 8,000	100.0%
Maint Service General	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Maint Service General	\$ 10,000	\$ 19,306	\$ 4,000	-60.0%
Mat & Supp General	\$ 115,000	\$ 101,152	\$ 121,000	5.2%
Mat & Supp General	\$ 500	\$ 500	\$ 500	0.0%
Mat & Supp General	\$ 1,200	\$ 1,200	\$ 1,200	0.0%
Travel & Meetings	\$ 5,000	\$ 6,498	\$ 6,300	26%
Advertising	\$ 11,000	\$ 16,654	\$ 15,000	36.0%
Subtotal	\$ 187,700	\$ 200,150	\$ 198,000	5%
Total	\$ 450,083	\$ 489,228	\$ 531,712	18%



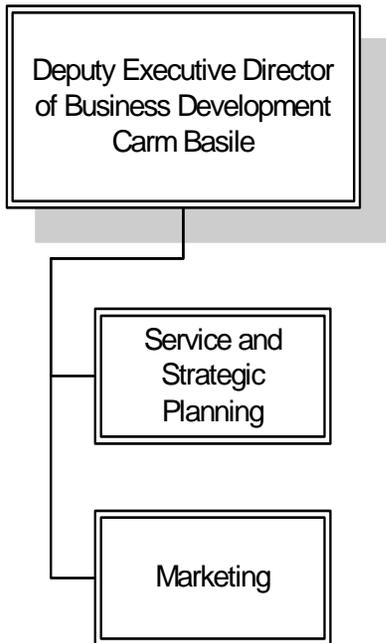
Core Purpose

To grow the services and customer base for CDTA

Core Goal

To develop systems that improve the productivity of services, while improving the image and community presence of CDTA

Business Development Management



Business Development Department

The Business Development Department is responsible for growing the services and customer base for CDTA. It provides strategic and service planning, corporate communications, sales and outreach, and customer support services. This includes route-planning, delivery of customer information (call centers, web site and printed schedules). The department is responsible for all Swiper and ticket sales, public relations, market research and facility advertising. The standing goals of the department are to:

- ◆ Grow Organizational Ridership and Resources
- ◆ Grow Organizational Productivity
- ◆ Improve Organization Image and Community Presence

Annual Summary

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

Ridership and Revenue Targets – we will establish a ridership increase target of 3% for the year, with a corresponding 3% increase in revenue.

Branding – we will strengthen message delivery and continue positioning CDTA as a growing and vibrant system. The iRide icon will be strengthened with an umbrella campaign designed around “why iRide”. We will solidify service branding by category to include individual components like buses, signs, schedules and uniforms. There will be a particular effort to give the Route 5 BRT service an identity within the iRide family.

Customer Information and Communication – we will continue to make the system user friendly, with simplification the centerpiece of all efforts. This includes improvement of



CDTA held a press conference unveiling its new Hybrid Electric Vehicles (above).



CDTA Board Chairman David Stackrow speaks at a press conference announcing changes to Saratoga Service (above).

our web site with pod casts and fare media purchase options. We will give customers an ability to receive broadcast updates and make the web site as interactive as possible. As we unveil a trip planning function, we will advance real time information at bus stops and study off-board fare collection options. We will convert printed schedules to the iRide format and will increase static information at bus stops, including more iStops and system information in shelters.

Service Planning and Implementation Plans – using TDP principles as our guide, we will advance a service plan for our Schenectady route network. The plan will be based on broad community input, with implementation anticipated by late 2008. Once the Schenectady plan is complete, similar plans will be advanced in Troy and Albany. NX service restructuring will also advance this year, including fare simplification and route redesign. We will also work with the IT Department to upgrade data used in system evaluation.

Consolidate Call Centers – we will merge the telephone information and access call centers by late 2008. This has been stalled as we search for real estate to house the new call center. Assuming resolution of the site matter, we anticipate that a fully consolidated center (including STAR) could be operational by mid-2009.

Route 5 Service Improvements (BRT) – we anticipate installation of identification totems at 20 station locations by the end of 2008. This is a key step towards building public support and recognition for the project. We will advance a management structure for the service, along with a design for advanced signal and queue jumper technology. Station design will advance to construction documents in cooperation with NYSDOT and municipal partners.

Off-board fare collection systems will be evaluated along the corridor; we will continue to develop shared use park and ride lot arrangements; and we will integrate ITS projects as appropriate.



Business Development Staff

	FY2008	FY2009
Senior Manager	1	1
Director/Mgr	4	5
Schedulers	3.5	3.5
Service Planner	1	1
Inspector PT	0.25	0
Access Transit	7	7.5
Operator FT	4	4
Operator PT	3	3
Sales FT	3	4
Sales PT	2	2
Public Relations	6	6.5
	<u>34.75</u>	<u>37.5</u>

Additional staff in **Business Development** will be spread to help in several key areas.

Internal Communications – we will develop a comprehensive employee communication plan that supports our new branding scheme. The centerpiece of our efforts this year will be the CDTA Gainsharing Program. We will communicate the details of the Gainsharing Plan to employees, with emphasis on the plan targets and the results from meeting and exceeding the targets. We will also promote the organization’s Strategic Business Plan to all employees.

Outreach and Community Relations – we will organize civic and neighborhood meetings to advance our message and communicate with the public regarding transportation and service issues. Editorial board meetings will be organized to strengthen our messaging.

We will be active on land use planning issues, participating in the site review process, being active in Linkage and other studies, and advocating for transit-supportive pedestrian infrastructure, parking policies, and site design.

Saratoga Issues – we will issue an RFP to identify appropriate sites for development of a transit facility in Saratoga County. We anticipate a site selection by the end of 2008.

We will continue to build ridership on the new Saratoga service and will prepare a first year evaluation of service, with recommendations for continued ridership and service growth.

Strategic Planning – we will collaborate with CDTC to advocate for the recently adopted New Visions Regional Transportation Plan 2030. New Visions advances major hubs and expansion of BRT-type service.

Travel Demand Management - we will continue to advance regional congestion mitigation and air quality improvement initiatives. This includes a carpool matching website, a parking benefits programs for transit users, corporate try transit programs and development of Transportation Management Associations in major employment zones.

Street Amenities Program – we will continue to upgrade our street amenities network, by replacing shelters to bring our inventory into a common style and expanding the network where demand warrants. We will advance major renovation and replacement of transfer centers at Crossgates Mall, Latham Farms and Pearl Street; and we will introduce more solar-powered components to the amenity program with the help of a NYSERDA grant.

Business Development Budget



Rendition of station design at major transfer centers.

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Salaries	\$ 415,192	\$ 454,280	\$ 861,109	35.6%
Scheduling	\$ 220,011	\$ 198,188	\$ -	-100.0%
Scheduling & Inspector	\$ 23,000	\$ -	\$ 18,919	-17.7%
Wages Telephone FT	\$ 142,851	\$ 170,334	\$ 160,518	12.4%
Wages Sales	\$ 124,341	\$ 125,596	\$ 187,852	51.1%
Total Salaries	\$ 925,395	\$ 948,398	\$ 1,228,398	32.7%
Market Research	\$ 50,000	\$ 51,904	\$ 55,000	10.0%
Schedules	\$ 75,000	\$ 75,000	\$ 90,000	20.0%
Material & Supplies	\$ 40,000	\$ 40,000	\$ 40,000	0.0%
Dues & Subscription	\$ 3,000	\$ 3,000	\$ 3,000	0.0%
Travel & Meetings	\$ 20,000	\$ 38,296	\$ 26,000	30.0%
Advertising	\$ 300,000	\$ 350,374	\$ 365,000	21.7%
Lease New Office Space	\$ 23,500	\$ 23,500	\$ 23,500	0.0%
Subtotal	\$ 511,500	\$ 582,074	\$ 611,500	19.6%
Total	\$ 1,436,895	\$ 1,530,472	\$ 1,830,898	27.4%



Core Purpose

To provide exceptional value through the development and support of innovative technologies.

Core Goal

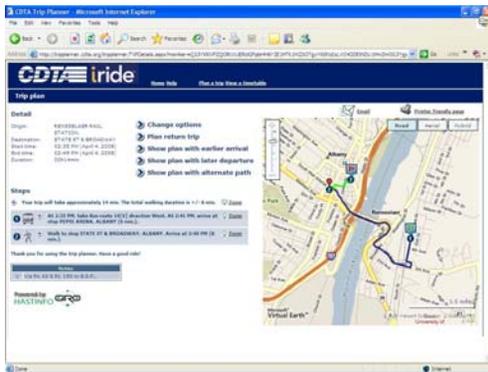
To be technologically progressive, industry-leading department that aligns itself directly with the strategic goals of the Authority.

Information Technology Department

At CDTA, the mission of the Information Technology Department is to provide exceptional value through the development and support of innovative technologies. The primary management projects/processes of the Department include service implementation, service management (including data), customer information, safety and security, asset management and infrastructure. The Department serves to enhance productivity by achieving operational excellence within system operations, business processes optimization and the protection, accessibility, and availability of information. The Department provides project management services for new technology initiatives for the Authority, and coordinates with peer departments in developing policies and procedures for utilizing hardware, software, data, and personnel to achieve the strategic goals of the organization.

Annual Summary

Major focus for the Information Technology department during this past year covered a number of different management areas. Significant investments have been made in infrastructure upgrades including: accommodations aligning with disaster recovery strategy; implementation of fiber optic connectivity at three sites; and development of infrastructure to support a mobile camera system. Software investments have also been made including: call center software enhancements to lay the foundation for a fully centralized call center and a metrics based approach to its management; financial management information system upgrades; scheduling system upgrades; and utilization of the web as an effective mechanism to provide enhanced service to our staff and customers (including an employee portal, web based trip planning, and distribution of multimedia content on the Authority's web site). Additionally, in coordination with the Operations, Business Development and Transportation departments, the Information Technology department has implemented Geographic Information System (GIS) data sets that will enable paratransit (STAR) dispatchers to more efficiently maintain service for our STAR riders.



View of CDTA’s web-based Trip Planner accessible at www.cdfa.org

The department has also made significant advances in managing the Authority’s Mobile Data Communications System (MDCS) Intelligent Transportation Systems (ITS) to ensure an enhanced level of service for the next year.

From an operational improvement perspective, the department has implemented enhanced processes and procedures enabling effective use of project and communication management techniques, as well as employing a policy of shared stakeholder ownership.

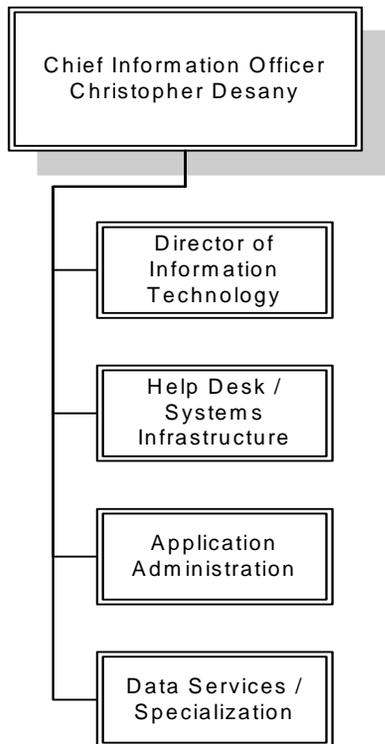
To help guide the department and serve as an investment roadmap for the next 5-10 years, the department is always continuing to develop and enhance its Strategic Management Plan. These activities have enhanced the department’s ability to effectively service the needs of Authority staff, and more importantly, our ridership at large.

Looking Forward

The single most important goal of the Information Technology Department is to support the goals and objectives of the Authority as a whole. In particular, IT will be looking to serve as a critical resource in maintaining financial stability, enhancing customer focus, improving mobility and access, integrating transportation and land use, and increasing employee ownership. At the same time, the Department is looking at this next fiscal year as a time to not only complete existing projects, but leverage current systems to their fullest potential.

In support these goals, the department maintains day-to-day operations in the areas of hardware, software, telecommunications, infrastructure and data. Additionally, the following capital project initiatives are planned in 2008-09:

Information Technology Management



Software Replacement/Upgrades - This project includes routine software, licensing, services and upgrades to various enterprise business applications and statistical tools for improved reporting and information flows. Other activities of this project include the expansion of remote access for staff, messaging infrastructure, and office productivity suite.

Saratoga County Radio Communications Expansion – This project is intended to expand wireless radio (RF) communications in Saratoga County, while also improving communications in Albany, Rensselaer and Schenectady counties. This project also includes improvements to the existing communications tower at Crawford Hill in Rotterdam.

Real Time Information – In order to improve the quality and reliability of real time information to customers, there are a number of improvements to the existing Mobile Data Communications System scheduled. This includes electronic schedule displays at key transfer centers throughout the region, an expansion of our automatic passenger counters for new vehicles and a web interface, which utilizes short message service or SMS, for mobile phones or personal digital assistants. These activities are intended to support the upcoming Bust Rapid Transit (BRT) implementation in future years.

MDCS upgrades – This project includes hardware, software, licensing and services associated with new systems and/or upgrades to the Mobile Data Communications System (MDCS). Subprojects include proof of concepts for wayside signs, simple messaging service (SMS), and kiosks to support the upcoming Bust Rapid Transit (BRT) implementation. It also includes Transportation Management Center real time traffic camera integration to Authority systems, conducting a feasibility analysis for implementing redundant power/communications at Authority radio tower sites, and expanding the use of mobile devices in supervisory vehicles.

The Information Technology Department commissioned an **Information Management Study** to analyze management measures, information access tools, and business processes at the Authority. The results will help CDTA streamline operations and more effectively support planning and transportation activities using an enhanced metrics based approach to decision making.

Information Technology will be working to add **schedule displays** at key transfer centers across the region allowing customers access to real-time schedule information while they wait for their connections.

Information Management Plan – Information access has been an ongoing issue over the past few years across multiple departments due to the large increase in data from our many enterprise information systems. With this in mind, one of the most important goals of the department this year is to help improve the quality and access of information for each enterprise system. To facilitate this, an information management study is currently being conducted and will continue throughout the next fiscal year. The study focuses on business processes (and reengineering), information access tools, database administration, and management metrics. User training, ease of access to information through a web portal and improved reporting tools are some other changes planned for the year. Ongoing efforts to improve information access will remain a high priority for this fiscal year and beyond.

Hardware Replacement Upgrades – This project includes the normal purchase of replacement hardware, networking and telecommunications equipment, as well as, other office hardware technology tools due to lifecycle/depreciation (5years) and/or system performance incompatibility. Commitments include investments in workstations, servers (including consolidation), peripherals, and general computer room upgrades.

Disaster Recovery Planning (DRP) Upgrades – A significant investment is continued this year to improve the Authority’s disaster readiness or contingency planning measures. A number of enterprise systems will receive software and redundant system upgrades to improve the stability and disaster readiness of the Authority’s more critical enterprise systems. This includes the setup of “hot site” storage area networks (SAN), to enable users at local and remote locations access to enterprise business applications in the event of a long-term outage at the Albany division. This project also includes the installation of new uninterruptible power supplies (UPS), a fire suppression system, and maintaining adequate levels of spare inventory.



Information Technology Staff

	FY2008	FY2009
IT Management	3	2
Help Desk	2	2
Application Admin	5	4
Data Services	0	4
Engineering	1	1
	11	13

The **Information Technology Department** will add a Scheduling Systems Administrator for the management, reporting, configuration, development, security, training, and maintenance of the Authority's fixed route and paratransit scheduling systems. Additionally, the Department will be adding resources for the installation, repair, and decommission of the on-board components of the Mobile Data Communications System

Customer Call Center Upgrades – The Department plans on upgrading its Interactive Voice Response (IVR) system in its call centers this year, along with finalizing the details of the web based trip-planning implementation.

Additional Projects – In addition to daily operational activities and capital projects, the Information Technology department will continue to support Authority-wide projects that have information technology components. These activities include the implementation of a fixed camera security system and a new consolidated call center.

Information Technology Budget

	Budget 2008	Estimate Actual 2008	Proposed Budget 2009	Percent Change
Information Technologies	\$ 402,966	\$ 401,126	\$ 678,360	68.3%
Total Salaries	\$ 402,966	\$ 401,126	\$ 678,360	68.3%
Computing Services - Helpdesk	\$ 120,000	\$ 159,618		-100.0%
Professional Services	\$ 10,000	\$ 10,000	\$ 210,260	2002.6%
Telecommunications Service	\$ 65,000	\$ 65,840	\$ 274,800	322.8%
Computing Services	\$ 50,000	\$ 50,000	\$ 40,000	-20.0%
Maintenance Contracts	\$ 791,824	\$ 853,373	\$ 645,453	-18.5%
Miscellaneous	\$ 25,000	\$ 25,000	\$ 30,000	20.0%
Travel & Meetings	\$ 15,000	\$ 15,000	\$ 30,000	100%
Subtotal	\$ 1,076,824	\$1,178,831	\$1,230,513	14.3%
Total	\$ 1,479,790	\$1,579,957	\$1,908,873	29.0%

Capital Highlights

Fleet

We will buy 22 new vehicles from our Gillig Contract this year. All 22 will be hybrid-electrics (\$10.6m). CDTA also has an unfunded air quality mandate that will consume grant funds (\$.9m) making the largest portion of our capital plan fleet related.

BRT Stations

Construction will start on BRT stations during this fiscal year (\$3.87m). This is the first phase of their construction along the Route 5 Corridor.

Shelters

CDTA will continue its shelter program (\$.4m) which targets 10% of the systems shelters for replacement each year.

Security

Security funds will be spent at the Rensselaer Rail Station in addition to equipping all new vehicles with camera systems.

Capital Projects Fiscal Year 2009

Grant Funded:	Federal	State	CDTA	Total
Bus Replacement	\$4,000,512	\$1,536,064	\$5,063,424	\$10,600,000
Software Replacement	\$240,000	\$30,000	\$30,000	\$300,000
Vehicle Filter Replacement	\$720,000	\$90,000	\$90,000	\$900,000
Shelters	\$320,000	\$40,000	\$40,000	\$400,000
Transfer Station Construction	240,000	30,000	\$30,000	\$300,000
NY5 BRT: Signal Priority	\$96,000	\$12,000	\$12,000	\$120,000
NY5 BRT; Queue Jumpers	\$88,800	\$11,100	\$11,100	\$111,000
Corridor Management Initiative	\$184,000	\$23,000	\$23,000	\$230,000
Travel Demand Management	\$420,000	\$52,500	\$52,500	\$525,000
Expanded Transit Pilot Program	\$800,000	\$100,000	\$100,000	\$1,000,000
Total Grant Funded	\$10,386,672	\$2,334,334	\$5,861,694	\$18,357,700
Non Grant Funded:				
Operating Facilities			\$2,695,000	\$3,360,000
Information Technology			\$1,985,500	\$1,020,500
Rensselaer Rail Station			\$275,000	\$275,000
Security			\$455,000	\$455,000
iRide Branding			\$300,000	\$300,000
Ticket Vending Machine			\$100,000	\$100,000
Total Non Grant Funded	\$0	\$0	\$7,610,500	\$5,780,500
Total Capital Projects	\$10,386,672	\$2,334,334	\$13,472,194	\$24,138,200

Project Purpose

Normal Replacement

This is replacement of an asset that has reached the end of its useful life. The useful life of our primary assets (vehicles and buildings) defined by the Federal Transit Administration.

FY2009

- Fleet Replacement
- Street Amenities
- Software
- Lift Replacement

State of Good Repair

Work done to an asset that is required to keep it functional. This typically will extend the useful life of the asset or keep it less expensive to maintain.

FY2009

- Flooring in the storage rooms
- Air Compressors in Albany

System Improvement

Investments designed to improve the system for our customers and employees. This includes capital required for expansion service.

FY2009

- BRT Stations

Transfer Station Construction

Five Year Capital Plan by Purpose						
FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total	
Normal Replacement						
\$ 12,447,500	\$ 22,438,593	\$ 7,435,000	\$ 32,828,891	\$ 1,950,000	\$ 77,099,984	
52%	39%	22%	86%	31%	49%	
State of Good Repair						
\$ 450,000	\$ 9,350,000	\$ 5,975,000	\$ 2,350,000	\$ 2,350,000	\$ 20,475,000	
2%	17%	18%	6%	38%	13%	
System Improvement						
\$ 11,240,700	\$ 24,047,250	\$ 20,169,200	\$ 2,994,200	\$ 1,940,000	\$ 60,391,350	
46%	44%	60%	8%	31%	38%	
Total						
\$ 24,138,200	\$ 55,835,843	\$ 33,579,200	\$ 38,173,091	\$ 6,240,000	\$ 157,966,334	

Five-Year Capital Plan Summary

Using a combination of grant and local funding CDTA was able to provide the region with a comprehensive five-year capital plan. During year one of this plan, CDTA will replace 22 vehicles. These replacements will include hybrid electric components making them more ‘green’. We will also continue to invest in capital projects that affect the customer experience. Various forms of street amenity improvements will take place. We will continue to replace on an as-needed basis the normal shelters in the system but we will also enhance major transfer points to accommodate increased customer levels. Add these projects to the construction of BRT stations and you will recognize that CDTA is trying to improve the customer experience.

Physical Plant

Bus & Rail Facilities



Buses getting ready to leave the Albany Division for service

Albany Division – (110 Watervliet Avenue, Albany) The Albany Bus Facility was originally constructed in 1968 with a floor surface area of approximately 125,500 square feet. Garage additions were completed in 1974 and 1989 and office additions were completed in 1980 and 1990. This facility serves as the Capital District Transportation Authority’s administrative headquarters and is the Authority’s primary bus maintenance facility. The floor surface area of the facility is currently 161,600 square feet. The Albany Division is located on the northwest corner of Watervliet Avenue in Western Albany. There are currently 155 buses assigned to the Albany Division requiring some outside parking to accommodate capacity.

Schenectady Division – (2401 Maxon Road, Schenectady) The Schenectady Bus Facility was originally 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 the Capital District Transportation Authority’s operating base for Schenectady and Saratoga Counties and houses approximately 50 buses.

Troy Division – (40 Hoosick Street, Troy) The Troy Bus Facility was originally constructed in 1980 with a floor surface area of approximately 60,000 square feet. This facility serves as the Capital District Transportation Authority’s operating base for service to Rensselaer County and houses approximately 60 buses.

Rensselaer Rail Station - The CDTA Rensselaer Rail Station, which opened in September 2002, is the 9th busiest station in the country, serving more than 750,000



Customers wait in a shelter

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 Rensselaer Rail Station is an 80,000 square foot building, with 67,000 square feet of floor space.

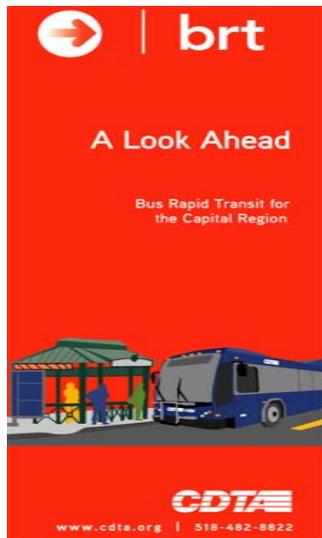
Saratoga Springs Rail Station - The renovated CDTA Saratoga Springs station, opened in March 2004. It serves approximately 23,000 passengers each year, primarily for travel to New York City. The new station also serves the Empire Corridor with the Adirondack route, which travels to and from Canada, and 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 available retail space.

Park and Ride Lots --Region-wide, there are about 2000 available parking spaces in 24 Park & Ride Lots strategically located with access to transportation facilities. There are a variety of ownership and maintenance arrangements, with many shared use arrangements that mutually benefit transit, customers, and the hosting business establishment. NYSDOT or municipalities sponsor most lots and CDTA has specific ownership and maintenance responsibility for the Defreestville and Schodack Town Hall lots.

Bus Shelters/Stops – There are approximately 225 bus shelters served by CDTA 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 a set of criteria that gives priority to locations with more than 100 boardings per day, transfer points, and locations where cooperative road owners or adjacent businesses are willing to share in the site preparation or ongoing maintenance of a shelter. There are over 3,500 bus stops in the CDTA system, primarily located within the public right-of-way. CDTA has an ongoing passenger information and amenities program to improve the function and safety of these bus stops.



Hybrid Electric Vehicle



BRT Pamphlet

Appropriations Requests

Fleet Replacement

Amount - \$7,000,000

Project – Replace 13 Clean Diesle vehicles with 13 Hybrid Electric Vehicles

Summary – Fleet replacement is always a top priority for CDTA. As an organization wwe are attempting to flatten our fleet purchases. This will create a better vehicle maintenance situation as well as more flat capital needs in the future.

CDTA Downtown Albany Intermodal Center

Amount - \$12,000,000

Project – Build an intermodal facility in Downtown Albany

Summary - CDTA is the only upstate transit authority without transportation hub. This facility would provide customers the opportunity to wait for connections in a well lit, safe, and secure location with retail and real-time information at their disposal.

CDTA Saratoga Bus Facility

Amount - \$15,500,000

Project – Build a transit facility in Saratoga

Summary – With service expansion in Saratoga County, CDTA will need a facility to support these increased operations.

CDTA NY5 BRT Station Construction

Amount - \$5,000,000

Project – Construction of 20 passenger stations along the Route 5 Corridor

Summary – BRT is expected to serve 3.5 million people. It will be a catalyst for economic revitalization, improved mobility, and reduced congestion.