

# **Board of Directors Monthly Meeting**

**Wednesday, December 22, 2021 | 12:00pm  
Via Microsoft Teams & at 110 Watervliet Ave.**



## CDTA BOARD OF DIRECTORS MEETING AGENDA

Wednesday, December 22, 2021 | 12:00pm | 110 Watervliet Avenue, Albany  
and Microsoft Teams

Board Item	Responsibility	Page
Call to Order	Jayne Lahut	
Approve Minutes of Wednesday, October 27, 2021	Jayne Lahut	3
<b>Recognitions</b>		
• 20 Years – Vince Colaneri, Maintenance Foreman	Carm Basile/ Jayme Lahut	
<b>Committee Reports: (Action Items Listed)</b>		
Board Operations Committee (12/8/2021)	Jayne Lahut	
Investment Committee (12/15/2021)	Denise Figueroa	
Performance Monitoring/Audit Committee (12/15/2021)	Denise Figueroa	
• Resolution 49 – Approve Contract for MaaS Services		15
Community and Stakeholder Relations Committee (12/16/2021)	Jackie Falotico	
Strategic and Operational Planning Committee (12/16/2021)	Michael Criscione	
• Resolution 50 – Approve FY 2023 Preliminary Budget		20
<b>Chief Executive Officer’s Report*</b>	Carm Basile	25
<b>Executive Session</b>		
• Real Estate Update	Carm Basile	
<b>Board Member Comments</b>	Everyone	
<b>Upcoming Meetings</b>		
Wednesday, January 26, 2022 at 12:00pm via Microsoft Teams and 110 Watervliet Avenue, Albany		
<b>Adjourn</b>	Jayne Lahut	

*\*Additional materials will be attached separately or provided before the meeting.*

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

**MINUTES OF WEDNESDAY, OCTOBER 27, 2021 BOARD MEETING**

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**MEMBERS PRESENT**      Jayme B. Lahut, Chairman  
                                 Michael J. Criscione, Vice Chairman  
                                 Patrick M. Lance  
                                 Jaclyn Falotico  
                                 Joseph M. Spairana, Jr.  
                                 Denise A. Figueroa

via Microsoft Teams:      David M. Stackrow, Treasurer  
                                 Mark Schaeffer, Secretary  
                                 Georgeanna M. Nugent  
                                 Peter D. Wohl

**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, Vice President of Operations  
                                 Philip Parella, Jr., Director of Finance  
                                 Jaime Kazlo, Director of Corporate Communications  
                                 Kelli Schreivogl, Director of Human Resources  
                                 Thomas Guggisberg, Director of IT  
                                 Jeremy Smith, Director of Transportation  
                                 Jonathan Scherzer, Director of Marketing  
                                 Gary Guy, Director of Transportation  
                                 David Williams, Director of Maintenance  
                                 Stacy Sansky, Director of Procurement  
                                 Vanessa Salamy, Executive Assistant

**CALL TO ORDER**

- At 11:59 p.m., Chairman Lahut called the meeting to order.

**APPROVAL OF THE SEPTEMBER 29, 2021 BOARD MEETING MINUTES**

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

**RECOGNITIONS**

- Chairman Lahut and Mr. Basile presented the following service awards to:
  - 20 Years – Richard Cordero, Superintendent of Special Services
  - 25 Years – Thomas Cleland, Sr., Bus Operator
- The board members offered their congratulations.

**COMMITTEE REPORTS**

**BOARD OPERATIONS COMMITTEE** - Report from Chairman Lahut

- Board Operations Committee met on Wednesday, October 13, 2021 at 9:15am at 110 Watervliet Avenue, Albany and via Microsoft Teams.

**Administrative Discussion Items**

- The committee reviewed agendas for the meetings in October.

- We discussed our Board Retreat, which will be on November 19 at The Desmond. Mark Aesch from TransPro will share his insight on measuring value and relevance. As we know, ridership cannot be the central component of our performance reports. Mobility options and community involvement needs to be measured and be reported on. We are committed to expansion and providing great customer experiences as we move out of the pandemic. The retreat discussion will focus on this.
- Carm provided a COVID update with great news on the vaccination front. More than 80% of our workforce is vaccinated. There are a few pockets that we are focused on, but the CDTA team is moving in the right direction.
- We talked about facilities and the components that need to be included in the study that is underway. Our facilities must perform as designed for us to carry out our work so preventative maintenance will be the key to preventing headaches down the road.
- Lastly, we discussed cyber security at CDTA. We heard a detailed staff report about the things we do to keep the organization safe. IT has provided employees with educational opportunities that are constant and consistent. They are designed to get employees to learn about the red flags that come with cyber-attacks and how to keep CDTA secure.
- The next meeting of the committee is scheduled for Wednesday, December 8, 2021 at 9:15am via Microsoft Teams and at 110 Watervliet Avenue.

PERFORMANCE MONITORING COMMITTEE - Report from Denise Figueroa

- Performance Monitoring Committee met on Wednesday, September 22, 2021 at 12:00pm at 110 Watervliet Avenue, Albany and via Microsoft Teams.

Consent Agenda Items

*Resolution No. 41 – 2021 – Approve Purchase of Articulated Buses*

- In preparation of our Washington/Western BRT line, we need to place an order for sixteen articulated buses. We awarded a five-year contract to New Flyer in October 2020 for 60-foot articulated buses. Staff recommends the purchase of sixteen articulated buses for \$823,340 per vehicle, plus an additional \$5,100 per bus for an extended warranty.
- The Authority hereby approves a purchase of sixteen articulated buses to New Flyer for a total cost of \$13,335,040.

Motion – Mr. Spairana

Seconded – Mr. Wohl

Abstain – Mr. Schaeffer

Resolution Passed

*Resolution No. 42 – 2021 – Approve Contract Extension for Upstate Transit Services*

- We contract with Upstate Transit Service to provide Northway Express Service; this contract expires in November. Because of COVID, service levels have changed constantly making it difficult to develop an RFP for a new contract. So, staff is recommending a one-year extension. Upstate has agreed to hold the same price as last year.
- The Authority hereby approves a one-year contract extension to Upstate Transportation of Saratoga, for the Northway Express Service for an amount not to exceed \$1.5 million.

Motion – Ms. Figueroa

Seconded – Mr. Criscione

Carried Unanimously

*Resolution No. 43 – 2021 – Approve Contract for Rail Station Maintenance and Repairs*

- The RRS parking deck has issues in several areas and needs of repairs. The rehabilitation will address the separation of the membrane along the joints on the top deck. Torrential rains this summer caused damage that needs to be addressed prior to the winter season. Two vendors were engaged to provide proposals. Only one could complete the scope of work. Staff recommends PCC Contracting for this work; they have extensive experience with restoration and new construction projects.
- The Authority hereby approves a retroactive procurement for RRS deck repairs for \$156,000 to PCC Contracting Inc., of Schenectady.

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

*Resolution No. 44 – 2021 – Approve Contract for Workers’ Comp/TPA Services*

- We use a third-party administrator to manage Workers’ Compensation and Disability claims; and to obtain Excess Insurance for Workers’ Compensation. An RFP was issued, and two proposals were received. Staff recommends a contract to Future Comp, our incumbent provider.
- The Authority hereby approves a three-year contract with two optional one-year renewals for Third-Party Claims Administration services to Future Comp of Buffalo, New York for approximately \$300,000 per year.

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

*Resolution No. 45 – 2021 – Approve Contract Auto/General Liability Insurance*

- Auto and General Liability Insurance provides protection against claims for injury and damage to people and property caused by our operation. We are self-insured for \$2 million, with excess insurance coverage of \$8 million and \$5 million, for a total of \$13 million. We received one proposal for each layer for a total cost increase of 5.8%.
- The Authority hereby approves a one-year \$8 million excess policy with American Alternative Insurance Company of Princeton, NJ; a \$5 million excess policy with Allied World National Assurance Company of NY; and a Non-Certified Acts of Terrorism policy with Lloyds of London in NY. The total premium cost is \$473,690 effective November 10, 2021.

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

*Resolution No. 46 – 2021 – Approve Contract for Auto/Physical Damage Insurance*

- Auto Physical Damage insures our vehicles in the event of fire, theft, and collision. The insurance cost is based on the value of our fleet. We received one proposal from our incumbent carrier Lexington Insurance for a \$25 million occurrence limit. We also received an excess proposal for an additional \$5 million to maintain our program structure of a \$30 million occurrence limit.
- The Authority hereby approves a one-year contract to Lexington Insurance of Boston, MA and Homeland Insurance of Plymouth, Minnesota for \$281,383 effective November 10, 2021.

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

*Resolution No. 47– 2021 – Approve Contract for Workers’ Compensation Excess Insurance*

- Workers’ Compensation Excess Insurance provides protection against large claims for employee injuries occurring on the job that exceed \$1 million. We are self-insured for the first \$1 million. We received three proposals and two alternative self-insured retention options. Staff recommends maintaining our current program with the incumbent and lowest price proposal, which is a 13% increase.
- The Authority hereby approves a one-year contract to ACE American/Chubb at 436 Walnut Street, Philadelphia, PA for \$299,782 effective November 10, 2021.

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

*Resolution No. 48– 2021 – Approve Safety Management System Plan (SMS)*

- The FTA requires transit agencies to annually adopt a board approved Safety Management System (SMS) plan. This plan was first adopted by the board last year and builds off our NYS approved safety plan that has been in place for years. The SMS plan is a data driven approach to mitigate risk. It establishes responsibilities; identifies risk; ensures plan implementation; and promotes safety information.
- The Authority hereby approves the Safety Management System (SMS) plan as required by the Federal Transit Administration.

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

Administrative Discussion Items

- Mike Collins provided the six-month review of the Monthly Management Report. We are in a positive financial position through the first six-months. Federal funds have plugged gaps in revenue lines and expenses that resulted from COVID. We have used CRRSSA funding and have roughly \$7 million in 5307 still budgeted. Almost all expenses are under budget for the year.
- We anticipate finishing the year in a positive financial position with flexibility and options for balancing the FY2023 budget.
- Chris Desany provided the Non-Financial Report. Ridership is improving as UA arrangements kick in and college students return. Fixed route ridership is up 30% for the year. STAR ridership is at 92% of pre-pandemic levels. Fixed route on-time performance was 75%; STAR on-time performance was 79%. Missed trips are high this month and will be for the foreseeable future as we balance new services and manpower. Preventable accidents are down to 28 this month; and non-preventable accidents are at 14. Complaints are high across the board due to service-related matters.
- Next meeting of the Committee is scheduled for Wednesday, December 15, 2021 at 12:00pm via Microsoft Teams and at 110 Watervliet Avenue.

COMMUNITY AND STAKEHOLDER RELATIONS COMMITTEE - Report from Jackie Falotico

- The Community and Stakeholder Relations Committee met on Thursday, October 21, 2021 at 11:15am at 110 Watervliet Avenue, Albany and via Microsoft Teams.

Administrative Discussion Items

- Jon Scherzer gave a report on the new communication tools we are using for marketing and employee engagement. Some of these include onboard Infotainment digital screens, digital displays on and off CDTA property and an e-mail distribution and alert system.

- The tools are used to share company news with employees, customers and stakeholders. They allow CDTA messaging to be shared easier and more interactively.
- In the coming months, new ways to communicate with the work force and the community will be introduced. Things like a deskless application to better connect the CDTA workforce, electric charging stations with digital info displays are being evaluated.
- Jaime Kazlo gave the month Media and Community Engagement report. During the last month, CDTA earned 15 media placements across television, radio, and online platforms.
- Some of the stories highlighted, expanded FLEX service in Southern Saratoga County, record ridership on CDPHP Cycle!, Breast Cancer awareness month, and the 5th annual pink bus pull to benefit the Real Men Wear Pink campaign.
- Jaime also highlighted upcoming events, including the New York Public Transit Association annual conference, APTA Annual Conference and EXPO and CDTA's involvement in annual Holiday Giving campaigns.
- Next meeting of the Committee will be on Thursday, December 16, 2021 at 11:15am via Microsoft Teams and at 110 Watervliet Avenue

#### STRATEGIC AND OPERATIONAL PLANNING COMMITTEE - Report from Mike Criscione

- The Strategic and Operational Planning Committee met on Thursday, September 23, 2021 at 12:00 pm at 110 Watervliet Avenue, Albany and via Microsoft Teams.

#### Administrative Discussion Items

##### *MaaS Update –*

- Chris Desany led a conversation on how we are progressing our Mobility-as-a-Service (MaaS) initiatives. MaaS continues to be a sometimes-confusing concept, the definition of which varies depending on the source. For the sake of our purposes, we agree on delivering a suite of mobility services with a focus on customer flexibility, integrated tools, and ease of use.
- Challenges still exist for MaaS, including policy/governance issues, stakeholder cooperation/leadership, and revenue models. We remain at MaaS maturity level 1+ (basic trip planning and payments, with other modes available via separate applications).
- We have been in discussions with several of our existing and potential new partners about how we may advance our work. Moovit is a globally recognized MaaS provider/integrator that we feel holds promise in assisting us.
- We have been working with Moovit to develop a scope that includes deployment of a white label application for trip planning, Navigator payments, and customer alerts/feedback. Most importantly, we will seek to integrate one or more of our mobility modes (bike, scooter, FLEX, etc.). We expect to advance specific award recommendations to the Board in the coming months.
- Next meeting of the Committee will be on Thursday, December 16, 2021 at 12:00pm via Microsoft Teams and at 110 Watervliet Avenue.

#### CHIEF EXECUTIVE OFFICER'S REPORT – Carm Basile

- The Chief Executive Officer provided his report for October 2021 (attached).

UPCOMING MEETINGS

- Subject to the call of the Chair, Chairman Lahut announced the following meeting date:
  - Wednesday, December 22, 2021 at 12:00pm via Microsoft Teams and at 110 Watervliet Avenue.

ADJOURNMENT

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

Respectfully submitted,

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Mark Schaeffer, Secretary

Dated: October 27, 2021

## CHIEF EXECUTIVE OFFICER'S REPORT

The company is moving forward as we deepen the menu of mobility that we offer to the region. Lots of progress as we recruit new people to CDTA, introduce new services and partnerships, and work to keep employees and their families safe from COVID-19. Juggling work and constantly moving forward is what separates CDTA from the pack. It makes us better and generates new ideas and better ways to do business.

Recruitment, retention, and training are the top priorities for us right now. This crosses into every department as we work together to make CDTA better. To respond to new expectations, we have changed how we recruit and hire bus operators, technicians, and professional staff. We showcase our company, hold job fairs, and encourage people to come to CDTA, to see our facilities and meet our employees. Our staff is blending social media, advertising, and promotion to let job seekers know what we offer. At the same time, we are modifying our training programs and changing how we welcome and onboard employees. I am happy to tell you that it is producing results. In the next week or so, 16 bus operators will graduate from training and begin service. A class of 12 is in training and another class of 18 will begin training in November. We have added technicians and cleaners and there have been promotions and advancements throughout the CDTA ranks. We must be different in our approach to recruitment and retention, and it is a constant work in progress. Great work by everyone, especially the Human Resources staff.

As we change our approach to people management, we are streamlining how we manage COVID-19 and its impact at CDTA. Our most recent report shows 10 positives through the third week in October for a company total of 122 positives-to-date. Contact tracing and adjustments to manpower is making what we do different than in the past. Our Human Resources staff has developed procedures and our operating team has modified service delivery procedures. The good news is that employees are getting vaccinated; more than 81% of our workforce is fully vaccinated. Our people activity is aligned with new business development. Universal Access agreements with employers, school districts and others along with expansion into new areas dominate our agenda.

After months of meetings, the Montgomery County legislature has adopted a resolution to modify their Mortgage Tax Collection process and join the Authority. This is a major step forward and it has gotten the attention of community leaders and elected officials. We have followed-up on this action by meeting with state budget officials to develop the required funding for this expansion. We have insisted that funding mechanisms be sufficient for the long term and that they be recurring in nature. Lots of positive steps in the right direction.

Our work on the Montgomery County initiative showcases our advocacy work. We recently testified at an Assembly Transportation hearing alongside our fellow upstate transit systems. Our testimony focused on our efforts to expand mobility throughout the Capital Region and to connect people to economic opportunity. It was great to see Amsterdam Mayor Michael Cinquanti testify about the need for mobility in his city.

Our mobility expansion efforts are highlighted by the popularity of CDPHP *Cycle!* With 28 riding weeks behind us, bikes continue to amaze us with more than 61,000 rides. As bicycle riding becomes more attractive and purposeful, we continue to adjust our expectations for Cycle. With 4-6 weeks left in the riding season, ridership totals will build, and we will adjust our expectations. We continue to pilot electric scooters with pop-up events and demonstrations throughout the region. This awareness campaign will set us up for the launch of scooters next spring. Lastly, we are readying 10 electric vehicles to start our carshare program in the coming weeks. And more good news on the FLEX front where we continue to attract ridership, especially in our newest zone in Southern Saratoga County – more mobility, more options, and more connections!

No October report to the board would be complete without an update on our work to support the American Cancer Society. October is Breast Cancer Awareness month and Pink is the color of the day every day for 31 days! Our Pink Bus is the star of the show, and this year is no different as it appears at dozens of events to support the Real Men Wear Pink Campaign. This year it is joined by a 26-foot companion bus that is used in STAR, providing a different footprint in our pink work. Our annual Pink Bus Pull was a great success, attracting nearly 20 teams for this year's event. We received lots of media attention, thousands of dollars were raised, and it was a good time for CDTA employees. Hats off to Jaime Kazlo who leads this work every year and the team of employees who work tirelessly to make our Real Men Wear Pink campaign such a success. Nice to see everyone working together for a great cause.

Lots of construction activity as we expand and modernize our facilities. The Albany expansion project is in full gear as workers close in the new construction to begin work within the garage. This will result in space for articulated buses, new foreman facilities and other upgrades. Work is nearing completion at our Troy facility. We will begin work at the Rensselaer Rail Station parking facility in the coming weeks, and our team is progressing designs for mobility hubs which will make our services easier and more convenient to use.

The best news of the month is that our ridership continues to increase. This comes about because of the work we have done to make the system more convenient and easier to use. For September, total ridership was 1.1 million, 23% more than last September. Most important is that ridership is 80% of what it was before the COVID-19 pandemic began. The ridership return is driven by several factors, including our Universal Access accounts with the State of New York and school districts, and the return of college students to campuses. More work to be done but a big step in the right direction. Ridership on STAR is nearly 90% of what it was before the pandemic and Northway Commuter service is seeing more customers as state workers return to offices in downtown Albany.

### **Performance Measures**

Key Performance indicators for the company are included in our monthly reports. Data is for September, and it is compared to September 2020.

Total ridership in September was 1.1 million, 23% more than last September. This increase comes mostly from the start of our Universal Access program for state workers, the return of college students to campuses, and the start of new relationships with school districts. Ridership in September was about 80% of what it was in September 2019, before the pandemic took hold. Ridership on STAR totaled 25,200; 40% more than last September. Northway Express ridership is improving, with 4,300 boardings in September, double what it was last September.

Our financial picture continues to be bright with most indicators showing very positive results. Revenue continues to exceed expenses and we are using federal relief funds to plug gaps in our operation. Mortgage Recording Tax continues to be the shining star of our financial reports. This month's receipts totaled \$1.5 million (65% more than expected). Customer revenue is bouncing back fueled by ridership. Year to date, we are 40% ahead of expectations. Facility revenue at the RRS is also bouncing back; year to date, revenue is double what we projected it to be. Still a long way to get back to pre-pandemic levels but we are on the right track.

Almost all expense items are within expected ranges for the month; year to date, expenses are about 2% under budgeted levels. The only item of note is in the Workers Compensation line, which is \$360,000 over budget this month; this is due to a few large settlements that were paid.

We missed 646 trips on the fixed route system; last September, we missed 50 trips. With a spike in new/returning business in August, we are not to the point where our resources match service

deployment. With one training class about complete, another in process, and a third ready to start soon, we expect trip cuts to lessen in the coming weeks. For some perspective, we operate more than 70,000 trips a month.

There were 42 accidents in September with 28 of them preventable. Last September, there were 37 accidents with 15 preventable. We continue to focus attention on preventability. As we have discussed, data shows that preventable accidents are associated with new bus operators and the churn of employees through the company. We are modifying training programs to focus on things bus operators can do to avoid situations that often lead to accidents.

All preventive maintenance inspections were done on time. Scheduled maintenance work was at 80%; last September, it was 84%. On time performance for fixed route service was 75%, last September, it was 74%. STAR service operated within our 10 minute window 79% of the time; last September it was 86%. There were 9700 calls to the STAR reservation center, last September, there were 9000 calls.

Our call center processed 365 comments compared to 230 last September; several things are going on, more customer boardings, we have instituted route changes brought about by new partnerships and more Universal Access arrangements. Changes bring confusion and complaints. There were 61 comments about STAR; last September, we received 14 comments. We changed how we classify complaints regarding contractor services, and we know there are issues that need attention. We processed 180 applications for STAR eligibility. Response time to close customer inquiries within 10 days was 88%. There were 655,000 page views at [www.cdfa.org](http://www.cdfa.org).

#### **Community and Stakeholder Relations:**

- NYPTA Annual Conference and EXPO, October 26-28
- APTA Transform Annual Conference and EXPO, November 7-10
- Holiday Giving, November/December

#### **Activity Report**

Our work matters to people across a broad spectrum. We work closely with our partners to ensure that we meet their needs, and our outreach supports these efforts. The following is a sampling of some of that work.

- On Thursday, September 30, I participated in a panel discussion at the Albany Airport. Capital District in Motion was sponsored by the Rensselaer County Chamber of Commerce; Casey Seiler from the Times Union moderated the panel. The panel included Phil Calderone, the Airport CEO, Megan Daly, Chief Commerce Officer at the Port of Albany and Jane Brophy, Senior Manager of Government Affairs for Amtrak.
- On Thursday, September 30, I was interviewed by a reporter from WTEN. We talked about the success of CDPHP *Cycle!* and the record use of bikes. At the time, we had eclipsed 50,000 rides.
- On Thursday, September 30, I joined Jaime Kazlo, Jon Scherzer, Mike Collins, Lindsey Garney and Albany Fire Chief Joe Gregory at the Capital Region Chamber Annual Dinner. Although scaled back, we joined community leaders for an enjoyable evening at the Capital Center in Albany. Nice to see Mike Criscione and his wife Eileen who were at the Port of Albany table.
- On Friday, October 1, I was pleased to join Jaime Kazlo, Lance Zarcone, Dave Williams and the CDTA Pink Bus at the Fairways of Halfmoon to kick off the Real Men Wear Pink campaign. This is our fifth season with RMWP, and it gets bigger and better each year. The 40' Pink Bus is joined this year by a 26' Pink Bus which will be used in STAR.

- On Monday, October 4, my wife Sheila, and I joined Jaime Kazlo at the Coaches versus Cancer event at the Capital Center in Albany. This is part of a month-long commitment to the American Cancer Society.
- On Tuesday, October 5, I met with Brian O’Grady, Market President for CDPHP to talk about the work we do together. CDPHP provides health insurance for about 80% of our workforce and is a partner on our bike share program and our Health Center. We talked about ways to deepen our relationship to benefit both organizations.
- On Tuesday, October 5, Jon Scherzer and I met with staff from the Teresian House to talk about ways to better serve them and their neighbors on Washington Avenue Extension. A continuous process to serve employees in a low-density area.
- On Thursday, October 7, I met with John Betak who is leading a study group on Human Trafficking. John’s team is focused on public transit systems and communicating this issue to customers, our partners and our employees. Their data suggests that transit systems can help the study group.
- On Friday October 8, my wife Sheila, Jaime Kazlo and I had lunch with Troy Supervisor Joe Bilynsky and his wife Ann Marie. We celebrated Joe’s 35 years of service to CDTA. He is a go to person in street operations and is responsible for school services and lots of community relationships in Troy.
- On Tuesday, October 12, I met with Mike Fleisher and staff from the New York State Concrete Pavement Association. We talked about construction projects, the use of concrete and the long-term benefits to CDTA and the environment.
- On Tuesday, October 12, our senior leadership team attended a Diversity, Equity and Inclusion workshop at the Albany Marriott. This is the first of five sessions being guided by consultants from Tangible Development.
- On Wednesday, October 13, we held an employee thank you event at all three operating divisions. Breakfast, lunch and dinner was served for all CDTA employees. No speeches, no tickets, just food and lots of thanks. Great job by Jaime Kazlo and Stacy Sansky for leading a group of volunteers to serve hundreds of people.
- On Wednesday, October 13, Lisa Marrello and I met with Senator Neil Breslin, and Assembly members John McDonald and Pat Fahy (via ZOOM). This was our first meeting with legislators leading up to the development of a state budget. We provided the members with an update on our activities and the initiatives that we are undertaking.
- On Thursday, October 14, I joined Jaime Kazlo, Chris Desany, Alton Ming and Steve Wacksman at the Guilderland Chamber of Commerce annual awards dinner. CDTA was recognized as a large employer that was able to pivot and work through the pandemic while providing service to the community. Another recognition for our workforce.
- On Friday, October 15, I started the day by talking with a reporter from WNYT about the Pink Bus Pull that would be held later in the day. Lots of talk about the pull and what it means for the American Cancer Society, CDTA and our employees.

- On Friday, October 15, Lisa Marrello and I met with staff from NYS Division of the Budget to talk about State Operating Assistance for an expansion into Montgomery County. We are seeking a recalculation in our STOA formula. A productive meeting.
- On Friday, October 15, we held our 5<sup>th</sup> Annual Pink Bus Pull. Our Watervliet Avenue parking lot was filled with lots of pink, including 17 teams who pulled the Pink Bus. After a fierce but friendly competition, the Albany Sheriff's Department took first prize. Thanks to Joe Spairana for representing the board and to Albany Mayor Kathy Sheehan and Albany County Executive Dan McCoy for stopping by. Jaime Kazlo, Vanessa Salamy and Stacy Sansky led the CDTA volunteers. So proud of all of them.
- On Monday, October 18, I met with our 12 newest employees as they begin training to be CDTA bus operators. We have back-to-back-to-back classes lined up as we work towards full headcount. This is a full-time effort throughout the company, led by Human Resources. Great work!
- On Monday, October 18, our senior leadership attended our second Diversity, Equity, and Inclusion workshop at the Albany Marriott. This is hard work, and the team is pushing forward to make CDTA better. We are guided by Tangible Development.
- On Monday, October 18, I attended a meeting of the Colonie IDA/LDC. I am a member of both boards that work to improve the town's economic development profile. We reviewed budgets for the year and talked about projects in the pipeline.
- On Tuesday, October 19, our senior leadership attended our third Diversity, Equity, and Inclusion workshop at the Albany Marriott. As we get deeper into the subject matter, the difficulty of this journey becomes apparent but so does the payback for CDTA.
- On Tuesday, October 19, I met with Jeff Buell the principal with Redburn Development. We caught up on development activities and the work that CDTA does to support Redburn's work in Albany, Schenectady and Troy.
- On Wednesday, October 20, I chaired the annual meeting of the United Way of the Capital Region. This meeting sets the tone for the next 12 months and officially kicks off the giving campaign that is the United Way calling card.
- On Thursday, October 21, we held another Career Fair at CDTA. This gets applicants to come to CDTA and talk with our employees, see our equipment, and learn about the work we do. Great job by our Human Resources staff who are filling lots of openings quickly.
- On Friday, October 22, bus operators, maintenance employees and staff attended the Community Caregivers annual Neighbors Making Difference awards event. CDTA was honored with a Community Impact award. I am proud of the 735 men and women who keep CDTA moving.
- On Monday, October 25, I chaired a meeting of the NYPTA Legislative Committee. We discussed our strategy for the upcoming state budget deliberations and how we want to position the transit industry as we emerge from the pandemic.
- On Tuesday, October 26, our senior leadership attended our fourth Diversity, Equity, and Inclusion workshop. We are guided by Tangible Development.

- On Tuesday, October 26, I joined with NYPTA leadership in a meeting with Governor Hochul's transportation staff. This was a meet and greet opportunity and we caught the new staff members up on the activities of our association. More meetings to follow.
- On Tuesday, October 26, I attended a meeting of the NYPTA Board of directors. This meeting kicks off the Fall Conference and trade show. We also discussed the upcoming budget season, the status of our education programs and succession planning.
- Earlier this morning, I attended sessions at the NYPTA Fall Conference. Great to see so many CDTA people in attendance, leading discussions, and panels.

### **Final Thoughts**

I am grateful for the commitment and resolve of our employees in challenging times. As we approach the holiday season, we reflect on the good things we have in our life. Our workforce is always willing to step up to a challenge. Our community relies on CDTA to keep the region moving, especially as we emerge from the pandemic. We are a community connector, not only with our mobility options, but with our involvement in events that are important to the region. Making the region grow and prosper is a priority for us as we continue to move forward.

*CDTA Provides Mobility Solutions that Connect the Region 's Communities*

Copy: Director of Corporate Communications

**CAPITAL DISTRICT TRANSPORTATION AUTHORITY  
RESOLUTION NO. 49 - 2021**

Approve Sole Source Contract for Mobility as a Service (MaaS) Software and Services

**WHEREAS**, the Capital District Transportation Authority (the “Authority”) is charged by Public Authorities Law section 1304 with the development and improvement of services within the Capital District, and

**WHEREAS**, the Authority is advancing its Mobility as a Service (MaaS) initiatives to improve transportation options for customers, and

**WHEREAS**, MaaS is a digital platform that connects transportation modes within a single application to provide flexible options for travel, and

**WHEREAS**, MaaS will provide customers with a variety of transportation options with the convenient ability to pay with a single application, and the technology will be designed around specific needs for on-demand services such as bike and scooter share as well as fixed route services, and

**WHEREAS**, the Authority has worked with Moovit to define its MaaS goals toward developing a custom application and the Authority’s incumbent revenue collection vendor, Genfare, uses Moovit as their MaaS partner and has completed preliminary design, and

**WHEREAS**, staff finds the pricing to be fair and reasonable based on similar projects completed at other transit systems, and

**WHEREAS**, the Authority now desires to award a one-year sole source contract with four optional one-year extensions for MaaS software and services to Moovit, Inc. of San Mateo, California, with the first year cost of \$426,000 and the total amount not to exceed \$1,417,329.

**NOW, THEREFORE, BE IT RESOLVED:**

1. The Authority hereby awards a one-year sole source MaaS software and services contract with four optional one-year extensions to Moovit, Inc. of San Mateo, California, for a total amount not to exceed \$1,417,329, subject to compliance with all of the terms and conditions set forth in the contract and related documents.
2. Authority staff is hereby authorized to execute a contract with Moovit, Inc.
3. The source of funds for the first year will be from the FY2022 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 the 22nd day of December, 2021.

Dated: December 22, 2021

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Mark Schaeffer, Secretary

## **Capital District Transportation Authority Agenda Action Proposal**

**Subject:** Sole source contract award for MaaS services to Moovit, Inc. of San Mateo, California.

**Committee:** Performance Monitoring/Audit  
**Committee Meeting Date:** December 15, 2021  
**Board Action Date:** December 22, 2021

### **Background:**

Over the past several months the Strategic and Operational Planning Committee has discussed a strategy to advance Mobility as a Service (MaaS) initiatives to improve transportation options for our customers. MaaS is a digital platform that connects transportation modes within a single environment to provide flexible options for travel.

### **Purpose:**

To provide customers a variety of transportation options with the convenient ability to pay with a single application. The technology will be designed around specific needs for on-demand services, bike and scooter share as well as fixed route services.

### **Summary of Proposal:**

We have worked with Moovit to define our MaaS goals toward developing a custom application. Our incumbent revenue collection vendor (Genfare) uses Moovit as their MaaS partner and has completed preliminary design. This specialized integration is the justification for a sole source contract award.

Staff recommends a one-year contract with four optional one-year extensions for MaaS services be awarded to Moovit, Inc. of San Mateo, California for an amount not to exceed \$1,417,329. Staff finds the proposed pricing to be fair and reasonable based on similar projects completed at other transit systems. Upon Board approval staff will finalize details and execute the agreement.

### **Financial Summary and Source of Funds:**

The first-year cost is \$426,000, and the option years (2 to 5) is \$991,329 for a total potential cost of \$1,417,329. The first year is funded through the FY2022 Operating budget.

### **Prepared by:**

Stacy Sansky, Director of Procurement

### **Project Manager:**

Christopher Desany, Vice President of Planning, and Infrastructure

## Memorandum

December 15, 2021

To: Performance Monitoring/Audit Committee

From: Christopher Desany, Vice President of Planning and Infrastructure

Subject: Mobility as a Service (MaaS) Software and Services Contract

### Overview

As we have been discussing with the Board over the last several months, CDTA is pursuing a strategy to advance our Mobility as a Service (MaaS) initiatives. MaaS is a digital platform that connects transportation modes within a single environment focusing on seamless, adaptable, and customer-focused choices. Consumers can plan, book, and pay within a single application, while having flexibility to choose trips based on price, speed and convenience, or even minimizing their carbon footprint. MaaS is an important part of CDTA's long term plan to move closer to a subscription-based mobility services model (*think: Netflix*). Although a *fully* optioned MaaS solution is not currently available in the marketplace, we recommend working with an existing industry leader with a proven foundation to develop such an application.

Moovit, an Intel company, has built a world class MaaS platform designed specifically around a customer's mobility needs. The Moovit MaaS platform uses open data standards for the general transit feed specification for fixed route services (GTFS), real-time data (GTFS-RT), bike and scooter share (GBFS), and on-demand services (GOFS). With over one billion users in 3,400 cities across 112 countries, Moovit is well positioned to meet CDTA's existing and future MaaS requirements.

### Project Scope

We have been working with Moovit over the last 18 months to define our goals and gain a shared perspective on how they can assist us with realizing our vision. The major components of the Moovit MaaS platform and project scope include:

- CDTA branded mobile application
- Multimodal trip planner with live map and views of nearby stops and bike/scooter locations
- Navigator (Genfare) payment integration
- Mobility On-Demand (FLEX) Integration – with Moovit's Transport on Demand solution
- Micromobility (CYCLE and SCOOT) integration
- Crowdsourced data, surveys, and reporting

Future integration possibilities such as car share, parking, mobility hubs, pooled rides, and paratransit will require further design work, which will be considered a separate project and scope. However, we *will* need to coordinate this work with Genfare (our revenue collection vendor) to provide the services on their side for this integration, and possibly update our credit card processing platform. We will likely be coming to the Board in the next couple of months with recommendations.

### Justification

A sole source award for software and services is based on several important considerations. With over a dozen similar MaaS installations in North America and over 30 globally, Moovit uniquely satisfies CDTA’s MaaS requirements. Additional reasons to support this sole source recommendation include:

- Our incumbent revenue collection vendor (Genfare) is *only* using Moovit as their MaaS partner, and already has a preliminary design in place to provide for this integration. Genfare does not have a relationship with any other MaaS providers.
- Moovit has an existing mobility on demand solution for FLEX with several clients of similar size and scope as CDTA. Moovit is the only MaaS integrator with a “baked in” MoD product.
- Moovit is a systems integrator with a proven track record of working with third party payment processors and mobility providers. They currently integrate transit, bikeshare, and ride hailing data in other markets.
- CDTA has been publishing real time fixed route transit data, service alerts, and occupancy data with Moovit since 2017.
- We have documentation on file noting how the cost is justified by similar vendors and project requirements, which confirms fair and reasonable pricing for this purchase.

### Cost Summary

A summary of the costs for a base system and maintenance is as follows:

<b>Totals – Year 1</b>	<b>Cost</b>
Base System (CDTA app, level 1 integration with micromobility, fare payments, communications, reporting, analytics)	\$150,000
Project Management Services (payments, microtransit, micromobility)	\$60,000
On-Demand Module (16 vehicles, driver app, dashboards, reporting)	\$80,000
Project Management Services (customer success manager, configuration & training)	\$65,000
20% Contingency	\$71,000
<b>Total:</b>	<b>\$426,000</b>

<b>Totals – Years 2-5</b>	<b>Cost</b>
FY24 – Year 2 Annual Support & Maintenance	\$230,000
FY25 – Year 3 Annual Support & Maintenance (5% Increase)	\$241,500
FY26 – Year 4 Annual Support & Maintenance (5% Increase)	\$253,575
FY27 – Year 5 Annual Support & Maintenance (5% Increase)	\$266,254
<b>Total:</b>	<b>\$991,329</b>

### Recommendation

I am recommending that a one-year contract with four, one-year extensions for MaaS services be awarded to Moovit of San Mateo, California for for an amount not to exceed \$1,417,329. Upon Board approval, staff will progress discussions with Moovit to finalize details and move toward an executed contract.

Copy: Chief Executive Officer  
 Director of Information Technology



**CAPITAL DISTRICT TRANSPORTATION AUTHORITY  
RESOLUTION NO. 50 - 2021**

Approve the Preliminary Operating Budget and Five-Year Capital Plan  
for Fiscal Year 2022-2023

**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 2022-2023 provides for estimated revenue and assistance with projected expenses of \$113,248,413, and the Five-Year Capital Plan of \$325,311,704, 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 2022-2023 preliminary Operating Budget and Five-Year Capital Plan has been recommended by the CDTA Strategic and Operational Planning Committee;

**NOW, THEREFORE, BE IT RESOLVED:**

1. The Authority hereby approves and adopts the preliminary Operating Budget and Five-Year Capital Plan for fiscal year 2022-2023 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 22nd day of December, 2021.

Dated: December 22, 2021

\_\_\_\_\_  
Mark Schaeffer, Secretary

## Memorandum

December 15, 2021

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

From: Mike Collins, Vice President of Finance & Administration

Subject: FY2023 Preliminary Budget Discussion and Approval

### Background:

We are required by New York State to approve a preliminary operating budget by December 31, 2021. This is an early forecast of operating costs and revenue for the coming fiscal year. We use it as the starting point for budget development and we will have a number of meetings on how to develop a sustainable budget given the current circumstances. The preliminary operating budget and five-year capital plan for Fiscal Year 2023 is attached.

### Operating Budget

The preliminary budget is projected to be \$113.2 million, an 8% increase from this year's budget. Most of this is because of the addition of Montgomery County to our service area. We continue to work with the state to secure additional STOA and we anticipate running service in FY2023. As COVID has receded, we are seeing trend increases in customer revenue and our Rensselaer Rail Station (RRS) lines. For FY2023, we are projecting a 60% budget increase in customer revenue; this includes farebox revenue and an assumption that we will get an increase in STOA. We project a 45% (\$400,000) increase at the RRS.

We have good news from our federal partners. It was announced that we will see an increase in our 5307 program, some of which can be used for operations. Our Mortgage Recording Tax (MRT) is performing extremely well, and we will increase MRT projections during the budget process. We will use the American Rescue Plan to balance shortfalls in our traditional revenue lines.

Most of the expense increases (90%) is a result of adding Montgomery County services into our budget. This is a major expansion with increases to the wage and benefit lines, parts, and fuel. We do not anticipate any other major changes to the FY2023 operating budget.

### Capital Plan

Like the operating budget, the capital plan must be approved by the board. This plan includes a variety of capital projects that support annual facility projects and growing our organization.

The five-year capital plan is a forecast and not intended to be "fully" funded. The first year of the plan is typically funded after prioritizing projects. The FY2023 plan includes our annual fleet replacement program, including STAR and Flex vehicles, diesel and electric vehicles. There is a robust investment in information technology to maintain innovative technologies to support our infrastructure. Lastly, we have had discussions about the condition and capacity restrictions

of our facilities. This plan includes proposed design budgets for a new facility (location to be determined) to expand our facility footprint. More discussion needs to happen to move these projects forward.

**Summary**

We are in a good financial position to make our system better, safer, and more attractive. Our system is showing positive growth as we recapture more customers to get us to pre-pandemic numbers. We will provide options to discuss as we move through the budget development process.

**Recommendation**

We recommend that the preliminary FY2023 operating budget of \$113,248,413 and the five-year capital plan of \$325,311,704 be approved to meet our New York State statutory requirement.

Copy: Chief Executive Officer  
Senior Staff  
Director of Finance

<b>Capital District Transportation Authority</b>				
<b>FY2023 Draft Operating Budget</b>				
<b>December 6, 2021</b>				
<b>Revenue Item</b>	<b>FY2022 Budget</b>	<b>Budget to Budget Change</b>	<b>FY2023 Budget</b>	<b>% change</b>
Mortgage Tax	\$11,250,000	\$0	\$11,250,000	0.0%
Customer Revenue	\$8,469,000	\$5,099,738	\$13,568,738	60.2%
Advertising	\$1,292,500	\$100,000	\$1,392,500	7.7%
RRS and Facilities Income	\$912,908	\$400,000	\$1,312,908	43.8%
Other	\$108,500	\$50,000	\$158,500	46.1%
Federal Assistance	\$35,773,269	(\$1,455,333)	\$34,317,936	-4.1%
State Operating Assistance	\$41,108,000	\$6,017,045	\$47,125,045	14.6%
State Operating Assistance - NX	\$400,000	\$0	\$400,000	0.0%
County Assistance	\$1,917,000	\$0	\$1,917,000	0.0%
Grants	\$2,978,715	(\$1,172,929)	\$1,805,786	-39.4%
<b>Total Revenue</b>	<b>\$104,209,892</b>	<b>\$9,038,521</b>	<b>\$113,248,413</b>	<b>8.7%</b>
<b>Expense Item</b>	<b>FY2022 Budget</b>	<b>Budget to Budget Change</b>	<b>FY2023 Budget</b>	<b>% change</b>
Wages	\$52,645,356	\$3,201,197	\$55,846,553	6.1%
FICA	\$3,722,434	\$240,421	\$3,962,855	6.5%
Health Benefits	\$10,970,892	\$1,257,123	\$12,228,015	11.5%
Workers' Comp	\$2,848,725	\$183,991	\$3,032,716	6.5%
Other Benefits	\$4,449,931	\$487,408	\$4,937,339	11.0%
Professional Services	\$4,189,745	\$0	\$4,189,745	0.0%
Materials and Supplies	\$1,836,346	\$210,236	\$2,046,582	11.4%
Miscellaneous	\$736,853	\$0	\$736,853	0.0%
Maintenance Services	\$3,115,258	\$250,000	\$3,365,258	8.0%
Purchased Transportation	\$6,665,359	\$1,570,313	\$8,235,672	23.6%
Utilities	\$1,031,220	\$0	\$1,031,220	0.0%
Fuel	\$5,411,270	\$714,639	\$6,125,909	13.2%
Parts Tires Oil	\$5,243,775	\$875,000	\$6,118,775	16.7%
General Insurance	\$963,853	\$48,193	\$1,012,046	5.0%
Claims	\$378,875	\$0	\$378,875	0.0%
<b>Total Expenses</b>	<b>\$104,209,892</b>	<b>\$9,038,521</b>	<b>\$113,248,413</b>	<b>8.7%</b>
<b>Revenue over Expense</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

Capital District Transportation Authority  
FY2023 DRAFT Five-Year Capital Plan  
December 9, 2021

Project Name	Type	2023	2024	2025	2026	2027	Total
Facilities Maintenance and Engineering	Facilities	\$350,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,150,000
Facility Capacity	Facilities	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Fuel Management System	Facilities	\$0	\$970,000	\$0	\$0	\$0	\$970,000
Lift Replacement	Facilities	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
Maintenance Training Room	Facilities	\$0	\$400,000	\$0	\$0	\$0	\$400,000
Mid-Sized Infrastructure	Facilities	\$350,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,550,000
New Facility Development	Facilities	\$3,000,000	\$6,000,000	\$150,000,000	\$0	\$0	\$159,000,000
Park & Ride Lots	Facilities	\$75,000	\$50,000	\$50,000	\$50,000	\$50,000	\$275,000
Preliminary Engineering - Facilities	Facilities	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
RRS Enhancements	Facilities	\$475,000	\$60,000	\$60,000	\$60,000	\$60,000	\$715,000
RRS Garage Repairs	Facilities	\$0	\$692,704	\$0	\$0	\$0	\$692,704
RRS Parking Upgrades	Facilities	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Schenectady Driver's Locker/Bathroom	Facilities	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Schenectady Gas Tanks	Facilities	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Schenectady Mechanic's Locker/Bathroom	Facilities	\$0	\$400,000	\$0	\$0	\$0	\$400,000
Street Amenities (Shelter Program)	Facilities	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Information Technology	Information Technology	\$945,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,545,000
Information Technology - Montgomery Co Radio	Information Technology	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Car Share	Operating	\$250,000	\$120,000	\$130,000	\$130,000	\$130,000	\$760,000
CDPHP Cycle!	Operating	\$250,000	\$0	\$0	\$0	\$0	\$250,000
E-Scooter Pilot Program	Operating	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Floor Sweeper	Operating	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Marketing iRide	Operating	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
UV Disinfecting System	Operating	\$825,000	\$0	\$0	\$0	\$0	\$825,000
VanPool	Operating	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Advance Design of Downtown Albany Bus Lanes	Planning	\$250,000	\$0	\$0	\$0	\$0	\$250,000
BRT Expansion study(Yellow/Green/Orange Lines)	Planning	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Bus Lane Feasibility Study	Planning	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Downtown Amsterdam Mobility Hub Planning & Design	Planning	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Red Line Upgrade Gateway Mobility Hub Design & Construction	Planning	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Red Line Upgrade Roadway/Intersection Design	Planning	\$1,004,000	\$0	\$0	\$0	\$0	\$1,004,000
Bus Replacement Program - Rolling Stock	Rolling Stock	\$13,500,000	\$13,500,000	\$14,000,000	\$14,000,000	\$14,000,000	\$69,000,000
Electric Bus Program	Rolling Stock	\$0	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$60,000,000
Fleet Financing 2014	Rolling Stock	\$780,000	\$780,000	\$0	\$0	\$0	\$1,560,000
Flex Vehicles	Rolling Stock	\$560,000	\$600,000	\$0	\$0	\$0	\$1,160,000
Mid-Life Hybrid Replacement	Rolling Stock	\$150,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,350,000
Non-Revenue Vehicles	Rolling Stock	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
NX Commuter Bus Replacement	Rolling Stock	\$1,150,000	\$1,100,000	\$1,100,000	\$1,200,000	\$1,200,000	\$5,750,000
STAR Buses	Rolling Stock	\$500,000	\$600,000	\$600,000	\$600,000	\$600,000	\$2,900,000
Trolleys	Rolling Stock	\$175,000	\$0	\$0	\$0	\$0	\$175,000
Vehicle Overhaul	Rolling Stock	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
<b>Total Expense</b>		<b>\$28,969,000</b>	<b>\$44,172,704</b>	<b>\$183,990,000</b>	<b>\$34,090,000</b>	<b>\$34,090,000</b>	<b>\$325,311,704</b>

