



2019 Fiscal Year Operating & Capital Plan

Table Of Contents

Section	Page
1. Board of Directors FY2019 Listing and Officers	3
2. Budget Transmittal Letter from Chief Executive Officer	4
3. Budget in Brief Summary of Operating & Capital Budgets	5
4. Capital Plan Overview Summary of FY2019 Capital Projects	10
5. Five Year Capital Plan Outline of Projects for FY2019 - 2023	11
5. Agency Overview Historical Summary	12



FY2019 Operating and Capital Plan

(Fiscal Year - April 1, 2018 through March 31, 2019)

CDTA BOARD OF DIRECTORS

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Carm Basile
Chief Executive Officer



From the CEO

I am pleased to present our Operating and Capital Plan for Fiscal Year 2019. The budget plan is focused on improving regional mobility through a menu of options that drive economic development throughout the Capital Region. The plan focuses on strengthening our transit network and builds on our designation as the 2017 Mid-Size Transit System of the Year in North America.

We are proud to provide a balanced budget that keeps expense growth under 2%. It reflects the work of the CDTA team across all departments. The spending plan maximizes available resources and allows us to fully appropriate our capital needs. We thank our partners at the state and federal level for their continued support of our operation.

We focus on partnerships with business and development communities to drive value for the region. Our successful Universal Access (UA) program wholesales access for businesses, schools and universities. The UA program features 20 partners who ride on negotiated agreements, accounting for nearly 30% of annual ridership.

We expanded the region's travel choices with the introduction of CDPHP *Cycle!* last summer. The program was a hit as more than 2,500 members generated over 11,000 trips in just four months. *Cycle!* will expand to 350 bicycles with 80 docking stations on its GPS-based tracking system in 2018. The program promotes healthy lifestyles via a flexible, sustainable transportation choice.

The transition to our *Navigator* smartcard and mobile ticketing system is nearing completion. Customers can choose between a transit card with enhanced security features or use a mobile ticket to access the CDTA route network. This will open the door to multi-modal solutions with integration and access to bike sharing, car sharing, ridesharing, taxicabs and even parking systems.

Our track record of success led Governor Cuomo to sign a bill, giving CDTA regulatory oversight of the region's taxi industry. We are working with municipalities on administra-

tion and licensing functions to improve the customer experience. We have developed a regional ordinance to provide consistency across our communities, with one set of rules to be enacted for taxicab services.

We are looking to strategically place transit centers featuring customer conveniences and the ability for multimodal use in the Capital Region's four core cities. We are formalizing the best options in each community to accommodate CDTA buses, long distance carriers, taxicabs, and parking along with retail opportunities.

Infrastructure work to expand our BusPlus (BRT) service is advancing in cooperation with municipalities and our metropolitan planning organization (CDTC). Our proposed Blue and Purple Line projects have both been provided with MEDIUM ratings through the Federal Small Starts program and await appropriate funding. Once operational, CDTA's three BusPlus lines will provide 10 million trips annually on the region's busiest corridors.

Our work to advocate for a stronger and better CDTA continues on several fronts. The need for increased, sustained transit funding continues to be heard at the state and federal levels. Legislators see the connection between the services we provide and the lifeline we are for the people in the Capital Region.

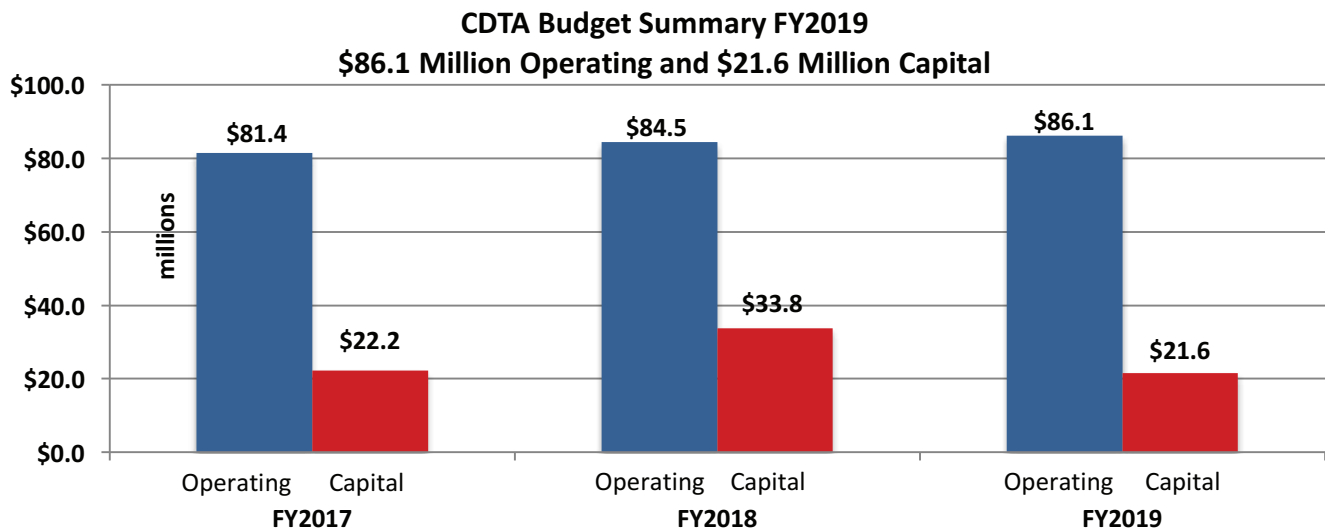
We remain committed to providing innovative programs for our customers and our community. We are responsible stewards of the money we receive, never resting on our laurels. None of this could be accomplished without an outstanding workforce and by staying true to the spirit of CDTA, which is one of community, partnership and advocacy.

Thank you.

Carm Basile
Chief Executive Officer



Budget in Brief



The Fiscal Year 2018 Operating Budget is balanced, with revenue and expenses equaling \$84,496,031. Capital expenses will total \$33,843,540.

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

The capital budget uses federal and state grant funds as well as CDTA reserves. Capital expenses include the purchase of vehicles, design and construction of facilities, acquisition of information and communication systems, and maintenance of equipment and facilities. Capital programs for FY2019 include our fleet replacement, purchase of equipment to support our regional bike sharing initiative, and work on Bus Rapid Transit infrastructure.

The operating budget will increase by \$1.1 million (3.1%) from last year. Over the past eight years, we have controlled costs with the budget growing by just 14.6%. Over that time, the Authority has absorbed increases in health care costs and dealt with fuel price fluctuations. We have offset these increases by maintaining employment levels, and reducing non-personnel expense lines.

Our most significant financial issue is growing operating revenue to address customer and community needs. Government sources like State Operating Assistance and Federal funding have seen modest increases in recent years, while New York State's five-year capital plan has helped our vehicle procurement. We have had success in negotiating contracts with major employers and educational institutions to provide access to our system at fixed rates. This has increased expense recovery for operations, and held ridership throughout the system.

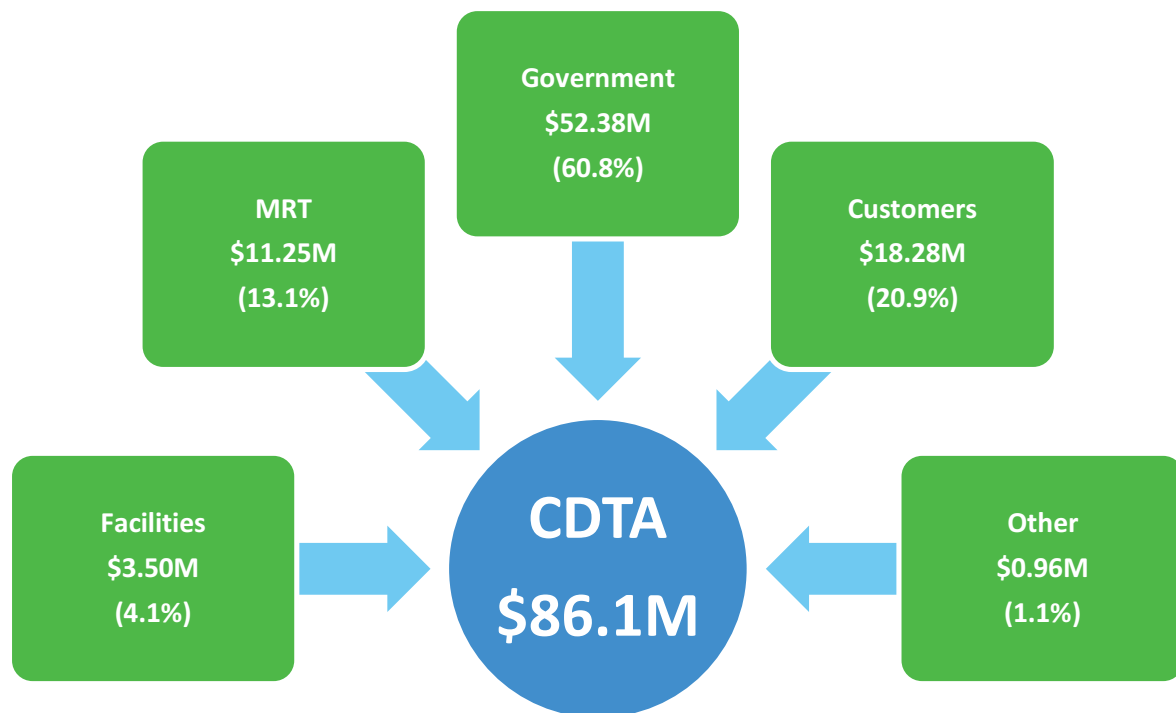


Revenue Overview

Our revenue lines show slight increases, consistent with funding sources that support operation of our route network. We will see more government subsidy, and continued growth in universal access contracts will provide additional revenue. We will once again see increased revenue from our facility advertising agreement and in regional appropriations, along with an increase in Mortgage Recording Tax receipts.

Revenue Summary

Revenue Item	Budget FY2018	Proposed Budget FY2019	% change
Government Assistance	\$50,309,400	\$52,384,622	4.1%
Customer Revenue	\$18,280,000	\$18,000,000	-1.5%
Mortgage Recording Tax	\$11,000,000	\$11,250,000	2.3%
Facilities	\$3,501,631	\$3,501,631	0.0%
Other	\$905,000	\$958,500	5.9%
Prior Year Carryover	\$500,000	\$0	-100.0%
Total Revenue	\$84,496,031	\$86,094,753	1.9%



Revenue Detail

Revenue Item	FY2018 Budget	Proposed FY2019 Budget	% Change
Mortgage Tax	\$11,000,000	\$11,250,000	2.27%
Interest Income	\$20,000	\$20,000	0.00%
Customer Revenue	\$18,280,000	\$18,000,000	-1.53%
Advertising	\$800,000	\$850,000	6.25%
RRS and Facilities Income	\$3,501,631	\$3,501,631	0.00%
Prior Year Carryover	\$500,000	\$0	-100.00%
Other	\$88,500	\$88,500	0.00%
Federal Maintenance	\$10,901,000	\$12,401,000	13.76%
State Operating Assistance	\$36,436,100	\$37,164,822	2.00%
Northway Commuter Service - STOA	\$400,000	\$400,000	0.00%
County Assistance	\$1,917,000	\$1,917,000	0.00%
Other Grants	\$651,800	\$501,800	-23.01%
Total Revenue	\$84,496,031	\$86,094,753	1.89%

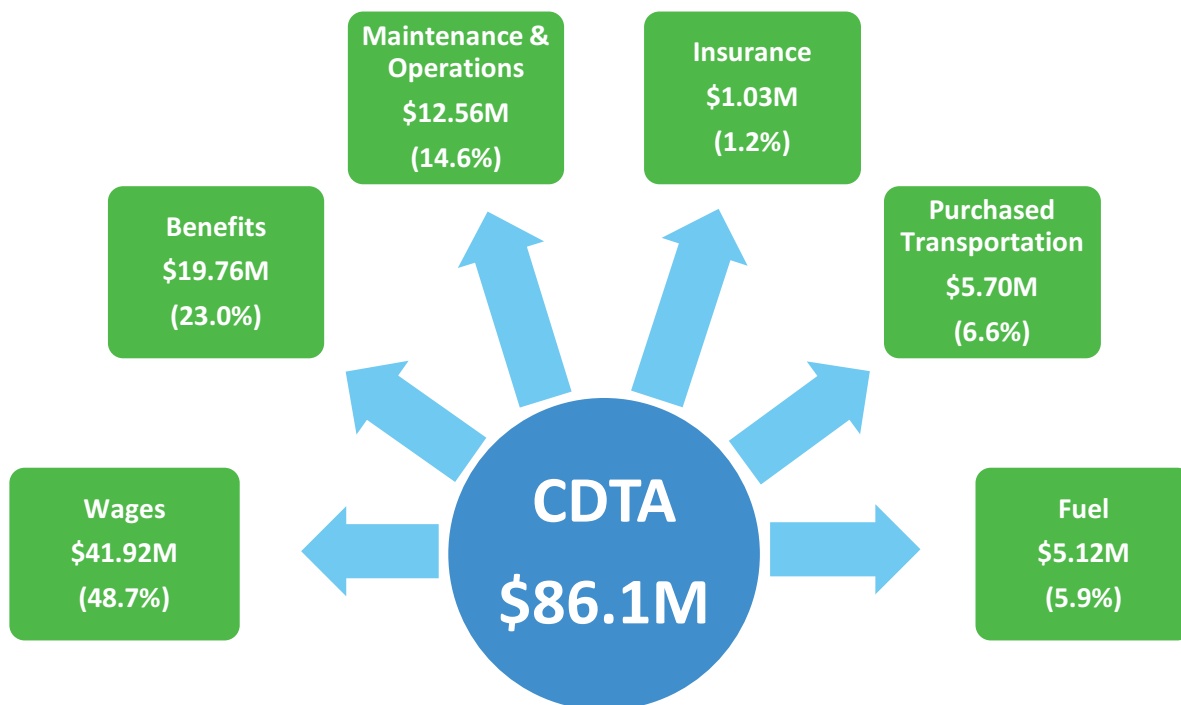


Expense Overview

Expenses will grow by 1.89%, driven mostly by our wage and benefit lines. We continue to manage the largest line items, which are driven by health care and operational needs. We have mitigated other expenses, including a price reduction for fuel by locking in future prices. We continue to see insurance claims reduced and many non-personnel lines have been tightened to balance the budget.

Expense Summary

Revenue Item	Budget FY2018	Proposed Budget FY2019	% Change
Wages	\$41,508,123	\$41,923,204	1.00%
Benefits	\$18,872,457	\$19,759,241	4.70%
Maintenance & Operations	\$11,720,332	\$12,559,782	7.16%
Fuel	\$6,064,187	\$5,121,594	-15.54%
Purchased Transportation	\$5,301,332	\$5,701,332	7.55%
Insurance	\$1,029,600	\$1,029,600	0.00%
Total Expenses	\$84,496,031	\$86,094,753	1.89%



Expense Detail

Expense Item	FY2018 Budget	Proposed FY2019 Budget	% Change
Wages	\$41,508,123	\$41,923,204	1.0%
FICA	\$3,026,361	\$3,056,625	1.0%
Health Benefits	\$10,321,150	\$10,940,419	6.0%
Workers' Comp	\$2,093,659	\$2,293,659	9.6%
Other Benefits	\$3,431,287	\$3,468,538	1.1%
Professional Services	\$2,181,674	\$2,515,745	15.3%
Materials and Supplies	\$1,394,010	\$1,453,010	4.2%
Miscellaneous	\$446,750	\$446,750	0.0%
Maintenance Services	\$2,478,879	\$2,665,258	7.5%
Purchased Transportation	\$5,301,332	\$5,701,332	7.5%
Utilities	\$961,000	\$961,000	0.0%
Fuel	\$6,064,187	\$5,121,594	-15.5%
Parts Tires Oil	\$4,258,019	\$4,518,019	6.1%
General Insurance	\$679,600	\$679,600	0.0%
Claims	\$350,000	\$350,000	0.0%
Total Expenses	\$84,496,031	\$86,094,753	1.89%



Capital Plan - \$21,608,786

Our capital planning 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, leading to a backlog of capital replacement needs.

Project	Type	FY2019 Budget
Park & Ride Lots	Facilities	\$40,000
85W Parking Lot Resurfacing	Facilities	\$55,000
RRS Garage Repairs	Facilities	\$60,000
RRS Enhancements	Facilities	\$75,000
110W Parking Lot Resurfacing	Facilities	\$110,000
Street Amenities (Shelter Program)	Facilities	\$180,000
Facilities Maintenance and Engineering	Facilities	\$250,000
110W Operations Renovation	Facilities	\$700,000
Information Technology	IT	\$500,000
CAD / AVL	IT	\$4,703,125
Bike Share Ops	Marketing	\$648,450
Bike Share Expansion	Marketing	\$703,100
Marketing iRide	Marketing	\$250,000
Travel Demand Management	Planning	\$259,111
Mid-Size Infrastructure	Planning	\$450,000
Uncle Sam Transit Center	Planning	\$2,708,000
Fleet Financing 2014	Rolling Stock	\$780,000
Fleet Financing 2012	Rolling Stock	\$930,000
Non-Revenue Vehicles	Rolling Stock	\$300,000
STAR Buses	Rolling Stock	\$582,000
NX Commuter Bus Replacement	Rolling Stock	\$1,300,000
Bus Replacement Program	Rolling Stock	\$6,000,000
Safety and Security Audit	Security	\$25,000
Total Capital Plan		\$21,608,786



Five Year Capital Plan

Project	2019	2020	2021	2022	2023	Total
110W Operations Renovation	\$700,000	\$0	\$0	\$0	\$0	\$700,000
85W Call Center Renovation	\$0	\$100,000	\$0	\$0	\$0	\$100,000
110W Parking Lot Resurfacing	\$110,000	\$0	\$0	\$0	\$0	\$110,000
85W Parking Lot Resurfacing	\$55,000	\$0	\$0	\$0	\$0	\$55,000
DPF Compressor	\$0	\$0	\$0	\$0	\$0	\$0
Automated Access Gate	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Troy Driver's Renovation	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Troy Mechanic's Renovation	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Schenectady Gas Tanks	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Bus Washers	\$0	\$750,000	\$0	\$0	\$0	\$750,000
RRS Garage Repairs	\$60,000	\$0	\$0	\$0	\$0	\$60,000
RRS Enhancements	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Maintenance Training Room	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Fuel Management System	\$0	\$970,000	\$0	\$0	\$0	\$970,000
Facilities Maintenance	\$250,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,050,000
Preliminary Engineering	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
Fleet Financing 2012	\$930,000	\$930,000	\$930,000	\$930,000	\$0	\$3,720,000
Fleet Financing 2014	\$780,000	\$780,000	\$780,000	\$780,000	\$780,000	\$3,900,000
Non-Revenue Vehicles	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Bus Replacement Program	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$30,000,000
Electric Buses	\$0	\$2,350,000	\$0	\$0	\$0	\$2,350,000
Articulated Buses	\$0	\$1,645,000	\$0	\$0	\$0	\$1,645,000
NX Bus Replacement	\$1,300,000	\$1,300,000	\$1,300,000	\$0	\$0	\$3,900,000
STAR Buses	\$582,000	\$0	\$0	\$0	\$0	\$582,000
Trolleys	\$0	\$480,000	\$0	\$0	\$0	\$480,000
Mid-Life Hybrid Replacement	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Vehicle Overhaul	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Safety and Security Audit	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Information Technology	\$500,000	\$350,000	\$0	\$0	\$0	\$850,000
CAD / AVL	\$4,703,125	\$0	\$0	\$0	\$0	\$4,703,125
Park & Ride Lots	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Street Amenities	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$900,000
River BRT	\$0	\$25,000,000	\$25,000,000	\$0	\$0	\$50,000,000
WWBRT	\$0	\$0	\$40,000,000	\$40,000,000	\$0	\$80,000,000
Uncle Sam Transit Center	\$2,708,000	\$0	\$0	\$0	\$0	\$2,708,000
Mid-Size Infrastructure	\$450,000	\$0	\$0	\$0	\$0	\$450,000
U Albany Downtown	\$0	\$1,200,000	\$0	\$0	\$0	\$1,200,000
Travel Demand Management	\$259,111	\$259,111	\$259,111	\$259,111	\$259,111	\$1,295,555
Marketing iRide	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Bike Share Expansion	\$703,100	\$0	\$0	\$0	\$0	\$703,100
Bike Share Ops	\$648,450	\$648,450	\$675,000	\$675,000	\$675,000	\$3,321,900
Total Expense	\$21,608,786	\$45,632,561	\$76,364,111	\$50,064,111	\$9,134,111	\$202,803,680



Organization Summary

Enabling Legislation

The Capital District Transportation Authority was formed by an act of the New York State legislature in 1970. The Authority is a public benefit corporation with the legislated purpose "to provide for the continuance, further development and improvement of transportation and other services related thereto within the Capital District Transportation District by railroad, omnibus, marine and air." The act defines the Transportation District as Albany, Rensselaer, Saratoga and Schenectady counties. Fulton, Greene, Columbia and Montgomery counties may join the district through an action of their legislative body.

Governance

The Authority governing board consists of 10 members. They are appointed by the Governor and confirmed by the Senate. The enabling statute requires 3 members from Albany County, and 2 members each from the other counties in the district. This was modified in 2009 to include a non-voting member representing labor, who is appointed and confirmed via the same process.

Company History and Highlights

The Authority was created when several private transit companies were near bankruptcy in the late 1960s. The Authority purchased their assets or assumed their services. The United Traction Company (service in Albany and Troy), the Schenectady Transit System (service in Schenectady and between Schenectady, Albany and Troy), the Troy Fifth Avenue Bus Company (service in Troy and Mechanicville), Albany-Brookview-Castleton Bus Company, (service between Albany and Castleton), Mountainview Bus Company (service between Albany and Nassau), and the L. C. Smith Bus Company (service between Albany, Latham and Cohoes) were all combined into what became CDTA.

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

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 \$53.1 million project stimulated rail travel at the station, which now places in the top 10 for ridership annually as part of Amtrak's vibrant Northeast corridor. The station serves roughly 1,00,000 customers annually and offers mobility choices including inter-city carrier, Megabus, along with ridesharing and livery services.

The Saratoga Springs Train Station opened in March 2004 at a cost of Cost of the station was \$5.9 million. 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. In addition to Amtrak, the station is home to the Saratoga North Creek Railway, which provides scenic rail experiences. Additional parking capacity to has brought the station total to nearly 200 spaces



Organization Summary

CDTA assumed responsibility for service along the I-87 corridor in 2003, which was branded as the Northway Xpress. The NX commuter service was immediately upgraded to make it more attractive to commuters. New buses, an easy to understand fare structure with prepayment options, and more service has made NX a convenient way for Northway customers to access employment centers in downtown Albany. The service was redesigned in 2012 to better meet customer needs through a new monthly pass option and improved service package.

CDTA's Board of Directors authored a 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.

BusPlus has been a game changer, offering real time information, complimentary Wi-Fi while spurring economic development along Route 5. BusPlus began providing limited stop service on the 17-mile stretch between downtown Schenectady and downtown Albany in April 2011. BusPlus' 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 we continue advancing plans for additional BRT lines on the second and third highest volume corridors in the region.

Our Board of Directors adopted an updated TDP in 2014. The updated plan focuses development of the 40-mile Bus Rapid Transit route network, a network of transit centers at high volume locations, continued route network enhancements, more park and ride facilities and updated fare payment options for customers. We engaged in a robust stakeholder outreach program to insure the TDP aligns with regional goals and the Board's vision.

Technology has improved our capabilities to deliver service and provide better information to our customers. We are one of the top viewed sites 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 now get updates on their mobile devices, which has driven down comments and improved relationships between customers and operating personnel.

Our *Navigator* fare collection system offers contactless smart cards and mobile ticketing for customers. The system has been integrated with more than 25,000 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 and streamline administration.

Our track record in operational management has opened the door to new opportunities to strengthen the region's transportation network. Governor Cuomo granted CDTA with oversight of the taxicab industry to regionalize regulations, provide customer support and improve public perception. That work is being coordinated with area municipalities and taxicab companies.



Organization Summary

We enhanced regional mobility with the introduction of CDPHP *Cycle!*, a regional bike sharing program that debuted in summer 2017. The short first season of the program saw 160 bikes across Albany, Saratoga Springs, Schenectady and Troy with plans to expand to 350 vehicles in 2018. The program offers on demand use of bicycles for members and the public.

CDTA earned its industry's highest honor being named the Best Mid-Size Public Transportation System in North America for 2017 by the American Public Transportation Association (APTA). Our reliability, innovation, service design and community relationships were acknowledged as key reasons that CDTA earned the designation for the first time in its 47-year history.



Contact

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

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