

Capital District Transportation Authority

Fiscal Year 2015
Operating & Capital Plan



FY2015 OPERATING AND CAPITAL PLAN

(Fiscal Year - April 1, 2014 through March 31, 2015)

CDTA BOARD OF DIRECTORS

David M. Stackrow (Chairman)
Represents Rensselaer County

Georgeanna N. Lussier (Vice-Chairwoman)
Represents Saratoga County

Joseph M. Spairana, Jr. (Secretary)
Represents Rensselaer County

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

Lisa Ballout
Represents Saratoga County

Denise A. Figueroa
Represents Albany County

Norman L. Miller
Represents Schenectady County

Thomas M. Owens
Represents Albany County

Mark G. Gerling
Represents Labor

TABLE OF CONTENTS

	Section	Page
1.	Budget Transmittal Letter from Chief Executive Officer	3
2.	Budget in Brief Summary of Operating & Capital Budgets	5
3.	Agency Overview Historical Summary & Executive Office	16
4.	State of the Authority Updated Infrastructure & Personnel Information	19
5.	Departmental Overviews Overview of All Departments	20
6.	Public Benefit Subsidiary Corporations Overview of Operating Subsidiaries	22
7.	Balance Sheet	23
8.	CDTA Contacts	24

April 1, 2014

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

From: Carm Basile, Chief Executive Officer

I am pleased to present our Budget and Operating Plan for FY2015. This is our key planning document and it supports the vision our Board of Directors has established for CDTA. The budget components and work plan are focused on innovative management, enhanced transit services and economic development throughout the Capital Region. The plan addresses the financial challenges we face, while building on the strong foundation that has been developed to advance customer and community needs.

The budget is balanced for FY2015. Our employees are actively engaged in helping us match spending to revenue in concert with state and federal assistance. The spending plan of \$78.4 million assumes no fare increase with a modest expansion of service on some of our busiest routes. A balanced budget is evidence to the commitment of our Board of Directors and staff towards a focus on innovation and expansion of transit choices in our region.

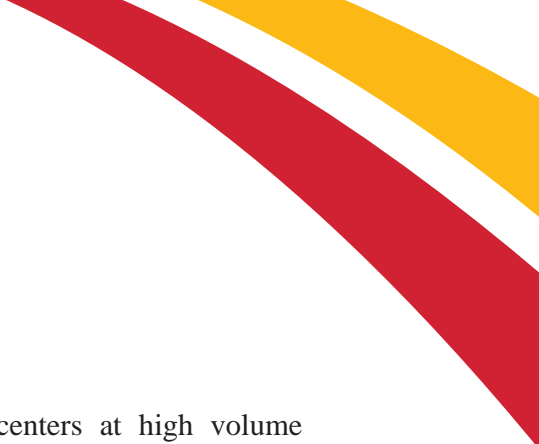
We completed 2013 with consistent gains in ridership, increased recognition of our innovative transit system and new customer programs. Overall, we served more than 16.3 million customers this fiscal year, our highest boarding count in 30 years. Ridership gains and system improvements are supported by efforts to position the system as a better way to travel throughout the Capital Region. This work is connecting the community and proving that CDTA is much more than a bus company – it is a stimulator of regional economic development opportunity.

Core tenets of our recent success are the continued growth of our universal access program and maturation of our Bus Rapid Transit service. Each has shown the ability to generate additional ridership and benefit the region's economy.

The region's business community is finding our universal access program, which allows the bulk purchase of fares, more useful each day. About 25% of our ridership comes from this arrangement, and we expect to see more growth during FY2015. We are showing the clear connection between quality transit service and economic development to businesses, universities and municipalities.

As we finalize expansion plans for a 40-mile BRT route network, we have garnered both local and federal support. We have moved the Washington/Western corridor (between downtown Albany, Harriman Campus, UAlbany and Crossgates Mall) through the federal funding pipeline, while we work to develop BRT service on the River Corridor (Route 32 between Albany and Troy).

We are preparing to roll out a state-of-the-art-fare collection system that will accommodate contactless smart cards, and mobile (smart phone) ticketing. The system will provide customers with greater flexibility alongside features and benefits beyond our current offerings. It will result in increased revenue security and conveniences for customers that will spin-off opportunities for business partnerships.



Our innovation platform includes a comprehensive network of transit centers at high volume locations. The centers will provide attractive places for the community to gather and use a range of transportation services. The centers will include space for retail and commercial development along with parking facilities to provide connectivity and revenue capacity. The centers will improve the transit experience, promote mobility, and encourage transit-oriented development.

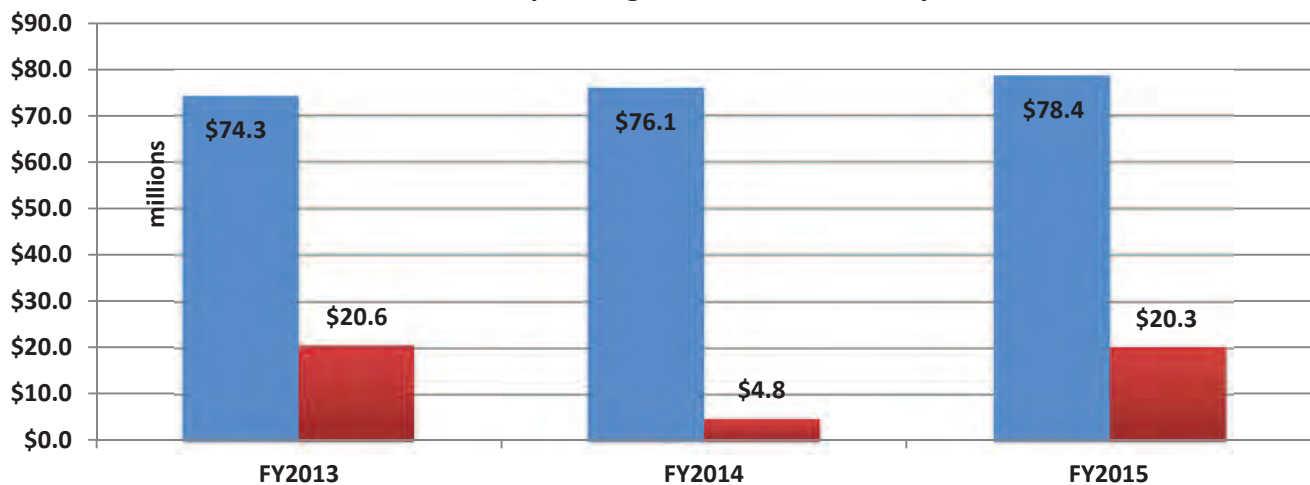
Our capital plans continue to include fleet replacement, which has positive impacts on our operating departments. While the plan is fully funded for FY2015, we have also been successful at extending vehicle life cycle expectations beyond 12 years. Our preventative maintenance program provides customers with the safe and reliable service CDTA is synonymous with. We have taken a creative approach to supporting an ambitious capital agenda, using grant funds and financing to ensure that we can support an agenda that delivers more service for customers.

We have upgraded our route network, made it easier to use, and positioned ourselves as a valued community resource. Our Board of Directors and staff provide forward thinking management that improves mobility throughout the Capital Region. We recognize the financial challenges we face, and yet, make sure to provide our employees with the tools necessary to meet customer demand. In the end, none of this could be done without our dedicated team of employees and loyal customers that rely on CDTA to get them to work, play and what matters.

Thank you.

BUDGET IN BRIEF

CDTA Budget Summary FY2015
\$78.4 Million Operating and \$20.3 Million Capital



The Authority's activities are distributed across Operational and Capital Spending. The Fiscal Year 2015 Operating Budget is balanced, with revenue and expenses equaling \$78,415,775. Capital expenses are expected to total \$20,337,135.

The budget includes revenue from customer fares and contracts, mortgage recording tax, federal assistance and state funding for operations, and several smaller revenue sources. Major expense categories include wages and benefits, maintenance, fuel, parts and supplies.

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

The operating budget will increase by \$2.3 million from last year. Going back to FY2009, the budget has grown by \$7.4 million. Over that time, we have provided contractual raises almost every year, we have absorbed significant increases in health care costs, and have dealt with wild fluctuations in fuel prices. We have been able to offset necessary increases by maintaining employment levels and reducing our expenses related to non-personnel lines.

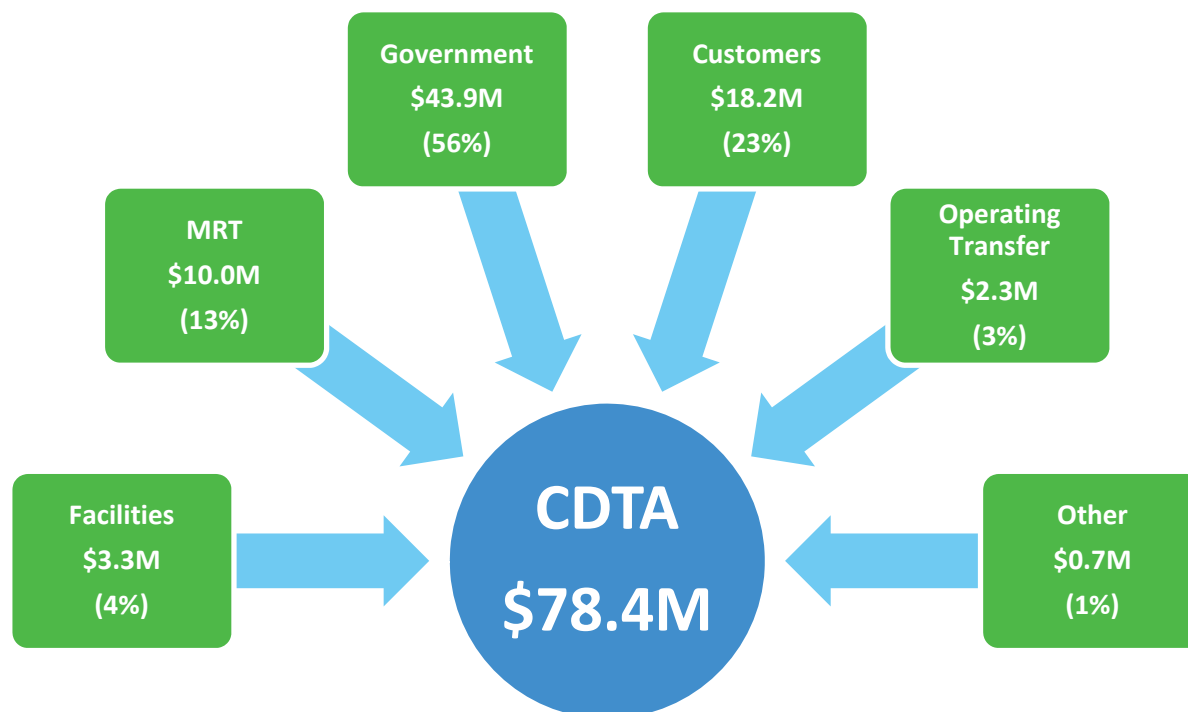
Our most significant financial issue is to grow revenue. Government sources like State Operating Assistance and Federal Section 5307 funding have not had significant growth since FY2009 (much like the economy). We have been successful in negotiating contracts with major employers and educational institutions that provide access to our system at fixed rates. This has increased expense recovery from operations and increased ridership throughout the system.

REVENUE SUMMARY

Revenue Item	Budget FY 2014	Budget FY 2015	% change
Government Assistance	\$41,326,683	\$43,895,477	6.2%
Customer Revenue	\$17,650,000	\$18,180,000	3.0%
Mortgage Recording Tax	\$10,000,000	\$10,000,000	0.0%
Facilities Revenue	\$3,315,000	\$3,348,150	1.0%
Transfer From Operating Account	\$3,082,863	\$2,312,148	-25.0%
Other	\$700,000	\$680,000	-2.9%
Total Revenue	\$76,074,546	\$78,415,775	3.1%

Revenue Overview

Mortgage Recording Tax revenues have slowed in recent months causing us to keep budget expectations at FY2014 levels (\$10 million). As anticipated, we must use more of our federal capital funds for operations in FY2015. An increase of \$2.15 million will be budgeted for a total of \$8.9 million. The continued growth of our contractual partnerships with large employers and universities has helped customer revenue increase to the point where it is expected to represent 23% of our overall revenue.



REVENUE DETAIL

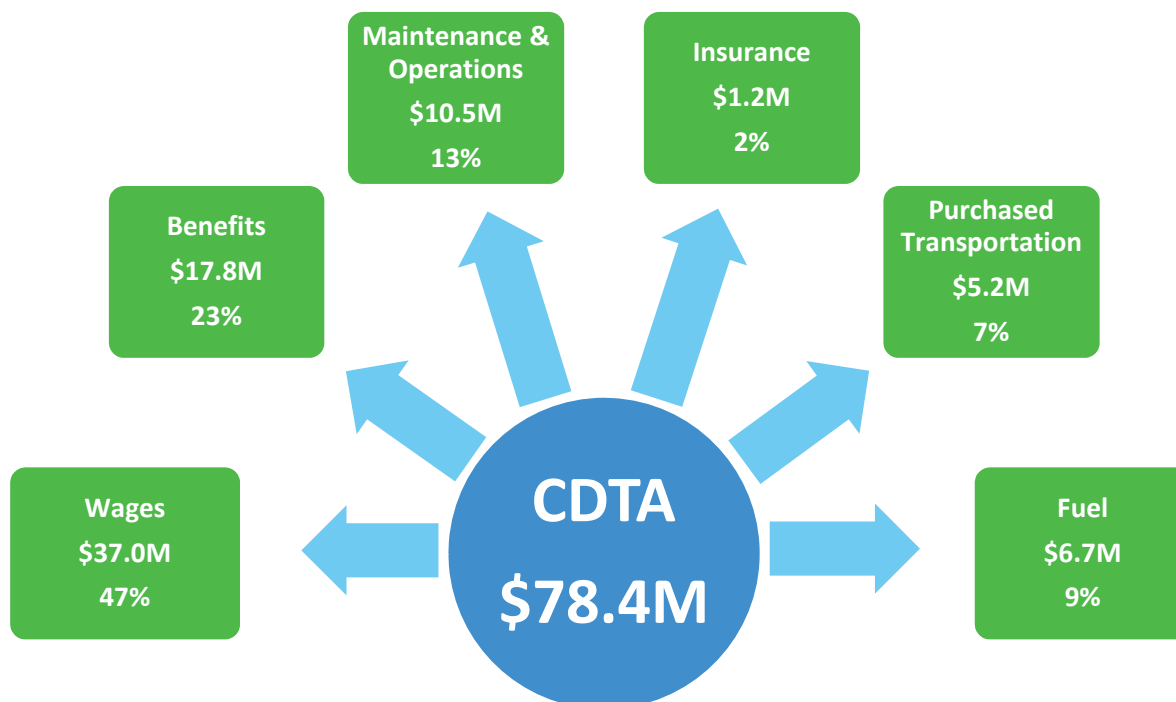
Revenue Item	Budget FY 2014	Budget FY 2015	% Change
Mortgage Tax	\$10,000,000	\$10,000,000	0.0%
Interest Income	\$40,000	\$20,000	-50.0%
Customer Revenue - Route	\$15,000,000	\$15,000,000	0.0%
Advertising - Transit	\$475,000	\$475,000	0.0%
Advertising - RRS	\$125,000	\$125,000	0.0%
Transit Contracts	\$2,250,000	\$2,780,000	23.6%
Access Transit Contracts	\$400,000	\$400,000	0.0%
Rensselaer Rail Station Income	\$3,175,000	\$3,208,150	1.0%
Saratoga Springs Train Station	\$60,000	\$60,000	0.0%
85 Watervliet Ave	\$80,000	\$80,000	0.0%
Transfer from Operating Acct	\$3,082,863	\$2,312,148	-25.0%
Federal Maintenance	\$6,767,383	\$8,915,977	31.7%
Federal Management Support	\$60,000	\$60,000	0.0%
Travel Demand Management	\$472,500	\$472,500	0.0%
State Operating Assistance	\$31,203,800	\$31,624,000	0.0%
Northway Commuter Service - STOA	\$400,000	\$400,000	0.0%
County Assistance	\$1,917,000	\$1,917,000	0.0%
Jobs Access Grants	\$201,000	\$201,000	0.0%
Other Grants	\$365,000	\$365,000	0.0%
Total Revenue	\$76,074,546	\$78,415,775	3.1%

EXPENSE SUMMARY

Expense Item	Budget FY 2014	Budget FY 2015	% Change
Wages	\$35,960,496	\$37,003,350	2.9%
Benefits	\$17,142,074	\$17,753,311	3.6%
Maintenance & Operations	\$10,530,032	\$10,530,032	0.0%
Insurance	\$1,179,600	\$1,179,600	0.0%
Purchased Transportation	\$4,862,344	\$5,251,332	8.0%
Fuel	\$6,400,000	\$6,698,150	4.7%
	\$76,074,546	\$78,415,775	3.1%

Expense Overview

This budget proposes a 3.1% increase in spending. This results from the need to add service on our busiest routes and improve frequencies on many others. With ridership continuing to increase, we need to find new ways to add capacity that matches demand. Over the past few years we have decreased the budget on two occasions, while keeping expense increases modest. Fuel has increased, but we again have locked our price (\$3.10) through the fiscal year which allows us to avoid market fluctuations. As the demand for STAR continues to rise exponentially, we also expect our taxi contract to increase.



EXPENSE DETAIL

Expense Item	Budget FY 2014	Budget FY 2015	% Change
Wages	\$35,960,496	\$37,003,350	2.9%
FICA	\$2,655,787	\$2,733,063	2.9%
Health Benefits	\$8,700,000	\$9,000,000	3.4%
Workers' Comp	\$1,910,000	\$1,993,961	4.4%
Other Benefits	\$3,876,287	\$4,026,287	3.9%
Professional Services	\$1,828,172	\$1,928,172	5.5%
Materials and Supplies	\$1,188,260	\$1,188,260	0.0%
Miscellaneous	\$348,000	\$348,000	0.0%
Maintenance Services	\$2,443,516	\$2,243,516	-8.2%
Purchased Transportation	\$4,862,344	\$5,251,332	8.0%
Utilities	\$1,000,000	\$1,000,000	0.0%
Fuel	\$6,400,000	\$6,698,150	4.7%
Parts Tires Oil	\$3,722,084	\$3,822,084	2.7%
General Insurance	\$679,600	\$679,600	0.0%
Claims	\$500,000	\$500,000	0.0%
Total Expenses	\$76,074,546	\$78,415,775	3.1%

EXPENSE DETAIL

Transportation

Expense Item	Budget FY 2014	Budget FY 2015	% Change
Transportation Wages	\$23,276,560	\$24,485,554	5.2%
Professional Services	\$99,000	\$99,000	0.0%
Materials and Supplies	\$10,000	\$10,000	0.0%
Miscellaneous	\$23,600	\$13,600	-42.4%
Maintenance Services	\$20,000	\$20,000	0.0%
Purchased Transportation	\$4,433,246	\$4,822,234	8.8%
Fuel	\$6,250,000	\$6,504,650	4.1%
Total Transportation Expense	\$34,112,406	\$35,955,038	5.4%

Maintenance

Expense Item	Budget FY 2014	Budget FY 2015	% Change
Wages Maintenance	\$6,878,273	\$6,660,296	-3.2%
Materials and Supplies	\$580,990	\$560,990	-3.4%
Maintenance Services	\$419,368	\$419,368	0.0%
Fuel	\$150,000	\$193,500	29.0%
Parts, Tires, Oil	\$3,722,084	\$3,822,084	2.7%
Total Maintenance Expense	\$11,750,715	\$11,656,238	-0.8%

EXPENSE DETAIL

Facilities

Expense Item	Budget FY 2014	Budget FY 2015	% Change
Wages Facilities	\$806,705	\$792,766	-1.7%
Professional Services	\$526,900	\$526,900	0.0%
Materials and Supplies	\$214,220	\$239,220	11.7%
Miscellaneous	\$8,800	\$12,420	41.1%
Maintenance Services	\$1,037,293	\$937,293	-9.6%
Utilities	\$1,000,000	\$1,000,000	0.0%
General Insurance	\$27,600	\$27,600	0.0%
Total Facilities Expense	\$3,612,718	\$3,536,199	-2.1%

Administration and Support

Expense Item	Budget FY 2014	Budget FY 2015	% Change
Wages Administration and Support	\$4,559,788	\$4,614,489	1.2%
FICA	\$2,655,787	\$2,733,063	2.9%
Health Benefits	\$8,700,000	\$9,000,000	3.4%
Workers Compensation	\$1,910,000	\$1,993,961	4.4%
Other Benefits	\$3,876,287	\$4,026,287	3.9%
Professional Services	\$1,107,272	\$1,157,272	4.5%
Materials and Supplies	\$374,050	\$369,050	-1.3%
Miscellaneous	\$309,600	\$315,980	2.1%
Maintenance Services	\$966,855	\$866,855	-10.3%
Purchased Transportation	\$429,098	\$429,098	0.0%
General Insurance	\$652,000	\$652,000	0.0%
Total Administration and Support	\$25,540,737	\$26,158,055	2.4%

EXPENSE DETAIL

Executive, Board, and Legal

Expense Item	Budget FY 2014	Budget FY 2015	% Change
Wages - Executive and Legal	\$439,170	\$450,245	2.5%
Professional Services	\$95,000	\$145,000	52.6%
Materials & Supplies	\$9,000	\$9,000	0.0%
Miscellaneous	\$6,000	\$6,000	0.0%
Claims	\$500,000	\$500,000	0.0%
Total Board, Executive, Legal	\$1,049,170	\$1,110,245	5.8%

Miscellaneous

The Authority provides postemployment healthcare benefits for retirees and as such is required to record these benefits on our balance sheet. *Other postemployment benefits* (OPEB), required by GASB-45 establishes standards for the measurement, recognition, and display of OPEB expenditures, related liabilities and note disclosures. CDTA's current unfunded liability is over \$27 million and it is anticipated to increase to over \$32 million when our FY2014 financial statements are completed. We included the most recent year-end balance sheet (FY2013) on Page 23 to illustrate the impact of OPEB on the Authority's finances.

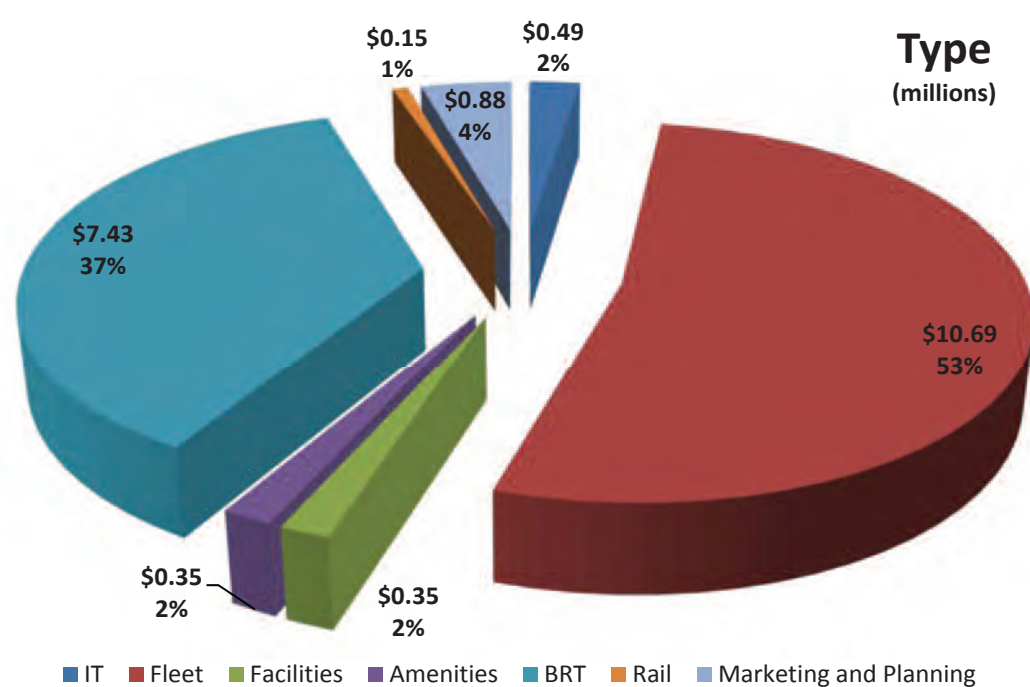
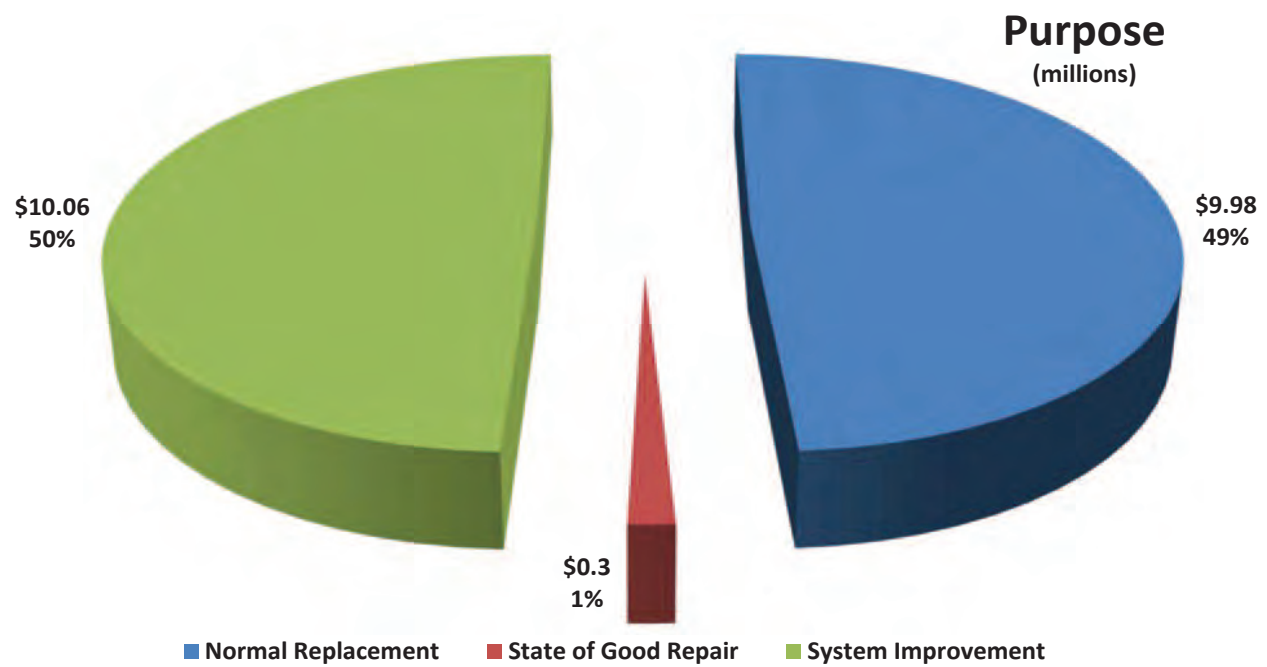
In FY2016, CDTA will be required to implement GASB-68, a new GASB pronouncement. GASB-68 provides for *Accounting and Financial Reporting for Pensions*. This statement will report additional unfunded liability on our balance sheet for projecting future pension costs. The New York State Employees Retirement System (NYSERS) will provide CDTA with our proportional liability based on the NYS actuarial firm they choose.

CAPITAL PLAN - \$20,337,135

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

FY2015 Capital Plan	
Project Name	FY 2015
Replace Chiller at 110 Watervliet	\$150,000
Preliminary Engineering	\$100,000
Routine Facilities Maintenance	\$100,000
Hardware Replacements	\$97,947
Software Replacements	\$290,000
New Farebox Capital Investment	\$100,000
BRT – River Corridor/Concept Design, 30% Engineering	\$150,000
BRT – Washington - Western	\$2,900,000
BRT – River Corridor Construction	\$3,532,000
BRT – Washington/Western Environmental & Prelim Engineering	\$600,000
Innovation Platform	\$250,000
iRide Branding	\$400,000
Travel Demand Management	\$477,188
RRS Security	\$50,000
Routine RRS Maintenance	\$100,000
Bus Replacement Program	\$5,400,000
Fleet Financing 2012	\$930,000
Fleet Financing 2014	\$780,000
STAR Buses	\$280,000
Upstate Fleet Replacement	\$1,400,000
Articulated Buses	\$1,600,000
Street Amenities (Shelter Program)	\$350,000
Mid-Life Hybrid Replacement (Battery, Other Parts)	\$300,000
	\$20,337,135

FISCAL YEAR 2015 CAPITAL PLAN



FIVE YEAR CAPITAL PLAN

Project Name	FY 2015	FY2016	FY2017	FY2018	FY 2019	Total
Alignment Machine	\$0	\$0	\$0	\$40,000	\$0	\$40,000
Articulated Buses	\$1,600,000	\$0	\$0	\$0	\$0	\$1,600,000
Automated Fueling Meters (3 divisions)	\$0	\$0	\$0	\$150,000	\$0	\$150,000
BRT – River Corridor/Concept Design	\$150,000	\$0	\$0	\$0	\$0	\$150,000
BRT – Washington - Western	\$2,900,000	\$65,000,000	\$0	\$0	\$0	\$67,900,000
BRT – River Corridor Construction	\$3,532,000	\$2,500,000	\$2,500,000	\$0	\$0	\$8,532,000
BRT – Washington-Western E&E	\$600,000	\$0	\$0	\$0	\$0	\$600,000
Bus Replacement Program	\$5,400,000	\$10,000,000	\$10,500,000	\$11,000,000	\$11,500,000	\$48,400,000
CAD/AVL System	\$0	\$0	\$20,000,000	\$0	\$0	\$20,000,000
Disaster Recovery Planning	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
Downtown Albany Intermodal	\$0	\$35,000,000	\$0	\$0	\$0	\$35,000,000
Fleet Financing 2012	\$930,000	\$930,000	\$930,000	\$930,000	\$930,000	\$4,650,000
Fleet Financing 2014	\$780,000	\$780,000	\$780,000	\$780,000	\$780,000	\$3,900,000
Gate Access System at Schenectady	\$0	\$250,092	\$0	\$0	\$0	\$250,092
Hardware Replacements	\$98,000	\$100,000	\$100,000	\$100,000	\$100,000	\$498,000
High Speed Roll-Up Door	\$0	\$0	\$210,000	\$0	\$0	\$210,000
Innovation Platform	\$250,000	\$0	\$0	\$0	\$0	\$250,000
iRide Branding	\$400,000	\$400,000	\$300,000	\$300,000	\$300,000	\$1,700,000
Maintenance Department Renovations	\$0	\$0	\$0	\$0	\$550,000	\$550,000
Mid-Life Hybrid Replacement	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Mobile Data Communications System	\$0	\$75,000	\$75,000	\$75,000	\$50,000	\$275,000
New Farebox Capital Investment	\$100,000	\$297,500	\$0	\$0	\$0	\$397,500
Park and Ride Lots	\$0	\$226,666	\$226,666	\$226,666	\$0	\$679,998
Portable Lifts	\$0	\$0	\$0	\$0	\$0	\$0
Preliminary Engineering	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Removal Asbestos	\$0	\$60,000	\$0	\$0	\$0	\$60,000
Replace Chiller at 110 Watervliet	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Replace Garage Unit Heaters	\$0	\$200,000	\$0	\$0	\$0	\$200,000
Routine Facilities Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Routine RRS Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
RRS – Top Deck Recoating	\$0	\$950,000	\$0	\$0		\$950,000
RRS Security	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Software Replacements	\$290,000	\$50,000	\$50,000	\$50,000	\$50,000	\$490,000
STAR Buses	\$280,000	\$0	\$0	\$0	\$0	\$280,000
Street Amenities (Shelter Program)	\$350,000	\$150,000	\$150,000	\$150,000	\$150,000	\$950,000
Travel Demand Management	\$477,188	\$330,000	\$330,000	\$330,000	\$330,000	\$1,797,188
Troy Lift Replacement Project (4)	\$0	\$0	\$640,000	\$0	\$0	\$640,000
NX Coach Replacement	\$1,400,000	\$700,000	\$0	\$0	\$0	\$2,100,000
Vehicle Overhaul	\$0	\$280,000	\$280,000	\$280,000	\$280,000	\$1,120,000
	\$20,337,188	\$119,029,258	\$37,821,666	\$15,161,666	\$15,770,000	\$208,119,778

ORGANIZATIONAL SUMMARY

Enabling Legislation

The Capital District Transportation Authority was formed by the New York State legislature in 1970. CDTA is a public benefit corporation that "provides for the continuance, further development and improvement of transportation and other services related thereto within the Capital District Transportation District by railroad, omnibus, marine and air." The Authority's governing Board is composed of 10 members, appointed by the Governor and confirmed by the Senate. The Board consists of 3 members from Albany County, and 2 members each from the other counties in the District (Rensselaer, Saratoga & Schenectady). A tenth member is non-voting and represents labor.

Company History and Highlights

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

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

Evidence of an expanded CDTA role was clear in September 2002, when the Rensselaer Rail Station (RRS) opened. The RRS consisted of several projects, including an 80,000 square foot station, a 600-car parking garage, and the new Herrick Street Bridge. The station serves as a key transportation gateway to the Capital Region and landmark in the City of Rensselaer, while consistently ranking among the nation's busiest facilities.

CDTA expanded bus operations in 2003 by assuming responsibility for commuter service along the I-87 corridor. The service was re-branded as Northway Xpress and connects Saratoga County residents with downtown Albany employers. NX marketing made it recognizable to the residents of the region with coach style seating, internet service and other amenities. The service, redesigned with fewer zones and a new monthly *Swiper* in October 2012, grew to more than 200,000 boardings last year.

A second CDTA train station opened in March 2004 in Saratoga Springs. Site utilities were upgraded, parking facilities were enlarged, and access to the building was improved. Greyhound has ticket space at the station and it is a regular stop on their route network. In 2012, the station saw the addition of the popular Saratoga and North Creek Railway, which offers themed travel along with recreational trips to area ski resorts. Additional parking capacity to accommodate growing usage was added to the station last year.

BusPlus, the first Bus Rapid Transit service in Upstate New York, began operation on Route 5 in April 2011. BusPlus is a limited stop service that operates on the 17-mile stretch of Route 5 between downtown Schenectady and downtown Albany. BusPlus has a distinctive branding scheme that signifies premium service including large, comfortable stations, real time information and complimentary Wi-Fi. Boardings on Route 5 have increased to more 4 million and we are advancing plans for additional BRT lines on the second and third highest volume corridors in the region.

ORGANIZATIONAL SUMMARY Continued

We recently purchased a state-of-the-art fare collection system that will accommodate contactless smart cards, and mobile (smart phone) ticketing. The system will provide greater flexibility for customers offering payment by cash, smart cards and mobile ticketing. The addition of web-based portals to “recharge” cards on-demand or through automatic replenishment will enhance the riding experience and streamline administration.

Development of a comprehensive transit center network has begun. Transit Centers will provide attractive places for customers and the community to gather and to use transit service at high volume locations. The centers will include space for retail and commercial development along with parking facilities to provide intermodal connectivity and revenue capacity. The centers will be part of the fabric of the community, improve the transit experience, and promote transit-oriented development.

CDTA serves more than 16 million customers annually, an increase of more than 3 million in the past five years. We enhance regional mobility by building on the work of our employees to change the way people think about transit; specifically, in how it drives regional economic development. We have improved our service network, reduced operating costs, and have focused our community image with an eye toward the future.



ORGANIZATIONAL STRUCTURE

Corporate Organization

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

Organization of Departments

Almost 650 people work at CDTA. Employees work in one of the six departments, which are split into functional areas with appropriate management structure. The majority of the employees are unionized, with their work activities and structure governed by a collective bargaining agreement between CDTA and the Amalgamated Transit Union (ATU). The remaining employees make up our management staff, which supervises day-to-day activities of the organization.

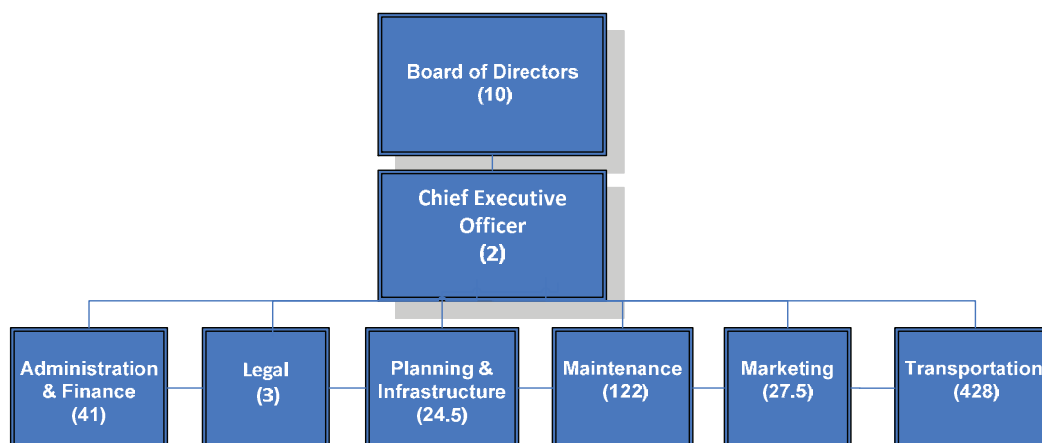
Board of Directors

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

Executive Office

The Chief Executive Officer works with the Board of Directors to build organizational capacity and ensure long-term organizational success. This is accomplished by developing financial resources, strengthen relationships throughout the community, cultivation of leadership strategies at all levels of the organization, execution of accountability structures, and communication of our vision and accomplishments to a broad audience.

The Chief Executive Officer leads a Senior Staff team to carry out the duties of the Authority. The focus of the Chief Executive Officer is to build ridership throughout the CDTA system, to diversify revenue programs, to introduce service and facilities that customers want and need, to encourage the development of our employees, and to ensure financial accountability and stewardship of the system.



CDTA MISSION STATEMENT

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

CDTA Work Plan

We deploy regular route, commuter, express and bus rapid transit services. Our thought process and planning look to provide people with more mobility choices with a focus on an improved transportation landscape in the area we serve. We operate a service area over 2,300 square miles with a population of nearly 800,000. More than 50% of the population lives within ¼ mile of bus service.

Our fleet consists of more than 300 revenue and non-revenue vehicles. We operate more than 60 routes and our buses travel nearly 8 million miles annually. Our vehicles are on the road for close to 750,000 hours each year and use over 2 million gallons of fuel.

We have more than 3,000 bus stops across the Capital Region. Our system features 250 passenger shelters, 24 Park & Ride lots with more than 1,500 parking spaces. We feature a number of sustainable programs to grow the system, including vanpool and rideshare coordination. Bicycle boardings are one of the fast growing segments of our business, surpassing 75,000 last year.

Our paratransit program, which we call STAR, continues to grow, and our system is working to keep up. STAR provided over 300,000 trips last year to people who cannot use our regular route system. We expect consistent growth for the foreseeable future and have developed a business arrangement for purchased transportation to support ridership growth and to mitigate costs. This will be a significant challenge and critical area to be addressed as Baby Boomers age.

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

Our customer service unit has been working to respond to questions and comments in a prompt, professional manner. We respond to customers in 10 business days 90% of the time. Our customer service center is open seven days a week and website comments continue to rise as more than half of our web interactions come via mobile devices.

We are making it easier for customers to use fare media. Pre-paid boardings comprise nearly 50% of ridership. The introduction of smartcards and mobile ticketing will mean easier purchasing, account management and incentives for customers. We expect this to result in another surge in ridership and the development of more partnership opportunities for CDTA.

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

DEPARTMENT OVERVIEWS

Finance & Administration Department

The Finance & Administration department is responsible for the financial operation of the organization, procurement of goods and services, human resource management and security. The department prepares, monitors and recommends budgeting strategies; implements financial policies and accounting practices; establishes procurement policies and procedures and oversees grant administration. The department is the liaison between funding partners and financial institutions along with our employees. Human resource practices include labor relations, collective bargaining, workforce development, recruiting, employee recognition and the organizational safety program. The department oversees risk management services responsible for workers' compensation, insurance programs, and organizational security.

Legal Department

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

Planning & Infrastructure

The Planning & Infrastructure department is responsible for strategic planning; service planning (route network development); and development of route schedules and organizing driver work. The department is responsible for operational and strategic aspects of information technology, including Intelligent Transportation Systems (ITS), network infrastructure, data and information management, performance measurement, and project management. The department is responsible for overseeing maintenance of all CDTA buildings and properties. This includes office buildings, storage and maintenance facilities, train stations, parking facilities, bus stops, and shelters. The department assists in the development of the Authority's capital investment plan to meet future operating goals.

Maintenance Department

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

DEPARTMENT OVERVIEWS

Marketing Department

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

Transportation Department

The Transportation department delivers service from facilities in Albany, Troy and Schenectady. The Flexible Services division, which provides Paratransit (STAR) services, operates out of the Albany division. All divisions provide service to customers who depend on CDTA as a means of getting where they need to go safely, reliably and at a reasonable cost. To the majority of customers, bus operators are the face of CDTA. Drivers and Supervisors are focused on ensuring service quality, scheduling work assignments, responding to customers, and identifying or reporting safety hazards in support of the Authority's mission.

SUBSIDIARY CORPORATIONS

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


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

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

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

BALANCE SHEET

March 31,	2013	2012
Assets		
Current assets:		
Cash	\$ 6,046,536	\$ 6,144,177
Investments	24,184,132	20,771,663
Restricted investments	-	7,987,610
Receivables:		
Mortgage tax	892,500	774,197
Federal grants	3,154,690	2,591,079
State grants	853,713	898,905
Trade and other	1,774,593	1,285,205
Advances to related party	1,227,946	640,486
Materials, parts and supplies	2,257,918	2,560,062
Prepaid expenses	952,733	986,401
	<u>41,344,761</u>	<u>44,639,785</u>
Noncurrent assets:		
Capital assets, net (note 5)	<u>118,959,245</u>	<u>114,543,456</u>
Total assets	<u>\$ 160,304,006</u>	<u>\$ 159,183,241</u>
Liabilities		
Current liabilities:		
Accounts payable	\$ 1,565,120	\$ 1,833,532
Current portion of obligations under lease/purchase	722,705	702,678
Accrued expenses	3,768,397	3,761,426
Unearned passenger revenue	1,158,675	936,211
	<u>7,214,897</u>	<u>7,233,847</u>
Noncurrent liabilities:		
Obligations under lease/purchase	6,574,617	7,297,322
Estimated provision for claims and settlements	9,257,100	8,841,800
Other postemployment benefits	27,349,601	22,531,650
	<u>43,181,318</u>	<u>38,670,772</u>
Total liabilities	<u>50,396,215</u>	<u>45,904,619</u>
Net Position		
Net investment in capital assets	111,661,923	114,543,456
Unrestricted	(1,754,132)	(1,264,834)
Total net position	<u>109,907,791</u>	<u>113,278,622</u>
Total liabilities and net position	<u>\$ 160,304,006</u>	<u>\$ 159,183,241</u>



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

Carm Basile

Chief Executive Officer
Email: carm@cdta.org
Phone: (518) 437-6840

Michael P. Collins

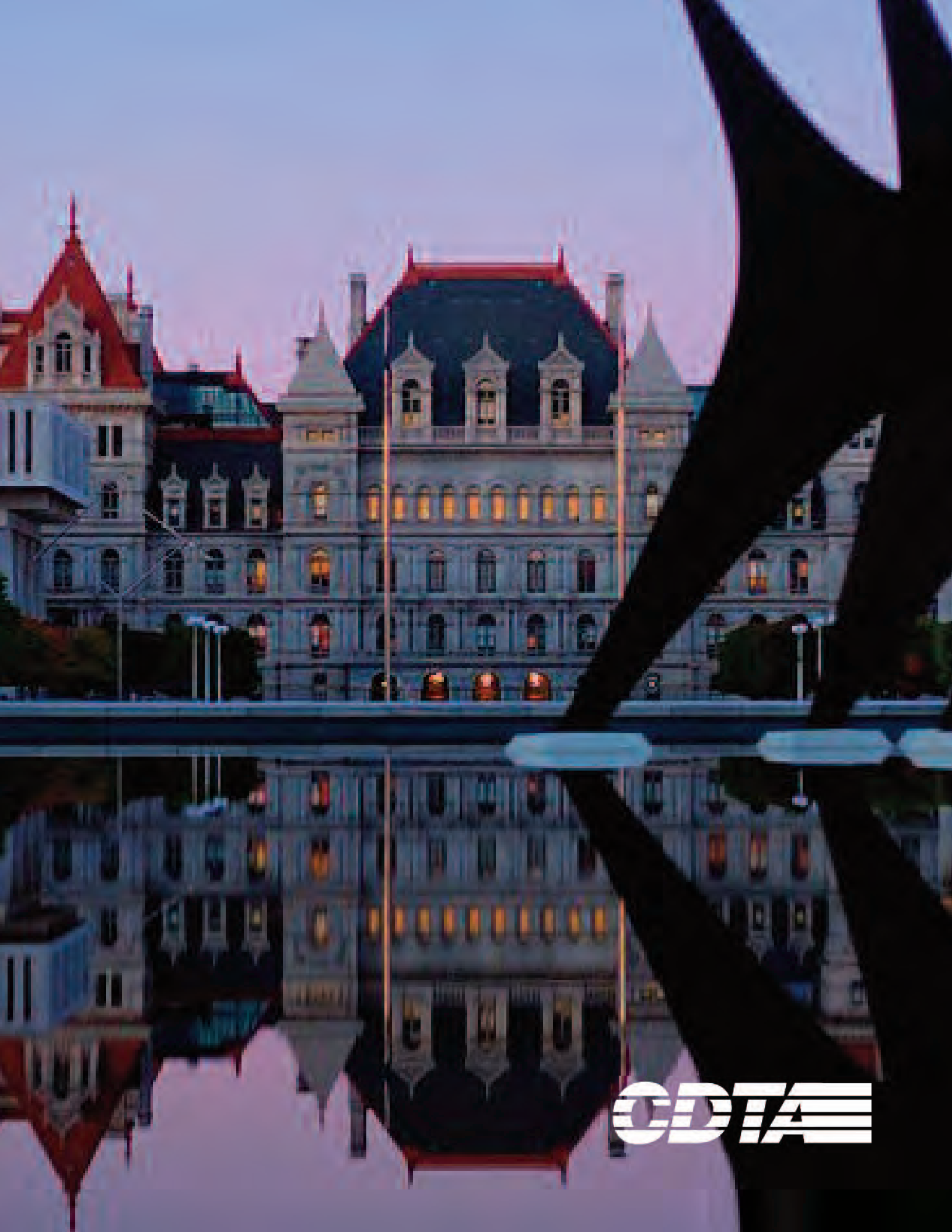
Vice President of Finance & Administration
Email: mike@cdta.org
Phone: (518) 437-8330

Philip Parella Jr.

Director of Finance
Email: philipp@cdta.org
Phone: (518) 437-8344

Jonathan Scherzer

Director of Marketing
Email: jonathans@cdta.org
Phone: (518) 437-6165



CDTA