

# CAPITAL DISTRICT TRANSPORTATION AUTHORITY

## 2024 FISCAL YEAR OPERATING & CAPITAL PLAN





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*(Fiscal Year - April 1, 2022 through March 31, 2023)*

## **CDTA BOARD OF DIRECTORS**

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Schenectady County

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Albany County

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Rensselaer County

**Joseph M. Spairana Jr.**

Rensselaer County

**Pat M. Lance Sr.**

Labor Representative

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**Carm Basile**

Chief Executive Officer

**April 1, 2023**

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

We are pleased to present a balanced budget for Fiscal Year 2024. The plan calls for \$126 million in spending, offset by corresponding revenues. We are also advancing a five-year capital plan that totals \$275 million to support projects that will further diversify our service network and improve mobility for the people who live and work in the Capital Region.

We want to thank our partners at the state and federal level for their investment in our services which has resulted in more than 90% of our pre-pandemic ridership returning over the past year. With their support, we continue provide more mobility, better accessibility, and improved connections. We are proud of the work we do and want to acknowledge the more than 100 community partners that help us connect the region's communities.

The budget is highlighted by the anticipated deployment of the Purple Line BRT that will connect Downtown Albany, the University of Albany and Crossgates Mall. Work on our first Mobility Center is underway in Schenectady along with plans to replicate that model where appropriate. Those projects will build on our strong foundation to support expansion of our network of services to an even larger population than ever before.

The variety of services customers demand has grown our new mobility services menu, including CDPHP *Cycle!* bike sharing, *FLEX* On Demand and our all-electric car sharing program *DRIVE*. These services are integral to how we move people throughout the region, serving as regular additions to our Universal Access agreements, and giving better access to the Capital Region.

We count more than 30 Universal Access partners in this program that provide access to their organizations with unlimited ridership passes or new service arrangements that showcase the value of CDTA's mobility menu.

It is an exciting time at CDTA with the expansion of our service area into Montgomery County, growth of sustainable mobility options, and a workforce that connects the region's communities. All this work would not be possible without the work of our 750 employees that keep us moving forward each day.

Thank you.

**Jayne Lahut**  
**CDTA Chairman of the Board**

**Carm Basile**  
**Chief Executive Officer**

# BUDGET IN BRIEF

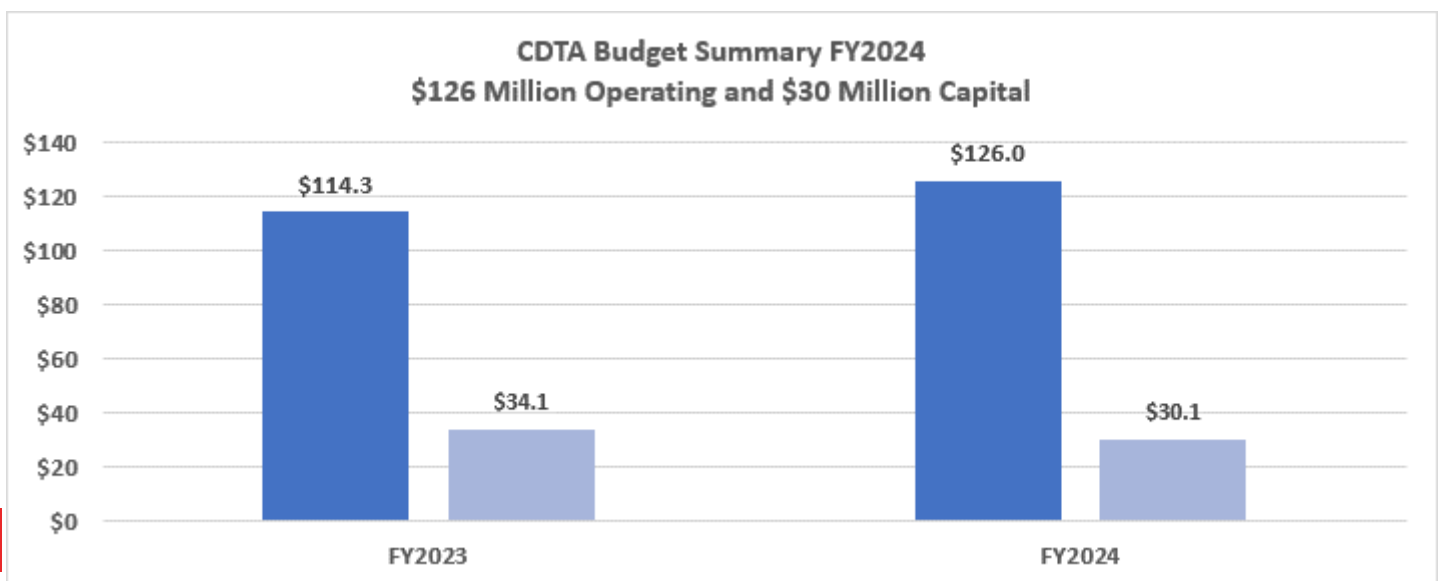
CDTA's Operating Budget for Fiscal Year 2024 is balanced with revenue and expenses equaling \$126 million. Our capital expenses will total \$30.1 million covering projects to move our multimodal transit network forward.

The budget includes revenue from customer fares and universal access contracts, mortgage recording tax, and federal and state funding. Major expense lines are wages, benefits, maintenance, fuel, purchased transportation and supplies.

The capital budget uses federal and state grants for vehicle purchases, construction and maintenance of facilities, and acquisition of communication systems. Capital programs include upgrades to our Red Line BRT, support for our fleet replacement program, expansion of mobility services, electrification upgrades at our facilities, along with the region's first multimodal location, and the Gateway Mobility Center in Schenectady.

The operating budget will increase by roughly \$12 million from last year accommodating the new Purple Line BRT, which will hit the road later this year. Wages and benefits make up most of the expenses for the organization, with nearly \$85 million of the budget dedicated to these lines.

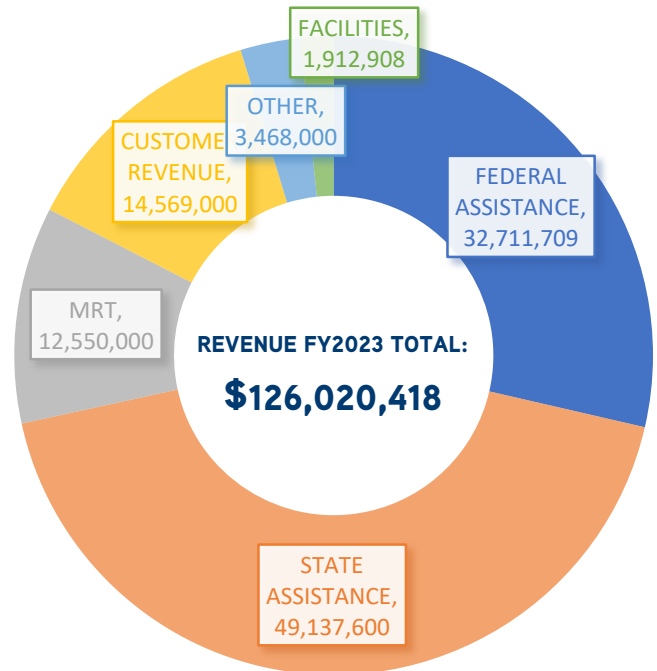
We are seeing revenues rebound across a variety of categories. We expect Universal Access contracts with employers and educational institutions to continue growing ridership with additional opportunity to further mobility product access.



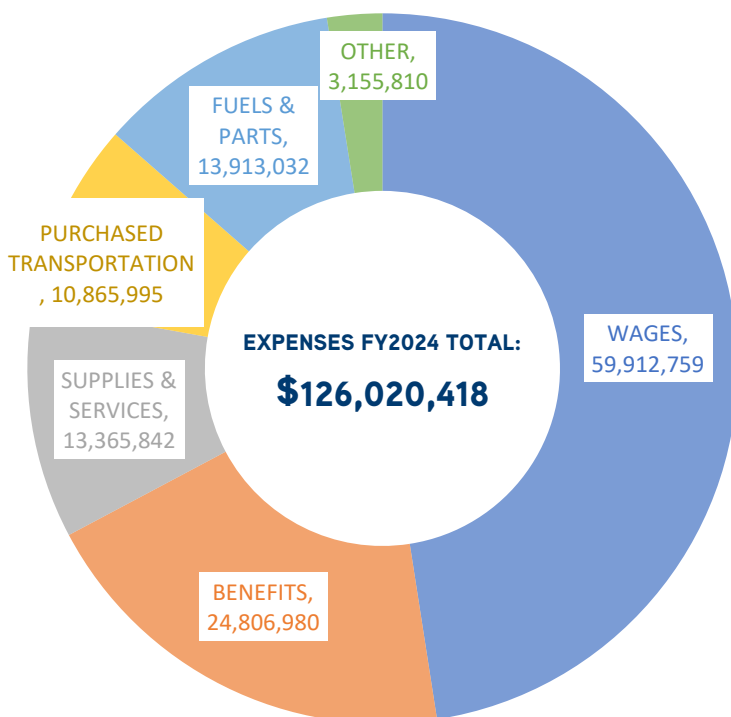


## REVENUE OVERVIEW

Customer revenue increases continue as we grow the CDTA footprint while providing partnerships across the region. We are increasing this line by 30% as customers return to our services, buoyed by our Universal Access program and marketing efforts that have grown the program to more than 30 partners. Revenue to Rensselaer Rail Station is improving with Amtrak customers using our parking facilities in larger numbers. Our vendor leases have been restored and we implemented new parking rates on April 3, 2023.



## EXPENSES OVERVIEW



We continue to invest in our people with 70% of our expenses directed towards employees who operate and maintain equipment for our customers. We are expecting an increase in wages to accommodate our Purple Line BRT service along with anticipation of a new collective bargaining agreement. We have budgeted for increases on health care premium renewals. We increased the Professional Services line by moving carshare, bikeshare, and marketing services to the operating budget as they mature with corresponding decreases to the capital plan. Purchased Transportation will increase by 16% to cover paratransit and express services. Fuel costs will increase this year to accommodate a changing marketplace.

## BUDGET HIGHLIGHTS

- Mortgage Recording Tax (MRT) outperformed the budget in FY2023 with close to \$15 million in receipts. Although we anticipate a slowdown in FY24 for MRT because of high interest rates, we are keeping the budget line at the same level because of increased housing values and a demand for single family homes.
- Customer revenue is increasing as ridership returns to pre-pandemic levels. We are projecting a \$4.4 million increase in this revenue line.
- Rensselaer Rail Station (RRS) revenue continues to rise as customers returned to train travel and use of our parking complex. We have increased this line by \$1 million with a new parking rate structure implemented in April 2023.
- Our transit advertising program is exceptional with over \$1.7 million budgeted for FY2024. This increase of 25% is driven by the attractiveness of our system.
- Workforce costs drive the expense side of the budget with wages and benefits for our 750-person team account 70% of our spending.
- Wage changes drive increases in benefit categories like health care, workers' compensation, and employee pension costs.
- Purchased transportation increases accommodate a new contract for paratransit services along with the express services.
- Fuel price volatility has caused an increase in our costs for FY2024. This line will go up 30% to reach nearly \$8 million.





## CAPITAL PLAN

Capital projects accommodate safety improvements throughout the system and replacement of assets that have exceeded their useful life. The first year of the five-year Capital Plan is funded with \$30 million from grants. About half of the plan is dedicated to vehicle purchases including replacements of 40' foot buses, STAR buses, and FLEX vehicles. This year's plan includes construction of the Gateway Mobility Center along with improvements on the Red Line BRT. We will upgrade the parking information system at the Rensselaer Rail Station as the building moves past its 20th year of operation. We will build infrastructure to increase charging capacity at 110 Watervliet Avenue with support from a federal grant.

<b>Capital District Transportation Authority</b> <b>FY2024 Capital Plan</b> <b>April 1, 2023</b>		
<b>Project Name</b>	<b>Type</b>	<b>2024</b>
LOW/NO electrification and buses	Facilities	\$7,461,151
Electrification Make Ready	Facilities	\$2,090,000
Street Amenities (Shelter Program)	Facilities	\$250,000
Facilities Maintenance and Engineering	Facilities	\$550,000
Schenectady Updates	Facilities	\$250,000
Mobility Hubs	Facilities	\$600,000
RRS Enhancements	Facilities	\$200,000
Information Technology	IT	\$400,000
Mid-Sized Infrastructure	Planning	\$495,000
Transit Development Plan/Route Restructuring	Planning	\$514,045
Gateway Mobility Hub & Red Line Upgrade	Planning	\$1,400,000
Fleet Financing 2014	Rolling Stock	\$780,000
Fleet Financing 2022	Rolling Stock	\$1,555,000
Bus Replacement Program - Rolling Stock	Rolling Stock	\$10,350,000
NX Commuter Bus Replacement	Rolling Stock	\$1,200,000
Flex Vehicles	Rolling Stock	\$560,000
STAR Buses	Rolling Stock	\$650,000
Non-Revenue Vehicles	Rolling Stock	\$300,000
Trolleys	Rolling Stock	\$213,161
Mid-Life Hybrid Replacement/Engine Overhaul	Rolling Stock	\$300,000
<b>Total Expense</b>		<b>\$30,118,357</b>

## COMPANY HISTORY AND HIGHLIGHTS

The Capital District Transportation Authority was formed by the New York State legislature in 1970. The Authority is a public benefit corporation with the legislated purpose “to provide for the continuance, further development and improvement of transportation and other services related there to within the Capital District Transportation District by railroad, omnibus, marine and air.”

During its first 15 years of operation, the Authority developed management and operating systems, introduced a regional fare structure, and created a coordinated, vehicle replacement program. This solidified CDTA into a consolidated organization, providing coordinated service to customers. The CDTA logo became a recognizable regional icon, synonymous with quality transportation services. This consolidated management approach allowed CDTA to expand its mission towards enhancing regional mobility beyond the provision of transit services.

### REGIONAL EXPANSION

CDTA’s expanded role became evident when the Rensselaer Rail Station (RRS) opened in September 2002. The RRS consisted of several projects, including an 80,000-square foot station, a 600-car parking garage, and the Herrick Street Bridge. The project stimulated rail travel at the station, which now places in the top ten for ridership annually as part of Amtrak’s vibrant Northeast corridor. The station serves more than 1,000,000 customers annually and offers additional mobility choices including inter-city carrier, Megabus, and FLIX service along with ridesharing and livery services.

The Saratoga Springs Train Station opened in March 2004. The station offers traveler services, upgraded utilities and parking options. Greyhound and Adirondack Trailways have ticket space as it is a regular stop in their networks.

### COMMUTER CORRIDORS

CDTA assumed responsibility for service along the I-87 corridor in 2003, which was branded as the Northway Xpress. NX service was upgraded to make it more attractive to commuters. New buses, prepayment options, and more service has made NX a convenient way for customers to access employment centers in downtown Albany. The service was redesigned in 2012 to meet customer needs. The 2022 expansion into Montgomery County brought the addition of the Thruway Xpress to connect the City of Amsterdam with service into Downtown Albany.

## **BUS RAPID TRANSIT**

BusPlus has been a game changer, offering real time information, and complimentary Wi-Fi while spurring economic development along Route 5. The program began providing service on the 17-mile stretch between downtown Schenectady and downtown Albany in April 2011. A distinctive branding scheme signifies premium service featuring large, comfortable stations and enhanced features. Boardings on Route 5 have risen to nearly 4 million annually and remains one of the top producers in the service network.

The Blue Line BRT opened in November 2020 and travels a 16-mile route between Waterford, Cohoes,, Troy, Watervliet, and Albany. The service is supported by significant improvements including 31-paired stations, 20 branded vehicles, expansion of our Troy garage, improved pedestrian connections, and technology enhancements to prioritize bus traffic for efficiency. The Blue Line services a dense, urban corridor that connects offices, universities, retail centers, and residential areas in the heart of the Capital Region.

The Purple Line BRT will open in late 2023, connecting downtown Albany and Crossgates Mall with stops at The College of Saint Rose, University at Albany as well as the Harriman campus. The Purple Line will travel along the second busiest transit corridor in the region and connect with the Red and Blues Lines in downtown Albany. The Purple Line includes capital improvements like a dedicated busway between the UAlbany and Harriman Campuses, infrastructure enhancements at Crossgates Mall, along with new stations and other upgrades to the customer experience.

## **A PLAN FOR THE ROAD AHEAD**

Our Transit Development Plan (TDP), which outlined ways to increase ridership and maximize productivity via systematic network revisions by county in the early 2000s. The results were outstanding with record ridership and improved community support. The centerpiece was the introduction of Upstate New York's first Bus Rapid Transit Line, BusPlus.

Our Board of Directors adopted an updated TDP in 2014. The plan focuses on completion of the 40-mile Bus Rapid Transit route, a network of transit centers at high volume locations, more park and ride facilities and updated fare payment options for customers. A stakeholder outreach program insures the TDP aligns with regional goals and the Board's vision. We will update the TDP in 2023 to address changing commute patterns and demographics coming out of the pandemic.

## CONNECTING CUSTOMERS

Technology has improved our capabilities to deliver service and provide better information to our customers. We are one of the top viewed websites in the Capital Region with more than 12 million page views, while real time passenger information was accessed more than 5 million times. More than 85% of customers get updates on their mobile devices.

Our *Navigator* fare collection system offers contactless smart cards and mobile ticketing for customers. The system has been integrated with more than 50,000 new cards, easy-to-use fare products and an expanded retail network of 50 locations. We now offer a web portal to “recharge” cards and security features to give our customers a better experience.

## LOOKING TO THE FUTURE

CDTA is a leader with the deployment of 100% zero emission buses. The vehicles have become a regular part of the CDTA fleet, and we are ensuring facility updates to acknowledge the New York State goal of being net zero emissions by 2035. We currently operate eight electric vehicles in addition to the recently launched *DRIVE* electric car sharing program, which adds another layer of sustainable network options to our services. *DRIVE* customers can reserve, unlock, and drive an electric car from their mobile device.

We improved the region’s mobility menu with the introduction of the CDPHP *Cycle!* bike sharing program back in 2017. CDPHP *Cycle!* has grown in members and ridership each year while expanding across our service area. *FLEX* On Demand service is available in two zones as a new option to fixed route transit service. *FLEX* trips are requested via mobile application connecting customers to areas with higher density transit service.





## CORPORATE STRUCTURE

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

## ORGANIZATION OF DEPARTMENTS

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

## BOARD OF DIRECTORS

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



## SUBSIDIARY CORPORATIONS

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

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

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

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





## FACILITY DESCRIPTIONS AND LOCATIONS

**Albany Division/Administrative Headquarters** (110 Watervliet Avenue, Albany) - The Albany Facility was constructed in 1968 with a surface area of 161,600 square feet. Garage additions were completed in 1974 and 1989, and office additions were completed in 1980 and 1990. A 25,000 square foot addition was recently completed and will house buses for a third Bus Rapid Transit service, the Purple Line. The expanded garage includes three in-ground articulated maintenance lifts and installation of two new bus washes among other improvements. This facility is our administrative headquarters and our primary bus maintenance facility.

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

**Troy Division** (40 Hoosick Street, Troy) - The Troy Facility was constructed in 1980, with a surface area of approximately 60,000 square feet. This facility serves as our operating base for Rensselaer County and houses approximately 60 buses. We recently expanded the garage to accommodate more buses including the Blue Line BRT, while also expanding maintenance bays and new lifts.

**Rensselaer Rail Station** (525 East Street, Rensselaer) - The Rensselaer Rail Station is one of the busiest stations in the country, serving nearly 1,000,000 people annually. The multi-level facility features retail, commercial and meeting space, as well as ticketing, customer comfort and travel features. The facility is 80,000-square feet, featuring 67,000 square feet of floor space. Parking facilities were expanded in 2013 with the addition of 75 spaces. The facility can now accommodate close to 1,500 cars. The station recently celebrated its 20th Anniversary and remains a key regional landmark.

**Saratoga Springs Train Station** (26 Station Lane, Saratoga Springs) - The Saratoga Springs Train Station opened in March 2004. The facility serves approximately 25,000 people each year including CDTA, Amtrak, Adirondack Trailways and Greyhound customers. It is roughly 8,000 square feet and includes art exhibits and retail space. The station has a parking capacity of nearly 200 spaces.

**85 Watervliet Avenue** – CDTA departments operate in this building, which is part of our Albany Campus. The Facilities, Business Development, Planning, and Training Department are all located there. The building also houses the CDTA Sales Center.

**Park-&-Ride Lots** – There are about 2,000 parking spaces across 23 Park & Ride lots, throughout the CDTA service area. We have several ownership and maintenance arrangements that benefit customers, and the hosting business establishment. NYSDOT or municipalities sponsor most lots, with CDTA having ownership and maintenance responsibility for the remaining lots.

**Shelters/Stops** – There are nearly 300 customer shelters served by CDTA transit services. We focus on keeping stops and shelters in a state of good repair while adding customer amenities. There are over 2,500 bus stops in the CDTA system. In general, bus stops are located at ¼ mile intervals.

## CONTACT INFORMATION

The CDTA Operating and Capital Plan is shared with community partners, elected officials and business leaders. We encourage our partners to work with us and to contact us with questions and comments about this plan or any aspect of our operation.

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Chief Executive Officer

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