



CDTA BOARD OF DIRECTORS MEETING AGENDA

Wednesday, December 18, 2019 | 12:00pm | 110 Watervliet Avenue, Albany

Board Item	Responsibility	Page
Call to Order	Jayne Lahut	
Ascertain Quorum and Approve Agenda	Jayne Lahut	
Approve Minutes of Wednesday, October 30, 2019	Jayne Lahut	2
Recognition/Updates		
<ul style="list-style-type: none">Gary McCarthy – 25 YearsTony Hazzard – 25 Years	Carm Basile/ Jayme Lahut	
Committee Reports: (Action Items Listed)		
Board Operations Committee (12/4/19)	Jayne Lahut	
Performance Monitoring/Audit Committee (12/11/19)	Denise Figueroa	
<ul style="list-style-type: none">Resolution to Approve Microsoft Enterprise ContractResolution to Approve Woodlawn Park & Ride LeaseResolution to Approve Rensselaer Rail Station Parking Rates		15 19 22
Community and Stakeholder Relations Committee (12/12/19)	Jaclyn Falotico	
Strategic and Operational Planning Committee (12/12/19)	Michael Criscione	
<ul style="list-style-type: none">Resolution to Approve Preliminary Budget for FY 2021		25
Chief Executive Officer’s Report*	Carm Basile	32
Executive Session		
Upcoming Meetings		
Wednesday, January 29, 2020 at 12pm at 110 Watervliet Ave, Albany		

**CAPITAL DISTRICT TRANSPORTATION AUTHORITY
(And its Subsidiaries)
110 Watervliet Avenue, Albany, New York**

MINUTES OF WEDNESDAY, OCTOBER 30, 2019 BOARD MEETING

MEMBERS PRESENT Jayme B. Lahut, Chairman
 Michael J. Criscione, Vice Chairman
 Denise A. Figueroa
 Mark Schaeffer, Secretary
 Patrick M. Lance
 Jaclyn Falotico

MEMBERS EXCUSED David M. Stackrow, Treasurer
 Georgeanna M. Nugent

OTHERS PRESENT Carmino N. Basile, Chief Executive Officer
 Amanda A. Avery, General Counsel
 Michael P. Collins, Vice President of Finance and Administration
 Christopher Desany, Vice President of Planning and Infrastructure
 Lance Zarcone, Director of Maintenance
 Jaime Watson, Director of Corporate Communications
 Sarah Matrose, Internal Auditor
 Ross Farrell, Director of Planning
 Jonathan Scherzer, Director of Marketing
 Jeremy Smith, Director of Facilities
 Stacy Sansky, Director of Procurement
 Allison Schreffler, Marketing Manager
 Brooke Simoncavage, Marketing Coordinator
 Steve Wacksman, Superintendent of Maintenance
 Terry Walco Jr., Warranty Manager
 Dave Williams, Assistant Superintendent of Maintenance
 Richard Nasso, Assistant Superintendent of Maintenance
 Alton Ming, Superintendent of Troy
 Nicholas Chenard, Assistant Superintendent of Albany
 Vanessa Salamy, Executive Assistant
 Dexter Hasberry, Albany Operator
 Andres Astacio, Albany Operator
 James Everett, Albany Operator
 Mike DeSocio, Albany Business Review
 Nancy Benedict, Citizens for Public Transit
 Ed Rich, CDCAT

CALL TO ORDER At 12:01 p.m., Chairman Lahut called the meeting to order.

- Chairman Lahut noted that a quorum was present.

AGENDA APPROVAL

Motion – Ms. Figueroa
Seconded – Ms. Falotico
Carried Unanimously

APPROVAL OF THE SEPTEMBER 11, 2019 BOARD MEETING MINUTES

Motion – Mr. Criscione
Seconded – Ms. Falotico
Carried Unanimously

RECOGNITION

- Chairman Lahut and Mr. Basile presented the following service awards to
 - Dexter Hasberry, Albany Operator – 20 Years of Service
 - Andres Astacio, Albany Operator – 25 Years of Service
 - James Everett, Albany Operator – 30 Years of Service
 - Fall Festival Scarecrow Contest Winners – Maintenance Department

- The members offered their congratulations.

COMMITTEE REPORTS

BOARD OPERATIONS COMMITTEE - Report from Jayme Lahut

- Board Operations Committee met on Thursday, October 17, 2019 at 9:15am at 110 Watervliet Avenue, Albany.

Administrative Discussion Items

- The committee met on Thursday, October 17 at CDTA. We reviewed the committee agendas for the month of October, which reflect the many projects and activities currently underway at CDTA.

- Lisa Marrello provided the committee with an update on advocacy activities. She is working along-side the state association to advocate for 5 year operating and capital funding for non-MTA systems. At the same time, she and her team are talking about the unique needs of CDTA, the services we operate, and our facility needs for the next few years.

- We talked about our Strategic Planning process, which is now well underway. Lots of information and data collection going on, this includes detailed interviews with board members. A Board – staff retreat is scheduled for November 15. Lots more to follow on this exciting work.

- Continued our discussion about STAR performance data and we reviewed a set of Key Indicators that we plan to incorporate into monthly dashboard reports. This is also a work in progress.

- We talked briefly about the budget for next fiscal year and ways to streamline information and decision-making as it relates to our financial plan. With new services and programs coming on line, this budget will be challenging and filled with opportunities. Details to follow.

- Next meeting of the Committee will be on Wednesday, December 4, 2019 at 9:15am, at 110 Watervliet Avenue, Albany.

PERFORMANCE MONITORING COMMITTEE - Report from Dave Stackrow

- Performance Monitoring Committee met on Wednesday, December 11, 2019 at 12:00pm at 110 Watervliet Avenue, Albany.

Audit Committee Items

- No items scheduled.

Consent Agenda Items

Resolution No. 34 – 2019 – Approve Shelter Snow Removal

- Our contract for snow removal at shelters is expired. Several firms downloaded the Invitation for Bid (IFB) and two bids were submitted. Citymark Striping, our incumbent, was low bidder; they are a NYS Women’s Owned Business Enterprise. The estimated cost over a five-year period is \$100,000, which is a 9% increase from the expiring agreement.
- The Authority hereby awards this three-year contract with two renewal options to Citymark Striping of Albany at an estimated cost not to exceed \$100,000 over five-years.

Motion – Mr. Criscione
Seconded – Ms. Falotico
Carried Unanimously

Resolution No. 35 – 2019 – Approve Vehicle Inspection Services Contract

- Our contract for bus inspection services is expiring and the committee discussed the need for this service. This work includes in-plant bus inspections manufactured for CDTA and our annual inspections of existing bus fleet.
- Two proposals were received; the lowest cost proposal was from Transit Resource Center (TRC), the longtime incumbent. TRC will provide services for \$64,007 per year. Staff recommends TRC.
- The Authority hereby awards a three-year contract with two optional renewals to Transit Resource Center of Winter Springs, Florida with a five-year cost of \$320,034.

Motion – Ms. Falotico
Seconded – Ms. Figueroa
Carried Unanimously

Resolution No. 36 – 2019 – Approving Electric Vehicle Monitoring Services Contract

- We want to frame our electric vehicle pilot with appropriate data and information. This will help us to determine the success of the pilot. We issued an RFP for firms that can identify performance indicators to measure and monitor the performance of our electric buses and vehicle chargers.
- Eight proposals were received; staff recommends a one-year contract with four one-year renewals for monitoring services to The Center for Transportation & the Environment.
- The Authority hereby awards a one-year contract at \$97,000 and four one-year options at \$64,000 per year to The Center of Transportation & The Environment of Atlanta, Georgia.

Motion – Ms. Figueroa
Seconded – Mr. Criscione
Carried Unanimously

Resolution No. 37 – 2019 – Approving Rensselaer Rail Station Snow Removal

- We received 4 bids for snow removal at the Rensselaer Rail Station. The low bidder is GPM Realty, a Minority Owned Business Enterprise. The estimated cost over 5 years is \$416,250. Staff recommends GPM Realty for this work.

- The Authority hereby awards a 3-year contract with 2 optional renewal years to GPM Realty of Clifton Park for an estimated contract value of \$416,250.

Motion – Ms. Figueroa
 Seconded – Mr. Criscione
 Carried Unanimously

Resolution No. 38 – 2019 – Approving General & Auto Liability Insurance

- Auto and General Liability Insurance provides protection against claims for injury and damage to people and property that may be caused by the operation of our business. Our Self-Insured Retention (SIR) is \$2 million, with excess insurance coverage for \$8 million and \$5 million, for a total coverage amount of \$13 million.
- The Authority hereby agrees to buy an \$8 million excess policy from American Alternative Insurance Company of Princeton, NJ; a \$5 million excess policy from Scottsdale Indemnity of Columbus, Ohio; and a Non-Certified Acts of Terrorism from Lloyds of London, the total one-year premium cost is \$419,238, effective November 10, 2019.

Motion – Mr. Criscione
 Seconded – Ms. Falotico
 Carried Unanimously

Resolution No. 39 – 2019 – Approving Auto Physical Damage Insurance

- Auto Physical Damage insures our vehicles in the event of fire, theft, vandalism, collision and natural perils. This insurance is priced based on the value of our fleet. Lexington Insurance has been our carrier for several years and has increased the premium by 4%.
- The Authority hereby approves a one-year contract to Lexington Insurance of Boston, MA for Auto Physical Damage Insurance, and Aspen Specialty Insurance of New York City for Non-Certified Acts of Terrorism for a total premium cost of \$247,491, effective November 10, 2019.

Motion – Ms. Figueroa
 Seconded – Mr. Criscione
 Carried Unanimously

Investment Committee

No items scheduled.

Administrative Discussion Items

- Mike Collins gave the Monthly Management Report. We are on solid financial footing through the first six months of the year. MRT reached \$1.5 million for the first time in 13 years; Customer Fares are up 3.8% for the year and Facility Advertising is up 39%. Wages are under budget by 2.5% for the month; Health care is under budget by 10%; and Workers' Compensation is under budget by 40%. Total Revenue is up 3.7% for the year and expenses are down \$4.1%.
- Chris Desany gave the Monthly Non-Financial Report. Total ridership for the month was down one half of 1%; Preventable accidents are down to 13 and Non-preventable accidents are at 33; On-time performance was at 73%.
- Next meeting of the Committee is scheduled for Wednesday, December 11, 2019 at 12:00 pm at 110 Watervliet Avenue, Albany.

COMMUNITY AND STAKEHOLDER RELATIONS COMMITTEE - Report from Jackie Falotico

- The Community and Stakeholder Relations Committee met on Thursday, October 24, 2019 at 10:45am at 110 Watervliet Avenue, Albany.

Consent Agenda Items

- No items scheduled.

Administrative Discussion Items

- Jon Scherzer provided details on our new Microtransit pilot program that will be branded FLEX. FLEX will combine the best features of ride sharing and conventional CDTA service. It will operate between Guilderland and Latham and will include Albany International Airport, Crossgates Mall and Wolf Road area.
- It will provide a pilot profile and give us operating and customer experience to learn from. We are developing a similar pilot in Southern Saratoga County. This will give us an opportunity to pilot service in an area with different demographics and density patterns. Flex is slated to roll out in early December.
- Jaime Watson and Jon Scherzer talked about the planning for CDTA's 50th Anniversary. They showed off the new logo that will be used as part of the celebration. The logo will be used in a variety of ways on a variety of items. The actual anniversary is August 1, 2020. Planning for this exciting milestone is underway and a comprehensive communications and event outline has been developed.
- Jaime Watson summarized the monthly Community Engagement/Media Relations report. Her report highlighted media outreach and community engagement outcomes over the last month. She highlighted several larger stories, which included our River Corridor BRT line construction and the new customer waiting area at Crossgates Mall.
- Next meeting of the Committee will be on Thursday, December 12, 2019 at 10:45am at 110 Watervliet Avenue, Albany.

STRATEGIC AND OPERATIONAL PLANNING COMMITTEE - Report from Mike Criscione

- The Strategic and Operational Planning Committee met on Thursday, October 24, 2019 at 12:00 pm at 110 Watervliet Avenue, Albany.

Consent Agenda Items

- No items scheduled.

Administrative Discussion Items

Annual Performance Report –

- Ross Farrell gave the 2018-2019 route performance report. The report compares routes against standards of ridership and productivity called for in our Transit Development Plan (TDP). It also describes recent service changes and highlights recommendations for future initiatives.
- Our system continues to be very efficient, with an average productivity rate of 22 riders per revenue hour and more than 50% of all routes reaching TDP performance standards for productivity.

- Although ridership declined by 4% in FY19, the rate of decline was markedly less on trunk and neighborhood routes that have high levels of service. This reinforces the importance of our ongoing work to invest service resources on corridors with the greatest levels of demand. Factors that depressed ridership in FY18 were also present in FY19 including the emergence of ridesharing companies, side effects of the Navigator roll-out, and a nation-wide trend of decreasing transit use.
- We made minimal adjustments to the fixed route network during FY19. Recent changes targeted some service reductions to the low productivity routes, segments of routes, and individual trips with low ridership. The report also documents progress with Universal Access agreements and trolley services.
- 2019-2020 recommendations include monitoring the microtransit pilot, continued adjustments to underperforming routes, implementation of State worker operations and River BRT, an update to the TDP as part of CDTC's New Visions 2050 plan, an authority-wide strategic plan, and use of new indicators to track route performance in the future.

Real Estate Update -

- Chris Desany gave an update on the eminent domain process for the Uncle Sam property. The second EDPL Article 4 proceeding is under way, and we will determine a course of action once that decision is rendered. We are also in talks with the Bokland building owner to acquire the property to support our garage expansion efforts. We are also beginning the disposition process for the Saratoga property.
- Next meeting of the Committee is scheduled for Thursday, December 12, 2019 at 12:00pm at 110 Watervliet Avenue, Albany.

CHIEF EXECUTIVE OFFICER'S REPORT – Carm Basile

- The Chief Executive Officer provided his report for October 2019.

EXECUTIVE SESSION

- No items scheduled.

UPCOMING MEETINGS

- Subject to the call of the Chair, Chairman Lahut announced the following meeting date:
 - Wednesday, December 18, 2019 – 12:00 PM

ADJOURNMENT – 1:22 PM

Motion – Ms. Figueroa
 Seconded – Ms. Falotico
 Carried Unanimously

Respectfully submitted,

Mark Schaeffer, Secretary

Dated: October 30, 2019

CHIEF EXECUTIVE OFFICER'S REPORT

The CDTA plate is full of exciting activities with our employees positioning the company as the region's mobility manager. From construction of the Blue Line BRT, to electric buses, to expansion of the Troy garage, you don't have to look far for new CDTA developments. Our work has captured the attention of community leaders and we use this to advance what we do.

Our success depends on the financial health of the organization. Budget development and advocacy for stronger funding is a top priority. With customer revenue and mortgage tax receipts leading the way, our financial situation is very good. Our monthly reports for the first six months of the fiscal year provide a mid-year assessment of our operation and financial condition.

We are in the community talking about CDTA, the work we do and the impact we make. This includes meeting with government officials to make the case for multi-year funding. We are pointing to our efforts to improve regional mobility and the connections our services make to economic development opportunities. We are focused on the adoption of 5-year plans for operating and capital assistance. Lisa Marrello and her team are talking about our unique needs; possible expansion into Montgomery County, facility expansion, and the growth of our system (BRT, major employers). These discussions are a top priority for us.

Our Strategic Planning process is underway. We have engaged Barbara Gannon and she hit the ground running with meetings and data collection that will lead to the development of a plan that sets a solid course for CDTA. The plan will evaluate strengths and weaknesses and ensure that we focus on the right things for our company and our region. It will include input from employees, stakeholders and customers as well as an evaluation of our industry landscape. Barbara will facilitate a board/staff retreat that will provide a deeper dive into our company, with a look at the challenges we need to address. It will also include time with stakeholders who will tell us what they need from a 21st century mobility management company.

There is excitement around electric buses as we finish installation of charging infrastructure. The connection to National Grid power lines on Watervliet Avenue is complete and buses can be charged. Our maintenance staff is becoming familiar with the vehicles and introducing the new powering process in the garage. With a board award to the Center for Transportation and the Environment (CTE), we are ready to frame the pilot and capture appropriate data and operating results. All of this is leading to an unveiling with appropriate officials and partners to announce the arrival of the first battery electric buses in Upstate New York.

As our industry moves towards Mobility as a Service (MaaS), it is important for transit to lead the way on common platforms and to introduce new ways for people to travel. This includes bicycles, scooters, micro transit, common payment applications, navigation programs for new choices like innovative ride pooling systems. This will be a subject in our Strategic Planning process.

As we move towards better mobility, it is great to see our bike share program grow in popularity. Total ridership is over 37,000 and with a few weeks left in this riding season, we should surpass 40,000 rides. Ridership grows as we marry Universal Access arrangements to CDPHP *Cycle!* This shows the power of merging mobility and payment options. We are helped by our partnership with CDPHP and their focus on the health and wellness benefits of bike riding. We are talking with scooter companies about adding another option to our mobility menu. Work to be done as we consider how scooters might be integrated with bike sharing and transit use.

We are getting ready to unveil micro transit service that will be branded *FLEX*. The service will combine the best features of ride sharing and conventional CDTA service. It will operate in a north-south area between Guilderland and Latham that includes, Albany International Airport and Crossgates Mall. It will

provide a pilot profile and give us operating and customer experience to learn from. We are developing a similar pilot in Southern Saratoga County. This will give us an opportunity to pilot service in an area with different demographics and density patterns. Another step towards Mobility as a Service.

Work is progressing on the Blue Line BRT that will extend from Albany to North Troy in Phase One. Crews are working at intersections along the line, installing cable for new signals and technology upgrades to support BRT service. They are pouring concrete sidewalks that will meet ADA standards and provide better access to the BRT line. This will pave the way for BRT stations, pylons and promotional items. At the same time, work is underway on the expansion of the Troy garage. All this work is aiming us towards a late 2020 start for our second BRT line.

Our new boarding center at Crossgates Mall has been open for a few weeks. The center was relocated and expanded to improve the customer experience and access for buses. The center is served by several CDTA routes and is one of our highest volume bus stops. The project includes a bus-only turn lane/entrance with new signals and pavement markings. It has improved circulation and will reduce travel time in the mall. We worked with our partners at the Pyramid Companies to improve crossings for pedestrians and transit customers.

As we discussed in budget reports, bus operator head counts are close to projected levels. A class of 12 new operators hit the streets last week and a class of 8 started training last week (they should be ready for service by mid-November). Our Human Resource staff continues to recruit and screen candidates as they work to fill another training class in short order. Leveling head counts has reduced trip cuts to negligible levels, improved reliability and sharpened schedule adherence. It impacts our operating budget and gives us better control over the wage and benefit lines. At the same time, we are filling openings in the maintenance department, in supervisor ranks and on the management staff. Good work by all involved.

There is no doubt of our presence throughout the Capital Region. The activity section of this report reflects our work to make CDTA a household word among community leaders. In addition to the dozens of events that we participate in, we work with a cross section of businesses, employers and government groups to enhance transit service. We strive to develop cooperative partnerships and envision the options needed to ensure a transition to Mobility as a Service

It is great to see the development of performance metrics for STAR. This was discussed at our meetings last week as we work towards measurements that provide board and staff with a high-level view of performance, productivity and cost to provide STAR service. We are also reviewing proposals from vendors who can provide contracted services. Selection of quality contractors will provide us with depth and flexibility in the way STAR is provided and managed. We will have recommendations on this at our next committee meetings.

Our work has employees moving at full throttle as we plan for an exciting few months. The combination of new service, expanded facilities, strategic planning, and an evolution of how we deliver mobility makes this an exciting time. As we prepare to celebrate our 50th anniversary, I am proud to work for a company that embraces change and looks forward optimistically.

Performance Measures

Key Performance indicators for the company are included in our monthly reports. Data is for September and it is compared to September 2018. The measures used in our reports provide a high-level overview of our company and the effectiveness of service and delivery systems.

Total ridership for September was 1.4 million, which is 1% lower than last September. For the first half of the fiscal year, ridership is level with last year. Boardings on Northway Xpress buses were at 14,788, up 5% from last September; there were 28,180 boardings on STAR vehicles, up 9% from last September.

Our operating reports provide a birds-eye view of our company performance. The financial report for September was one of the best in recent memory with total revenue exceeding budget by almost 9%. This was helped by \$1.5 million in Mortgage Recording Tax receipts (budget expectation was \$937,500) and revenue from our facility advertising program. For the first time in a while, customer revenue did not exceed budget (it was \$605 more than expectations).

September expenses were 4.5% under budget with almost every spending category under budget. This comes after months of hard work by our team to get to budgeted head counts and deploy our people in the most efficient manner possible. Fuel costs reflect the lower rates that we negotiated last year; health insurance costs reflect plan changes made last year. Purchased transportation continues to be over budget but it is at its lowest delta in two years (3.5% over budget). The liability/claims line is over budget due to the payout of two large claims.

For the first half of the fiscal year, total revenue is 3.6% over budget; total expenses are 3% under budget (not including adjustments for workers compensation/claims). As a result, we are in a surplus position of \$2.8 million. Our staff has done a great job managing expenses and we have had three great months of receipts from the Mortgage Recording Tax. Customer revenue continues to exceed budget, due mainly to revenue from Universal Access arrangements. And, our Facility Advertising program is the best in the state - thanks to our partners at Lamar.

We missed 34 trips on the fixed route system; last September, we missed 44 trips. We reported 46 accidents in September with 13 categorized as preventable; last September, we reported 45 accidents with 17 categorized as preventable. All preventative maintenance inspections were done on time; last July 99% were on time. Scheduled maintenance work was at 85%; last September, it was at 80%. Fixed route timeliness was at 73%; same as last September (we want to be within a 0-5-minute late window at least 80% of the time). Our call center processed 235 comments compared to 271 last September. Response time to close inquiries within 10 working days was at 97%; last September, it was 95%. There were 761,000-page views at www.cdta.org. Last September, there were 672,000 page views.

Community Engagement Activities:

- Init User Group Meeting at Albany Renaissance Hotel, November 3-5
- NYPTA Fall Conference will be held in Tarrytown, November 12-14
- CapComFCU Thanksgiving Deliveries, November 25/26

Activity Report

Our staff is doing a great job keeping projects moving while positioning CDTA as an asset to the region. This list of activities demonstrates our focus on stakeholder relationships.

- On September 12, I attended a meeting of the Capital Region Chamber of Commerce board of directors. I joined the board several months ago and news from this meeting is that the Southern Saratoga County Chamber of Commerce will affiliate with the Chamber (much like the Schenectady chamber did a few years ago).
- On September 16, I attended a meeting of the Liberty Square Development work group. The group is talking about ways to insure development of this part of downtown Albany. This could include a new intermodal center.

- On September 16, I attended a meeting of the Colonie Industrial Development Agency and the Local Development Corporation. I am a member of both boards; we are charged with insuring sound economic development activities throughout the town.
- On September 18, I attended a meeting of the United Way of the Greater Capital Region Board of Directors. I am incoming chair of the board and look forward to helping to make our United Way better and stronger.
- On September 18, I spoke at the unveil of our *Real Men Wear Pink* campaign. This is our 4th year participating in this community driven campaign and it's great to see CDTA employees engage in the campaign to increase awareness of breast cancer, screening and treatment options. Hats off to Jaime Watson and her team who make this so rewarding.
- On September 18, I attended a meeting of the Christian Brothers Academy Board of Trustees. I have been a trustee for several years and am proud to see CBA students using buses to get to and from the campus on Airline Drive in Colonie.
- On September 24, we held a meeting for Authority staff. These meetings keep management staff up to date on the activities of our company. We meet every 6-8 weeks; this was our first meeting since June and there were lots of things for discussion.
- On September 24, Jaime Watson and I met with Lisa Marrello, her team and the team from Gramercy to discuss out advocacy strategy for the next few months. This includes government relations along with our work to position CDTA in the community.
- On September 25, I sat with a video production team from the Albany Business Review. The video will be included in the ABR's Achievers event in November. Jaime Watson coordinated this.
- On September 26, I met with Maureen Sager from the *Alliance for a Creative Economy* to discuss her work to brand and promote the region. The brand will be part of a campaign to encourage people and businesses to locate here.
- On September 27, I met with Barbara Gannon to talk about our approach to Strategic Planning. Our discussion was in advance of the first meeting of the CDTA staff Leadership Team.
- On October 2, I spoke with Liz Young from the *Albany Business Review*. We talked about the work CDTA does and how we can encourage a stronger effort towards a regional approach to problem solving. The interview is part of the ABR Achiever edition that will be published in early November.
- On October 3, our staff Leadership Team worked with Barbara Gannon on Strategic Planning. This was the first of several meetings that Barbara will conduct with us. The group talked about our strength and weaknesses and evaluated interactions with customers, employees and community stakeholders. More to follow.
- On October 4, we held our annual Fall Festival at 110 Watervliet Avenue. We hosted more than 500 school children, grades 3-5, exposing them to CDTA and the work we do. They got to talk with representatives from public safety and participated in fun events like our famous haunted

paint booth. Thanks to Jaime Watson, Stacy Sansky and the volunteers who make this event better every year.

- On October 7, Lisa Marrello, Jay Bove, Kevin Bronner and I met with representatives for the State Division of the Budget to talk about the work we do and our capital needs for the next several years. This is aligned with the work that NYPTA is doing to develop a 5-year capital plan for non-MTA systems.
- On October 7, I met with Barbara Gannon to review the work done by our Leadership Team and to outline the next few steps in our Strategic Planning process.
- On October 7, my wife Sheila, Jaime Watson and I attended *Coaches vs. Cancer* at the Albany Capital Center. This is a signature event for the American Cancer Society.
- On October 8, Lisa Marrello and I met with representatives from the Governor's office to talk about CDTA issues and funding concerns for next fiscal year.
- On October 9, I attended a meeting of the United Way executive committee. I am a member of this committee, which is like our Board Operations committee. We discussed the agency budget and plans for a not-for-profit shared work-space.
- On October 9, I spoke at the *New York State Parking and Transportation* annual conference. The group includes parking and transportation managers along with mobility experts from throughout the state. I talked about the importance of collaboration and partnerships. Jaime Watson joined me.
- On October 10, Congressman Paul Tonko, Assemblywoman Pat Fahy and representatives from Assemblyman Phil Steck's office joined us to tour our charging infrastructure and took a ride on an electric bus. Our partners from National Grid explained power requirements and the process we will use to charge buses during the pilot program.
- On October 11, I was part of a panel discussion on transportation and economic development at the Port of Albany. The panel was part of a *Leadership Tech Valley* program. LTV is for young professionals who participate in a program to develop their expertise and networking capabilities throughout the region. Our own Patricia Cooper is co-chair of this year's effort (she was in LTV last year)
- On October 11, I attended the Albany Business Review's *Women on the Rise* lunch at the Glen Sanders Mansion. Jaime Watson was one of 6 women recognized for their accomplishments. Jaime does a great job for us and it was an honor to be part of her exciting day. A table full of CDTA employees sat with Jaime's proud Mom and Dad.
- On October 13-15, I attended the APTA Annual meeting in New York City, which has been rebranded to *Transform*. Mike Criscione, Denise Figueroa, Mark Schaeffer, Pat Lance and several of our senior leadership staff watched Dave Stackrow transition from Chairman to Immediate Past Chairman and heard about his great accomplishments; we are very proud of Dave and congratulate him on a job well done.

- On October 16, I attended the United Way annual meeting at the Hearst Media Center. I was elected to serve as Board Chairman. Great to see Jaime Watson, Stephanie Belikopitsky and Justin Gregaydis from our staff in attendance.
- On October 18, we hosted a group from the Capital Region Chamber of Commerce Leadership Tech Valley program. As part of their program, they visit with area companies to learn what they do and how they impact the region.
- On October 18, I chaired a conference call meeting of the New York Public Transit Association's legislative committee. We discussed the need for a 5-year capital and statewide funding plan. NYPTA has developed a draft document that calls for significant investment of state funds for transit systems across the state.
- On October 18, I participated in a conference call meeting of the New York Public Transit Association's executive committee. The purpose of this call was to share information about electric buses, infrastructure requirements and funding needs.
- On October 18, I spoke with a reporter from the Albany Business Review. We talked about electric buses, charging infrastructure and parameters of the pilot that will guide our efforts. Jaime Watson set this up.
- On October 19, my wife Sheila and I joined Jon Scherzer, his wife Monica and Jaime Watson at the Albany Public Library *Literary Legends* reception at the library's main branch. CDTA was recognized for community outreach and partnership work.
- On October 20, my wife Sheila and I attended the Northeast Kidney Association *Catwalk for Kidneys* fashion show at Rivers Casino. Our own Jaime Watson was a fashion show model; she did a great job!
- On October 21, we hosted Jack Reilly's Transportation Policy class. Jack is a tenured professor at RPI. Before launching his teaching career, he was our Planning Director and Deputy Director (25 years).
- On October 21, I attended a meeting of the Colonie Industrial Development Agency and the Local Development Corporation. I am a member of both boards that promote economic development activities throughout the town.
- On October 22, Lisa Marrello and I met with Assemblyman Angelo Santabarbara. We talked about CDTA activities and the need for increased operating and capital funding.
- On October 25, I rode the Pink Bus to Cohoes Middle School to recognize the *Real Kids Wear Pink* participants.
- On October 25, Jon Scherzer and I met with the Montgomery County Executive and the Superintendent of the Amsterdam School District to talk about efforts to bring CDTA to their community.
- October 28, I spoke to new street supervisors who are in training that help them transition to leadership positions. I talked about our expectations of them.

- On October 29, I attended our *Pink Bus Pull* at Crossgates Mall, which is part of our *Real Men Wear Pink* campaign. About 15 teams participated in the fun event, which puts a spotlight on the Pink Cause. Thanks to Jaime Watson and her team for a job well done.
- Earlier this morning, I spoke at a meeting of the Menands Business Group. I talked about the work we do and our efforts to be a community partner throughout the Capital Region.

Final Thoughts

The company is alive with projects and activities that are testing our capacity. Our team approach keeps us moving forward doing work that we can be very proud of.

Copy: Senior Staff
Director of Corporate Communications
Director of Marketing

**CAPITAL DISTRICT TRANSPORTATION AUTHORITY
RESOLUTION No. 40 - 2019**

Awarding a Sole Source Contract for the Purchase of Microsoft Enterprise Software

WHEREAS, the Capital District Transportation Authority (the “Authority”) is charged with the development and improvement of transportation, including omnibus service; and

WHEREAS, the Authority’s operations for the past four years have been supported by Microsoft Enterprise and “cloud” based services, including Microsoft Office 365, Azure, and SQL Server; and

WHEREAS, the Authority’s Microsoft Office 365, database and other Office applications allow CDTA to store data and access programs over the Internet to allow for uninterrupted usage rather than hosting them on internal CDTA servers; and

WHEREAS, New York State Office of General Services (“NYS OGS”) has entered into an agreement with Dell Marketing, LP of Round Rock, TX, providing for the purchase of Microsoft Enterprise Software at a reduced price; and

WHEREAS, the Authority is allowed to utilize the NYS OGS contract for the purchase of Microsoft Enterprise Software at the reduced price; and

WHEREAS, the total three-year cost for the software is \$327,421, which has been determined to be fair and reasonable, and less than the cost of purchasing Microsoft Enterprise Software directly from Microsoft; and

WHEREAS, staff now recommends the award of a sole source contract to Dell Marketing, LP of Round Rock, TX, for the purchase of Microsoft Enterprise Software, for a term of three years at a cost of \$327,421.

NOW, THEREFORE, IT IS RESOLVED as follows:

1. The Authority authorizes a three-year sole source contract for the purchase of Microsoft Enterprise Software to Dell Marketing, LP of Round Rock, TX, subject to compliance with the terms of the contract documents.
2. The Chief Executive Officer is hereby authorized to execute the necessary documents.
3. The source of funding will be from the FY2020 Operating Budget.
4. This Resolution shall take effect immediately.

CERTIFICATION

The undersigned, duly qualified and acting as Secretary of the Capital District Transportation Authority, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Capital District Transportation Authority held on 18th day of December, 2019.

Dated: December 18, 2019

Mark Schaeffer, Secretary

Capital District Transportation Authority Agenda Action Proposal

Subject: Contract award for purchase of Microsoft Enterprise Software

Committee: Performance Monitoring/Audit

Committee Meeting Date: December 11, 2019

Board Action Date: December 18, 2019

Background:

To allow for uninterrupted usage of Microsoft enterprise and “cloud” based services. Services are guaranteed to provide uptime 24 hours a day, 7 days a week.

Purpose:

Microsoft Enterprise Software provides CDTA with use of Office 365, database and other Office applications. Office 365 allows CDTA to store data and access programs over the Internet, versus hosting them on internal CDTA servers.

Summary of Proposal:

Dell Marketing, LP holds the contract with New York State Office of General Services (NYS OGS) for Microsoft Software. CDTA has verified that purchasing this software through other sources would be more costly than if purchasing from the NYS OGS contract and therefore the costs are fair and reasonable.

Staff recommends awarding a sole source contract for Microsoft Enterprise Software through NYS OGS’s contract to Dell Marketing, LP for three years in the amount of \$327,421. Upon Board approval the contract will be awarded immediately.

Financial Summary and Source of Funds:

The total three-year cost is \$327,421 and it is budgeted starting with the FY2020 operating budget.

Prepared by:

Stacy Sansky, Director of Procurement

Project Manager:

Christopher Desany, Vice President of Planning & Infrastructure

Memorandum

December 11, 2019

To: Performance Monitoring/Audit Committee

From: Christopher Desany, Vice President of Planning and Infrastructure

Subject: Sole Source Purchase of Microsoft Enterprise Software

Background:

CDTA has been using Microsoft enterprise and “cloud” based services (Office 365, Azure, SQL Server) for the past four years to provide e-mail, telephony, database, unified communications and Office applications. The use of Office 365 allows CDTA to store data and access programs over the Internet, versus hosting them on internal CDTA servers. The hosted infrastructure is replicated across multiple sites within the United States, and should one or more host sites become unavailable, services would still be provided by one of the other sites. Services are guaranteed at 99.99% uptime with 24 hours a day, 7 days a week support. This provides greater reliability than can be provided with CDTA computing resources.

These services are priced at a monthly rate yet billed yearly. The pricing proposed for this agreement reflects a < 2% increase over the current costs for the next three years (depending on the category).

Justification:

I recommend that we engage with Dell Marketing, LP in a sole source contract for Office 365 software/services based on the following:

- Dell is the current OGS contract holder (PS68202) for Microsoft software.
- The OGS contract explicitly excludes consulting, premier support, equipment, and customization work. This keeps our costs down by us not paying for unnecessary services. Working with a different reseller would result in an additional layer of overhead being included in our pricing.
- Office 365 services could be purchased from Microsoft directly, but we have verified that the rates are higher than OGS contract rates.
- CDTA has an established Microsoft Enterprise Agreement to provide licenses for business applications such as Office 365. This allows for additional support options (only if required) and a simple yearly “true up” for licensing.

The Microsoft pricing is based on government rates provided to other states (and to New York State agencies) and is therefore considered to be fair and reasonable.

Recommendation:

I am requesting that a three-year sole source contract for the purchase of Microsoft software be awarded to Dell of Round Rock, TX, for an amount of \$327,0421.

**CAPITAL DISTRICT TRANSPORTATION AUTHORITY
RESOLUTION NO. 41 - 2019**

Approve Woodlawn Park & Ride Lease Amendment

WHEREAS, CDTA Facilities, Inc., (“FACILITIES”) operates as an independent subsidiary of the Capital District Transportation Authority (the ‘Authority’) to own and operate the Rensselaer Rail Station and other facilities; and

WHEREAS, in order to promote the use of public transportation and more mobility options to customers, the Authority negotiated a lease with Golden Gate Associates, LLC for 70 shared-use park and ride spaces at the Woodlawn location and the lease is due to expire and an amendment to the current lease is required for continued access to the parking lot; and

WHEREAS, Authority staff has negotiated with Golden Gate Associates, LLC of Albany, NY to increase the number of park and ride spaces to 100 with no increase in annual cost for a ten-year term; and

WHEREAS, staff recommends approval of an amendment to the Woodlawn Park and Ride agreement providing for 100 spaces at \$250 per space for ten years with a total cost of \$250,000 to be paid in a lump sum amount.

NOW, THEREFORE, IT IS RESOLVED as follows:

1. The Authority is authorized to enter into an amendment to the current lease with Golden Gate Associates, LLC of Albany, NY for continued access to the Woodlawn Park and Ride lot providing 100 spaces at \$250 per space for ten years with a total cost of \$250,000.
2. The Chief Executive Officer is hereby authorized to execute all necessary documents.
3. The source of funding will be through the BRT set-aside for FY2019/20.
4. This Resolution shall take effect immediately.

CERTIFICATION

The undersigned, duly qualified and acting as Secretary of the Capital District Transportation Authority, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Capital District Transportation Authority held on 18th day of December, 2019.

Dated: December 18, 2019

Mark Schaeffer, Secretary

Capital District Transportation Authority Agenda Action Proposal

Subject: Contract amendment for park and ride spaces to Golden Gate Associates, LLC of Albany, New York.

Committee: Performance Monitoring/Audit
Committee Meeting Date: December 11, 2019
Board Action Date: December 18, 2019

Background:

The current contract for parking spaces at the location known as the Woodlawn Park & Ride is set to expire and an amendment to the current contract is required for continued access to this parking lot.

Purpose:

The CDTA network of Park & Ride locations are one of the areas of service offered to customers for more mobility options.

Summary of Proposal:

In 2009 CDTA entered into an agreement with Golden Gate Associates, LLC for seventy (70) parking spaces for a term of ten (10) years (at a cost of \$357 per space). The amended agreement will provide thirty (30) additional spaces for a total of 100 spaces, for the same overall price (at a cost of \$250 per space) for an additional term of ten (10) years. The cost per space has been decreased to a price similar to costs paid for other Park & Ride locations, while adding additional spaces and securing the location for ten additional years. Based on these factors staff finds the pricing and amendment terms to be fair and reasonable.

Staff recommends amending the Woodlawn Park & Ride agreement with Golden Gate Associates, LLC for a total of 100 parking spaces at a cost of \$250 per space for ten years. The total cost will be \$250,000. Upon Board approval the amendment will be issued immediately.

Financial Summary and Source of Funds:

The 10-year cost of the lease \$250,000 and it will be funded through the BRT set-aside for FY19/20.

Prepared by:

Stacy Sansky, Director of Procurement

Project Manager:

Christopher Desany, Vice President of Planning & Infrastructure

Memorandum

December 11, 2019

To: Chairman, Performance Monitoring/Audit Committee
Members, Performance Monitoring/Audit Committee

From: Christopher Desany, Vice President of Planning and Infrastructure

Subject: Woodlawn Park & Ride Lease Agreement

Background

CDTA provides for an integrated system of park and ride lots throughout our service network. Park and ride facilities are a great option for people who have a long commute, don't live near a transit route, or need a convenient place to meet their vanpool or carpool. We currently operate 22 park & ride locations.

In December 2009 CDTA entered into an agreement with Golden Gate Associates, LLC, for access to space known as Woodlawn Park & Ride. The agreement was for 70 spaces at \$25,000/yr. = \$357/space, for a 10-year term.

Justification

The term expires in December, and with the continued increase in ridership and service in the area, it is necessary to continue the lease at this location. Additionally, with the continued success of the Red Line BRT and predicted demand from our OGS partnership, we anticipate the need for *additional* spaces.

Staff has negotiated with GGA to increase the number of spaces to 100, with no increase in annual cost (100 spaces at \$25,000/yr. = \$250/space). This also decreases the cost per space to align closer with what we pay at other locations. (e.g. the St. Luke's Park and Ride lot is *currently* \$250 per space). The funding source for this lease is the BRT set-aside for FY19-20

Recommendation:

I am recommending approval of an amendment to the Woodlawn agreement providing for 100 spaces at \$25,000/year for 10 years. This shall be paid in a lump sum amount of \$250,000.

**CAPITAL DISTRICT TRANSPORTATION AUTHORITY
RESOLUTION No. 42 - 2019**

Preliminary Approval to Increase Parking Rates at the Rensselaer Rail Station

WHEREAS, the Capital District Transportation Authority (the “Authority”) is empowered by Public Authorities Law Section 1307 to levy and collect fares for transportation services, and

WHEREAS, in order to keep pace with other area facilities, the Authority has proposed an across the board increase in parking rates at the Rensselaer Rail Station; and

WHEREAS, Authority staff is proposing to consolidate the outdoor parking rates for Lots A, B, and C into one simple maximum day rate along with one maximum day rate for garage parking; and

WHEREAS, the proposed parking rate increase of all outdoor lots will be a daily maximum of \$10 and a daily maximum garage rate of \$14, for an estimated revenue increase of \$580,000, with the new parking rates effective on or about April 1, 2020; and

WHEREAS, the proposed parking rate increases will require a public hearing and Board approval before implementation.

NOW, THEREFORE, BE IT RESOLVED as follows:

1. The Authority hereby approves the proposed Rensselaer Rail Station Parking Rate increases, subject to compliance with the public hearing process.
2. Authority staff is hereby authorized to take all reasonable and necessary action to schedule the public hearing process and to implement the new parking rates.

CERTIFICATION

The undersigned, duly qualified and acting as Secretary of the Capital District Transportation Authority, hereby certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Capital District Transportation Authority held on the 18th day of December, 2019.

Dated: December 18, 2019

Mark Schaeffer, Secretary

Memorandum

December 11, 2019

To: Chairperson, Performance Monitoring/Audit Committee
Members, Performance Monitoring/Audit Committee

From: Philip Parella, Director of Finance

Subject: Rensselaer Rail Station Recommendation for Parking Increase

Background

It has been several years since we raised parking rates at Rensselaer Rail Station (RRS). After researching parking rates at similar facilities, and analyzing customer and revenue impacts, staff is recommending an increase in parking rates effective on or about April 1, 2020.

The RRS parking system includes one garage lot and three outdoor lots. The garage lot is priced at \$12 per day (maximum). The three outdoor lots range in price from \$7 to \$8 per day (maximum). We generate about \$2.4 million per year in parking revenue at RRS. Listed below is our current parking rates and corresponding revenue based on FY2019 data.

RRS Lot	Max Day Rate	Revenue
Garage	\$12.00	\$1,334,641
Lot A	\$8.00	\$330,986
Lot B	\$7.00	\$508,532
Lot C	\$8.00	\$227,818

Proposal

In order to keep pace with other area facilities, we are recommending an across the board increase in parking rates at RRS. We are proposing to consolidate the outdoor parking rates into one simple maximum day rate along with one maximum day rate for garage parking. The maximum outdoor lots will increase by \$2 to \$3 dollars while the daily maximum garage rate will increase by \$2.

RRS Lot	New Max Day Rate	Increased Revenue
Garage	\$14.00	\$222,440
Lot A	\$10.00	\$82,725
Lot B	\$10.00	\$217,940
Lot C	\$10.00	\$56,955

Estimated Increase - \$580,060

Recommendation

We recommend that we increase the RRS parking rates of all outdoor lots (Lots A, B, C) to a daily maximum of \$10; and increase the daily maximum of the garage lot to \$14. This action will require a public hearing and approval by the board before implementation. We would like to have the rate increase be effective on or about April 1, 2020. The first action is for the board to provide preliminary approval pending the public hearing process.

Copy: Vice President – Finance and Administration
Chief Executive Officer

**CAPITAL DISTRICT TRANSPORTATION AUTHORITY
RESOLUTION NO. 43 - 2019**

Approve the Preliminary Operating Budget and Five-Year Capital Plan
for Fiscal Year 2020-2021

WHEREAS, the Capital District Transportation Authority (the “Authority”) is required by Public Authorities law sections 1305-a and 1306 to prepare and file an annual budget; and

WHEREAS, the proposed preliminary Operating Budget for the Capital District Transportation Authority for fiscal year 2020-2021 provides for estimated revenue and assistance of \$93,527,435 with projected expenses of \$104,555,352, and the Five-Year Capital Plan of \$399,206,608, that has been presented and reviewed (a copy of which is attached to this and made part of this resolution); and

WHEREAS, after review and discussion, the adoption of the proposed fiscal year 2020-2021 preliminary Operating Budget and Five-Year Capital Plan has been recommended by the CDTA Strategic and Operational Planning Committee;

NOW, THEREFORE, IT IS RESOLVED as follows:

1. The Authority hereby approves and adopts the preliminary Operating Budget and Five-Year Capital Plan for fiscal year 2020-2021, a copy of which is attached to and made part of this resolution.
2. This Resolution shall take effect immediately.

CERTIFICATION

The undersigned, duly qualified and acting as Secretary of the Capital District Transportation Authority, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Capital District Transportation Authority held on the 18th day of December, 2019.

Dated: December 18, 2019

Mark Schaeffer, Secretary

Memorandum

December 12, 2019

To: Chairman, Strategic & Operational Planning Committee
Members, Strategic & Operational Planning Committee

From: Michael Collins, Vice President of Finance & Administration

Subject: Discussion & Approval of FY2021 Preliminary Budgets

Background

I am providing a preliminary operating and capital budget for Fiscal Year 2020-2021. This is a first pass at our budget, and it includes a good deal of estimates (both optimistic and pessimistic, depending on your perspective). The Board is required to approve a preliminary budget which is then submitted to New York State by December 31, 2019. As we move towards a final budget on April 1, 2020, we will have several meetings, discussions and lots of input.

This preliminary budget includes significant increases in expenses based on new services that are anticipated to begin during next fiscal year. It also includes non-traditional services that expand CDTA's mobility options (Micro Transit; Bike Share), along with employee health and security improvements.

Operating Budget

The preliminary operating budget is projected to be \$104.5 million, a \$14.4 million increase from this year's plan (an increase of close to 16%). The main driver is the new services we may introduce. We expect to begin service on the River Corridor along with service for state workers in and around downtown Albany. We also continue discussions with Montgomery County officials and service may begin in that community sometime during the fiscal year. In total, these new services will cost approximately \$10 million to operate.

This is a unique budget position for us because all new services have revenue lines tied to them, which will make up a significant portion of the operating cost. We were awarded a \$5 million operating grant by New York State to help with the River BRT Corridor and we are developing a strategy to maximize this funding. There will be contract revenue associated with state worker service, and any addition of service in Montgomery County will come with increases in the STOA formula.

However, revenue is still a concern. Unlike the last two years, we are not projecting increases in base customer revenue for FY2021 (most of which was driven by Universal Access renewals). As is always the case, we do not know how much operating assistance we will receive from the state; we will deliberate our federal maintenance allocation to help operations; and we will talk about how much Mortgage Recording Tax (MRT) we should project. As you know, we are considering a parking rate increase at Rensselaer Rail Station with an estimated revenue increase of \$450,000.

Expenses are projected to increase by \$14.4 million due to normal increases in operations (mostly wages and benefits) and the new services. About 65% of the expense increase (\$9.3 million) is due to wages and benefits. At this point, we are estimating around 60 new positions to launch the new services. This may be on the rich side, but we would rather start high and trim back as we move through the budget process.

Capital Plan

The projected five-year capital plan is attached. It is the first draft of a detailed summary of projects for the next five years, most of which are not funded. Typically, we concentrate efforts on year one and prioritize funding for projects to be completed within the first year (FY2021). Certain components are reoccurring projects such as our annual fleet replacement program; paying for two bus leases; and providing for facility projects for normal replacement. FY2021 also includes mobility projects like Micro Transit, bike share, and van pool efforts.

Looking forward, this plan provides a blueprint to develop projects like the Washington/Western BRT and facility expansion possibilities. Many of these projects are grant dependent and will take several years to complete. It's important to note that we are anticipating a state capital plan that could cover 5 years. The level of funding will determine how we go about moving some of our capital projects.

Summary

This year will be an exciting year. And although we have funding sources to help balance our budget, it is not enough. We are active in our advocacy efforts to find sustained operating revenue and we continue to work with our lobbyist and the New York Public Transit Association to encourage increased state funding. The Strategic and Operational Planning Committee will be provided options to discuss as we move through the budget development process.

Recommendation

We recommend that the preliminary FY2021 operating budget of \$104,555,352 and the five-year capital plan of \$399,206,608 be approved to meet our New York State statutory requirement.

Copy: Chief Executive Officer
Senior Staff
Director of Finance

Capital District Transportation Authority
FY2021 Proposed Operating Budget
November 20, 2019

Revenue Item	FY2020 Budget	Budget to Budget Change	Proposed FY2021 Budget	% change
Mortgage Tax	\$11,250,000	\$ 200,000	\$ 11,450,000	1.8%
Interest Income	\$20,000	\$ -	\$ 20,000	0.0%
Customer Revenue	\$18,800,000	\$ 710,000	\$ 19,510,000	3.8%
Advertising	\$900,000	\$ 392,500	\$ 1,292,500	43.6%
RRS and Facilities Income	\$3,251,631	\$ -	\$ 3,251,631	0.0%
Transfer from Reserves	\$0	\$ -	\$ -	0.0%
Other	\$88,500	\$ 1,600,000	\$ 1,688,500	1807.9%
Federal Maintenance	\$12,401,000	\$ -	\$ 12,401,000	0.0%
State Operating Assistance	\$40,881,304	\$ 370,000	\$ 41,251,304	0.9%
Northway Commuter Service - STOA	\$400,000	\$ -	\$ 400,000	0.0%
County Assistance	\$1,917,000	\$ -	\$ 1,917,000	0.0%
Grants	\$266,800	\$ 78,700	\$ 345,500	29.5%
Total Revenue	\$90,176,235	\$3,351,200	\$93,527,435	3.7%
Expense Item	FY2020 Budget	Budget to Budget Change	Proposed FY2021 Budget	% change
Wages	\$44,206,774	\$5,929,185	\$50,135,959	13.4%
FICA	\$3,168,944	\$95,068	\$3,264,012	3.0%
Health Benefits	\$10,778,036	\$2,667,158	\$13,445,194	24.7%
Workers' Comp	\$2,637,708	\$263,771	\$2,901,479	10.0%
Other Benefits	\$3,780,538	\$189,027	\$3,969,565	5.0%
Professional Services	\$2,617,745	\$940,532	\$3,558,277	35.9%
Materials and Supplies	\$1,453,010	\$503,784	\$1,956,794	34.7%
Miscellaneous	\$696,750	\$40,103	\$736,853	5.8%
Maintenance Services	\$2,965,258	\$88,958	\$3,054,216	3.0%
Purchased Transportation	\$5,815,359	\$1,824,933	\$7,640,292	31.4%
Utilities	\$961,000	\$28,830	\$989,830	3.0%
Fuel	\$5,321,594	\$985,364	\$6,306,958	18.5%
Parts Tires Oil	\$4,743,920	\$697,404	\$5,441,324	14.7%
General Insurance	\$679,600	\$100,000	\$779,600	14.7%
Claims	\$350,000	\$25,000	\$375,000	7.1%
Total Expenses	\$90,176,236	\$14,379,117	\$104,555,352	15.9%
Revenue over Expenses	(\$0)	-\$11,027,917	-\$11,027,917	

Capital District Transportation Authority
FY2021 Capital Plan
December 4, 2019

	Purpose	Type	Dept	2021	2022	2023	2024	2025	Total
River BRT	System Improve.	BRT	Multi	\$35,203,789	\$0	\$0	\$0	\$0	\$35,203,789
WWBRT - ETEC	SI	BRT	Multi	\$4,480,115	\$0	\$0	\$0	\$0	\$4,480,115
WWBRT	SI	BRT	Multi	\$0	\$42,500,000	\$42,500,000	\$0	\$0	\$85,000,000
U Albany Downtown (Robin to Lake)	SI	BRT	Planning	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000
85W Call Center Renovation	SI	Facilities	Facilities	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Automated Access Gate - Schenectady	SI	Facilities	Security	\$300,000	\$0	\$0	\$0	\$0	\$300,000
110 Driver Room	SI	Facilities	Facilities	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Troy Driver's Locker/Bathroom	State of Good Repair	Facilities	Facilities	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Troy Mechanic's Locker/Bathroom	SOGR	Facilities	Facilities	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Schenectady Driver's Locker/Bathroom	SOGR	Facilities	Facilities	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Schenectady Mechanic's Locker/Bathroom	SOGR	Facilities	Facilities	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Schenectady Gas Tanks	SI	Facilities	Facilities	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Bus Washers	SOGR	Facilities	Facilities	\$0	\$0	\$0	\$0	\$0	\$0
RRS Garage Repairs	SOGR	Facilities	Facilities	\$692,704	\$0	\$0	\$0	\$0	\$692,704
RRS Enhancements	SOGR	Facilities	Facilities	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
RRS Parking Upgrades	SI	Facilities	Facilities	\$500,000	\$0	\$0	\$0	\$0	\$500,000
LED Light Replacement	SI	Facilities	Facilities	\$350,000		\$0	\$0	\$0	\$350,000

Maintenance Training Room	SI	Facilities	Maint	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Fuel Management System	SI	Facilities	Maint	\$970,000	\$0	\$0	\$0	\$0	\$970,000
Wellness Center	SI	Facilities	Facilities	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Facilities Maintenance and Engineering Preliminary	SOGR	Facilities	Facilities	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Engineering - Facilities	SOGR	Facilities	Facilities	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Facilities Audit	SOGR	Facilities	Facilities	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Consolidated Operations Facility Downtown Albany	SI	Facilities	Facilities	\$0	\$0	\$0	\$150,000,00	\$0	\$150,000,000
Intermodal Street Amenities (Shelter Program)	SI	Facilities	Facilities	\$0	\$0	\$50,000,000	\$0	\$0	\$50,000,000
Information Technology	Normal Replace.	Facilities	Facilities	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Decommission Legacy Site	NR	IT	IT	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Mid-Sized Infrastructure	NR	IT	IT	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Park & Ride Lots	SI	Facilities	IT	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Micro Transit - Capital	SI	Operating	Facilities	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Micro Transit Operations	SI	Operating	Planning	\$500,000	\$0	\$0	\$0	\$0	\$500,000
VanPool	SI	Operating	Planning	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Marketing iRide	SI	Operating	Planning	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Bike Share Expansion	SI	Operating	Planning	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
		Rolling	Mkting	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Fleet Financing 2012	NR	Stock	Finance	\$930,000	\$930,000	\$0	\$0	\$0	\$1,860,000
Fleet Financing 2014	NR	RS	Finance	\$780,000	\$780,000	\$780,000	\$780,000	\$0	\$3,120,000
Camera Install	SI	RS	Maint	\$170,000	\$0	\$0	\$0	\$0	\$170,000
Flex Vehicles	SI	RS	Maint	\$240,000	\$0	\$0	\$0	\$0	\$240,000

Non-Revenue Vehicles	NR	RS	Maint	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Bus Replace. Prog.	NR	RS	Maint	\$6,500,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$22,500,000
Electric Buses	SI	RS	Maint	\$0	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$16,000,000
Electric Bus Docum.	SI	RS	Maint	\$100,000	\$0	\$0	\$0	\$0	\$100,000
NX Commuter Bus Replacement	NR	RS	Maint	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$5,500,000
STAR Buses	NR	RS	Maint	\$570,000	\$570,000	\$570,000	\$570,000	\$570,000	\$2,850,000
Trolleys	SI	RS	Maint	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Lift Replacement Mid-Life Hybrid Replacement	NR	RS	Maint	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Vehicle Overhaul (Gillig Engine Replacement)	SOGR	RS	Maint	\$300,000	\$300,000	\$300,000	\$300,000	\$0	\$1,200,000
						\$105,910,00	\$163,410,0	\$12,030,00	
Total Expense				\$61,016,608	\$56,840,000	0	00	0	\$399,206,608



Memorandum

December 18, 2019

To: Chairman of the Board
Board Members

From: Chief Executive Officer

Subject: CEO Report for November/December

Overview

We are moving towards 2020 with a full plate of work activities and a keen recognition of the important role that we play in the economic development of our communities. Our work matters to CDTA employees who are proud of what we do to make the Capital Region a great place to live and work.

As we discussed at last week's committee meetings, our financial condition is strong and that is reflected in our monthly reports. The current fiscal year has seen healthy returns from the Mortgage Recording Tax, rising customer revenue driven by our wholesaling efforts, and record revenue from our facility advertising program. This is balanced by a laser focus on controlling expenses; hats off to the entire company for their work to make us successful.

In the next few days, we will submit a preliminary budget to New York State. This submission begins the budget season for us. Over the past several weeks, our staff has done a good deal of work with the components of our operating and capital plans. Individual departments are submitting their plans for the coming year. This serves as the basis for our budget plan and associated documents. In the coming weeks, discussions at the Strategic and Operational Planning committee will center on setting priorities, forecasting revenue expectations and estimating cost drivers for the company.

Longer term work continues with our focus on a Strategic Plan for the company. Our board/staff workshop last month was a terrific start to the planning process. We heard from community stakeholders and got their perspectives on our role in regional development. The leadership staff is working with Barbara Gannon to refine the background information we need to move forward. There will be periodic check-ins with the Board Operations committee and more meetings in the next few months. We are on target to have the plan completed by the middle part of 2020. At the same time, staff has begun work on the next iteration of our Transit Development Plan. This will continue over the next few months as we develop a 5-year plan for our service network. We are also working with the staff at CDTC as they develop their 10-year plan, called New Visions.

Lots of excitement around our new micro transit service that is branded *FLEX*. Our staff is field testing the mobile app and operating software and we expect to begin service in the next few weeks. It will combine the features of ride sharing and conventional CDTA service, operating in an area between Guilderland, Colonie and Latham. We are developing a similar pilot in Southern Saratoga County, which will begin in Spring 2020. This will give us an opportunity to pilot this new service concept in an area with different demographics and density patterns.

As we reported at last week's committee meetings, our bike share program is shattering ridership records. For Season 3, there were more than 41,000 bike rides taken and 12,000 members signed on to CDPHP *Cycle!*. As we move towards integrated mobility, it is great to see this program grow in popularity and it is especially gratifying to know that a large segment of the ridership increase is due to the addition of Universal Access. We continue to integrate a focus on the health and wellness benefits of bike riding in concert with our partners at CDPHP.

As our industry moves towards Mobility as a Service (MaaS), a common denominator is the need for public transit systems to be the leaders and the supporting backbone for this work. We are well positioned to do this, leading the way on common platforms and introducing new ways for people to travel. This shift to a service concept will not be easy, but it is obvious that people want and need this from CDTA – more bicycles, scooters, micro transit, common payment applications and navigation programs. This will be part of our Strategic Planning discussions.

Electric buses are ready for service! Our maintenance staff has become proficient in the operations and diagnostics of the buses. They have begun to set parameters for operating under pilot conditions and we are ready to let our bus operators drive the buses throughout our route network. We are planning a formal unveiling in the coming weeks with officials and partners to announce the arrival of the first battery electric buses in Upstate New York.

Work continues on expansion of the Troy garage with footings and steel beams being installed. The garage is a visual for the Blue Line BRT project that will provide rapid transit along the River Corridor between Albany, Troy and Waterford. While this work progresses, crews continue to install cable for new signals and technology upgrades to support BRT service. They are pouring concrete sidewalks that will provide better access to the BRT Line, to other CDTA services, and to the community along the corridor. This collaborative approach to construction, looking for ways to help the communities we serve, is a hallmark of our BRT efforts.

The snowstorm after Thanksgiving made it a challenging few days for the region. I am proud to say that we ran all service throughout the two-day storm and the week-long cleanup. There were lots of detours and reroutes, but our service was operational. STAR operated on time with lots of cancellations as people rearranged appointments and medical visits. This required a good deal of coordination with DPW crews to expedite the cleanup and a return to normal operations. As you would expect, our ridership was down all week as people adjusted travel schedules.

With the release of the NYPTA 5-year operating and capital needs plan, we have jumped into the advocacy season. When we return from the holidays, state officials will be preparing a final version of the Governor's Executive Budget Request, which will be unveiled in mid-January. The needs report serves as a reference point for us in discussion with state leaders about the work that CDTA does to make our communities better and stronger. Lisa Marrello and her team have a direction for us to follow in this work and it will be a top priority for us.

What we do matters to the people of the region. The mark that we have made throughout the region has energized our employees who work tirelessly to make CDTA bigger and better. As we move towards 2020, we do so with anticipation as it will be a great year - new services, expanded facilities, strategic planning, and an evolution of how we deliver mobility. And of course, our 50th anniversary!

Performance Measures

Key Performance indicators for the company are included in our monthly reports. Data is for October and it is compared to October 2018. Because of our revised meeting schedule in November and December, our reporting is a bit off schedule. The October reports reflect non-financial information while the financial reports are through November. We will be back to the normal reporting cycle at the January meetings. The measures used in our reports provide a high-level view of our company and the effectiveness of service and delivery systems.

Total ridership for October was just under 1.5 million, which is 5% less than last October. Year-to-date, ridership is about 1% lower than last year. We have been up and down throughout the fiscal year, usually by one or two percentage points. There is no identifiable reason for the dip in October. Boardings on Northway Xpress buses were at 16,520, up 3% from last October; there were 30,600 boardings on STAR vehicles, up 5% from last October.

Financial reports through November were very good, continuing a positive trend that we have seen for most of the year. Year-to-date (8 months), total revenue is 7% ahead of budget. This was powered by Mortgage Recording Tax receipts (12.5% ahead of budget), revenue from facility advertising (38% more than expected), and customer revenue (3% ahead of budget).

Year-to-date (8 months), total expenses are 2% under budget. The wage line is 2% over budget, while health insurance is 11% under budget; these lines balance each other out. Workers compensation expenses are 24% under budget – some caution here as we have seen several loss of use awards in the last 6 weeks or so. Maintenance services are 30% under budget (contract services in IT and vehicle maintenance); staff is doing a deeper dive on this variance. Utilities are 33% under budget; we will lose some of this over the next few months with winter heating and power bills. The only outlier on the expense side is Purchased Transportation, with costs running about 8% over expectations. Almost all of this is for STAR contractors; we are making improvements in this area and continue to devote staff time to this. Moving forward, it is likely that we will propose an increase this line in next year's budget.

Overall, we have a year-to-date surplus of \$2.8 million. The next few months are historically heavier expense months (especially if the weather is bad). It is not likely that we will hold at \$2.8 million but a year-end figure of \$1.5 million is reasonable.

We missed 41 trips on the fixed route system; last October, we missed 44 trips. We reported 38 accidents in October with 15 categorized as preventable; last October, we reported 50 accidents with 11 preventable. All preventative maintenance inspections were done on time; same as last October. Scheduled maintenance work was at 86%; last October, it was 85%. Fixed route timeliness was at 74%; same as last October (we want to be within a 0-5-minute late window at least 80% of the time). Our call center processed 257 comments compared to 260 last October. Response time to close inquiries within 10 working days was at 98%; last October, it was 83%. There were 784,000-page views at www.cdta.org. Last October, there were 697,000 page views.

Community Engagement Activities:

- December 27-Albany County STOP DWI Efforts
- January 2020-Electric Bus Roll Out
- February 2020-State of CDTA

Activity Report

We are fortunate to have so many opportunities, projects and new ideas for consideration; my report reflects that. There are similar lists at the staff level, all working together to make CDTA better and stronger.

- On October 30, former Executive Director Dennis Fitzgerald and Director of Maintenance Dick Long visited CDTA to look at our electric buses and charging infrastructure. They have 75 years of CDTA experience and were impressed with the technology and the condition of our facility. Lance Zarcone did a great job answering their questions about the buses and charging process. Dick remembered hiring Lance as a cleaner more than 20 years ago!
- On November 1, Jaime Watson and I visited with Chris McKenna at CapCom FCU. Chris is the new Chief Executive Officer and we have been talking about his transition, stakeholder outreach, and ways for CDTA and CapCom to work together.
- On November 4, I provided welcoming remarks at the INIT user conference at the Renaissance Hotel in downtown Albany. Hats off to Thomas Guggisberg and Chris Desany for convincing INIT that our region was the right place for their conference. Attendees visited CDTA to look at our technology projects and to see how we are integrating them into daily operations.
- On November 4, we welcomed a class of 5 people to bus operators training. They have completed training and are now working in STAR and regular route service. I spoke with them about the work we do at CDTA and our expectations of them.
- On November 4, I participated in a conference call with representatives from the Governor's Office, Office of General Services, Department of Transportation and Empire State Development to talk about development activities in downtown Albany and ways that transit can be part of this process.
- On November 6, I met with Ryan Watroba from Prime Companies. Ryan and I were teamed up several years ago in the Capital Region Chamber of Commerce Mentorship program. We stay in touch and talk about development patterns in the region.
- On November 7, I joined our staff and representatives from National Grid to talk about the charging process for electric buses. We discussed the best times to charge, how power will be drawn, and billing cycles. Grid is an active partner in our electric bus pilot.
- On November 7, Jon Scherzer, Lisa Marrello and I traveled to Amsterdam to meet with Congressman Paul Tonko and Amsterdam School District Interim Superintendent Ray Colucciello. We talked about the district's transportation efforts and their desire for better service. We also talked about the status of the county's efforts to join our transit district.
- On November 7, my wife Sheila and I attended the Albany Business Review Achievers event at the Rivers Casino banquet facility. We were joined by Jayme Lahut, Denise Figueroa, Jaime Watson, Jon Scherzer and Mike Collins.

- On November 12, Jon Scherzer and I met with Leisje Coyle, the new regional manager for Lamar Transit Advertising. Leisje oversees the northeast region for Lamar. We talked about ways to make our relationship even better in the coming months.
- On November 12, I attend the NYPTA Board of Directors meeting at the Westchester Marriott in Tarrytown. The board meeting coincided with the Fall Conference. Our agenda focused on the announcement of NYPTA's 5-year capital and operating needs report. Jaime Watson attended the meeting with me.
- On November 13, I attended the NYPTA Fall Conference, with lots of sessions on transit development and new product introductions. Our staff was well represented, with Allie Schreffler presenting on our trolley partnerships; Ross Farrell received the Joe Boardman Emerging Leader Award. Joe Boardman was a giant in our industry and Ross is well deserving of this recognition. It was also great to see Dave Stackrow provide attendees with news from Washington in his role as immediate past chair of APTA.
- On November 14, I attended our Veteran's Day lunch at the Zaloga Post in Albany. About 50 CDTA employees and retirees who have or are serving our country attended. We always have a great time thanking them for their service to our country. Pat Lance represented the board.
- On November 14, I attended a meeting of the CDTC Administration and Finance committee. This is akin to our Board Operations committee. We talked about the agency budget and human resource issues.
- On November 14, my wife Sheila and I attended the Northeast Kidney Foundation Community Leaders event at the Keeler Motor Cars Showroom. We were joined by Mike Criscione and his wife, Pat Lance and his wife, and Jaime Watson.
- On November 15, I attended our Strategic Planning retreat at the Times Union Hearst Media Center. It was great to see board members and the staff leadership team engaged in discussions about CDTA, what we do, what needs attention and what is on our horizon.
- On November 18, I met with Terri Crowley from Hinman Straub. Terri and I served on the Equinox board together and we talk periodically about state government and funding matters.
- On November 19, I met with Cindy Pettit from Key Bank Government Relations. Cindy and I meet periodically to talk about trends in government banking. Cindy and I also served together on the Colonie Senior Services Center Board of Directors.
- On November 19, my wife Sheila and I attended a *Real Men Wear Pink* event at the Capital Center in Albany. This wrapped-up a great effort by the Capital Region team. We raised close to \$375,000; we are the number one campaign in the country. Hats off to the CDTA team led by Jaime Watson; they do a great job supporting the campaign.

- On November 20, Jon Scherzer and I met with Todd Shimkus from the Saratoga Chamber of Commerce. We talked about our micro transit pilot (FLEX) in Southern Saratoga County and the need for stronger community support throughout the county.
- On November 20, I attended a meeting at the Capitol with NYPTA lobbyists and members of the Governor's transportation staff. We talked about electric buses, ways to advance the purchasing cycle, and help our industry would need to accomplish this.
- On November 21, I was a speaker at the *Discover Albany Hospitality Summit* on the campus of SUNY Poly. I talked about the work we do to provide mobility choices and efforts to connect with the hospitality community. Our trolley services are targeted to this market and we do a good deal of outreach with hotels and meeting groups.
- On November 22, I attended a meeting for new United Way Board members at the Bull Moose Club in Albany. I gave an overview of the expectations of board members and some of the things we will be dealing with in the coming 6-12 months.
- On November 22, I joined CDTA employees at CapCom headquarters to prepare thanksgiving food bags. We teamed with CapCom to deliver more than 400 meals to needy families. Our team prepared the bags and arranged deliveries with trolleys on the days leading up to Thanksgiving. Jaime Watson organized our participation.
- On November 22, I talked with Assemblywoman Carrie Woerner about FLEX services in Southern Saratoga County and outreach to community leaders regarding transit service and Universal Access agreements. The Assemblywoman is supporting this work.
- On November 25, I attended a Colonie Industrial Development Agency and Local Development Corporation board retreat to set our goals for the next year. I am a member of both boards that promote economic development activities throughout the town.
- On November 26, I participated in a NYPTA conference call with CEO's from the four upstate transit systems to talk about electric vehicles and our rate of purchase. We discussed the need to modernize maintenance facilities and consideration of new facilities at most properties. More on this in the coming months.
- On November 27, I spent 15 minutes on Art Ware's radio show (WSPN) on the campus of Skidmore College. We talked about CDTA projects and activities, and the work that our employees do to make CDTA function so well.
- On December 4, I attended a meeting of the Regional Development Coordinating Committee. The RDCC includes CEO's from local transportation and economic development organizations. We get together a few times during the year to talk about the things our companies do to support regional development. Meetings are hosted by the Capital Region Chamber of Commerce and the Center for Economic Growth.
- On December 5, staff members from the Division of the Budget toured our electric charging infrastructure. Lots of interest from state government as we get ready to operate electric buses. Jaime Watson, Lance Zarcone and Lisa Marrello joined me.

- On December 5, I attended a CDTC Policy Board meeting. This is the group that establishes the direction for the region's transportation projects. Funding for our BRT services were on the agenda.
- On December 10, I met with staff from Bolton St. Johns. Bolton is an Albany lobbying firm; we discussed transportation topics that are timely for some of their clients.
- On December 10, I attended a meeting in the governor's transportation office with NYPTA staff. The purpose of the meeting was to talk about ways to buy electric buses on a statewide level.
- On December 10, Assemblywoman Mary Beth Walsh spent time at our Albany facility. She is interested in what we are doing with electric buses. We also talked about micro transit and STAR service. Jaime Watson set this up.
- On December 11, I chaired an Executive Committee meeting of the United Way. We discussed governance structure and a capital project that would relocate the United Way offices to downtown Albany.
- On December 11, we held an all Authority staff meeting. We hold these meetings for the management team about 6 times a year to keep everybody up to speed on what we are doing. About 65 people attended. Chris Desany and Dave Stackrow updated the group on their Europe trip (similar presentation to the board retreat). Lots of interest in MaaS.
- On December 11, I attended a training session on Sexual Harassment. This training is mandated by the State of New York and everyone goes through it. It is organized by our Human Resources staff.
- On December 16, I had breakfast with Wally Altes. Wally is the former Chief Executive Officer of the Capital Region Chamber and a long-time advocate for the Capital Region.
- On December 16, I attended a board meeting of the Colonie Industrial Development Agency and Local Development Corporation. I am a member of both boards that promote economic development activities throughout the town.
- On December 17, I attended a Labor Management meeting. We organize these meetings a few times a year to talk about company and union relations and ways to make it better. Kelli Schreivogl, Lance Zarcone and Mike Collins are the leads on this. The ATU executive team represents the union at these meetings.
- On December 17, my wife Sheila and I attended an adult spelling bee at the Fort Orange Brewing Company. The spelling bee is a United Way event, which drew several hundred people from throughout the community.
- Earlier today, I attended a meeting of the United Way Board of Directors. This was the first meeting of the board since I assumed the chair position.

Final Thoughts

The work we do at CDTA is paying dividends and we are approaching the new year with optimism and a sense of accomplishment. With the holiday season all around us, we can take pause and be thankful for everything that we have available to us – a strong company with great employees, a great board of directors, and a terrific reputation in the community.

Our record of success makes what we do interesting, exciting, and valuable. Our team is always ready for a challenge and it has become the hallmark of our company and the people who work here. Our reputation starts with the work of our Board of Directors and we appreciate what you do. On behalf of our 700 employees, I wish you a Happy and Joyful Holiday Season.

Happy Holidays!

Copy: Senior Staff
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