



CDTA COMMITTEE AGENDA

Board Operations Committee

Via Microsoft Teams or In-Person

Wednesday, July 15, 2020 at 9:15am (110 Watervliet Avenue, Albany)

Committee Item	Responsibility
Call to Order	Jayne Lahut
Ascertain Quorum & Approve Agenda	Jayne Lahut
Approve Minutes of Wednesday, June 10, 2020	Jayne Lahut
Consent Agenda Items	
• No Items Scheduled	
Administrative Discussion Items	
• Strategic Plan	Jayne Lahut
○ Finalize Mission Statement	
• Company/CEO Work Plan	Carm Basile
• COVID-19 Update	Carm Basile
○ Service, Barriers, Fares, Cleaning	
• Electrification	Everyone
○ Direction for Purchases and Infrastructure	
Governance/Policy Issue Discussion Items	
• No items scheduled	
Executive Session	
• No items scheduled	
Adjourn	Jayne Lahut

Next Meeting: Wednesday, August 12, 2020 at 9:15am via Microsoft Teams/Board Room

Capital District Transportation Authority Board Operations Committee

Meeting Minutes – June 10, 2020 at 10:15am; 110 Watervliet Avenue, Albany

In Attendance: Jayme Lahut, Dave Stackrow, Denise Figueroa, Georgie Nugent, Carm Basile, Amanda Avery, Mike Collins, Chris Desany, Lance Zarcone, Jaime Watson, Vanessa Salamy, Lisa Marrello

Meeting Purpose

This was the regularly scheduled meeting of the Board Operations Committee. Chairman Lahut noted that a quorum was present. Minutes from the May 13, 2020 meeting were reviewed and approved.

Consent Agenda Items

No items scheduled.

Administrative Discussion Items

- The committee reviewed agendas for June. We have decided that the Committee will meet in July. There will be no board or other committee meetings in July; our regular schedule of meetings will start again in August.
- The Strategic Planning Leadership team has finished their work on goals that support the pillars for the Strategic Plan. The leadership team and board members will meet with Barbara Gannon on June 30 to talk further.
- Lisa Marrello provided a legislative update. We talked about the state budget and state finances. She focused on state operating assistance and the prospects for payments. Our STOA payment has been delayed by 6 weeks and it is/will impact cash flow.
- Carm Basile gave an overview on our plan to move forward post COVID-19. Most of our trunk routes will return to normal operations on July 12; some will have more frequency than before COVID-19. This is to accommodate social distancing factors.
- Management staff who had been working remotely will begin to return to the offices next Monday.
- Barriers to protect bus operators will be installed throughout July and August, and we are planning to resume fare collection in a few weeks.

Next Meeting

Wednesday, July 15, 2020 at 9:15am via Microsoft Teams.

Capital District Transportation Authority
The Framework for *A Path Forward*

Mission Statements – Presented at June 30 Meeting

CDTA builds relationships to deliver connected mobility options.

CDTA is a trusted mobility company that builds relationships to deliver connected mobility options.

CDTA connects communities throughout the Capital Region.

Mission Statements – from June 30 Meeting

CDTA is a trusted mobility integrator that connects communities throughout the Capital Region

CDTA is a trusted mobility provider that builds relationships to connect Capital Region communities

Mission Statements – edited by Barbara and Carm (first choice)

CDTA provides mobility solutions that connect Capital Region communities.

Mission Statements – edited by Barbara and Carm (second choice)

CDTA is a trusted and valued provider of mobility throughout the Capital Region.

Updated: July 6, 2020

Capital District Transportation Authority Chief Executive Officer Work Plan (2019-2020) - Year End Report

Overview – This plan outlines company activities for the past 12-14 months. The Chief Executive Officer works with the board and staff to prioritize efforts and insure a common focus.

Performance Targets

Grow Ridership by 1%; Grow Riders/Hour by 1%; Improve On-Time Performance by 2%
Progress - ridership down 3% from last year; mostly due to COVID-19. Through February, ridership was up 1% and we had momentum for a solid finish. OTP stable at 73-75%.

Technology

- Accept delivery and initiate pilot for 4 New Flyer electric buses by September 1, 2019
Complete – pilot underway and we are measuring operating characteristics
- Advance systems and software to use the features in our CAD/AVL system.
Substantial Progress – BID and Yard Management installed; developed 50 KPI's that will be the point of collection for data, analysis, reporting.

Expand the Mobility Menu

- Microtransit. Develop operating/branding plan, purchase vehicles, train employees
Complete - FLEX operating in Albany County zone; Southern Saratoga county zone planned for late 2020. May expand concept as part of COVID-19 reopen plan.
- Bikes. Incorporate CDPHCycle! into at least 6 Universal Access agreements.
Complete – 8 UA's now include bikes
- STAR - Develop performance indicators; issue RFP for paratransit service operation
Complete - performance indicators included in monthly reports. Did not issue RFP for contractor services, rolled over option years.
- Electric Scooters. As scooters are legalized, consider integration into CDTA menu
Progress – legislation signed by the Governor; discussing a pilot program.
- Taxi Oversight. Pass common ordinance (6 communities); pursue regional fare structure
No Progress - ridesharing dramatically impacted taxi service. Some work on regional fare structure (reassess post COVID-19).
- Next Steps. Includes integrated fare payment and common applications.
No Progress

People and Human Capital Expansion

- Open Wellness Center at CDTA
Complete – center to open mid-summer; partnering with CDPHP.

- Develop and Implement Internal Communication
Complete
- Add Employee Recruitment Capacity in Human Resources
Complete – hired and trained second recruiting coordinator

Service Development and Customer Satisfaction

- Develop/Implement State Worker Service Plan
Complete – set to begin in mid-July; in phases as state workers return post COVID-19.
- Advance Purple Line BRT for third submission/grant award (CIG)
Complete - project is funded through the FTA small starts (\$60.1 million); have begun construction at Harriman Campus. Targeting late 2021 for service start.
- Begin Blue Line/River Corridor BRT service
Substantial Progress – operating plan complete; stations being installed; service to begin late fall.
- Integrate Montgomery County into CDTA Service Area
Progress - have spent lots of time on this. Requires state subsidy for service to begin.

Facility Development

- Build new/improved transit center at Crossgates Mall by October 2019
Complete
- Issue bids for expansion of Troy Garage
Complete - award to UW Marx; construction will be completed late summer.
- Make Go/No Go Decision on building Transit Center in Troy
Substantial Progress – eminent domain/property acquisition complete. Rethink design.
- Implement RRS Law Enforcement Plan
Progress – City of Rensselaer to employ officers. Agreement delayed.
- Deep dive report on downtown Albany Intermodal Center.
Progress – NYS looking at Liberty Park partnership development; raze bus station.
- Decide construction of Transit Center in downtown Schenectady
No Progress – not much here.

Financial/Governance

- Develop Customer Revenue Paper for Parking Rate Increase at RRS
Complete - board approved increase for April 1; COVID-19 delayed implementation.
- Improve Board Member Orientation; Refine High Impact Governance Model
Progress - continual

Advocacy, Community and Image Development

- For Statewide 5-year Capital Plan; For Statewide Multi-Year Operating Plan Complete - NYPTA completed 5-year operating/capital plan. Systems received significant increases in STOA.
- 50 Year Anniversary Complete - 50th anniversary plan implemented through 2020; extend plan into 2021.

New Issues/Projects

- Deeper Dive – organize Board Operations meetings to talk about CDTA initiatives, where change is happening, or performance requires deeper dives.
Complete
- Strategic Plan – determine feasibility of a strategic planning process for CDTA.
Complete – engaged Barbara Gannon; organized staff leadership team to coordinate research for the plan. Significant board and community input. Plan should be ready for board adoption in a few months.
- Succession Plan and Leadership Development
Substantial Progress – working with Lou Bonelli to develop architecture for a company leadership development plan. Plan will identify leadership capabilities and provide roadmap for succession at CDTA.

Report Card:

Complete - 16

Substantial Progress - 4

Progress - 5

No Progress - 3

Updated: June 26, 2020

Capital District Transportation Authority

DRAFT - Chief Executive Officer Work Plan (2020-2021)

Performance Targets

Grow Ridership by ___%; Grow Riders/Hour by ___%; Improve On-Time Performance by ___ %

Corporate Vision

- Strategic Plan – obtain board endorsement, produce the plan; implement and integrate it.
- Succession Plan – pilot leadership assessment tools through top rung of the management staff. Deliver summary report to the board.

Service Development

- COVID-19 – implement strategies to attract customers back to CDTA services
- Transit Development Plan – develop a new 5-year plan for board approval
- State Worker – phase in service for state employees. Develop monitor/reporting systems
- River Corridor BRT – begin operation, deploy communication and marketing plans
- Washington-Western BRT – develop construction and operations plans
- New BRT corridors – build a vision beyond 40 miles Bus Rapid Transit
- Bus Lanes – work with CDTC to identify potential for bus lanes in our communities
- Mobility Hubs – identify locations and begin design/implementation

Service Area Expansion

- Montgomery – discussion is likely to return; we need a go/no go on funding
- Other – consider consolidation of systems/services under the regional authority umbrella (Warren, Schoharie, Greene)

Expand the Mobility Menu

- FLEX – expand micro transit in Southern Saratoga County and Rensselaer Rail Station
- Expand Bikeshare – develop expansion models (number of bikes and bicycling options)
- Carshare – staff white paper to expand our menu to include Capital Carshare
- Expand Vanpool - as an alternative to fixed route in rural areas
- Navigator – develop methods to move customers from cash. Set achievement goals
- Scooters – white paper that looks at the feasibility of a scooter operation by CDTA
- STAR – complete installation of Driver-mate; rollout PASS web
- Universal Access – expand program. New targets include hospitals, school districts
- Mobility as a Service – menu integration (information, payment and execution model)

People and Human Capital Expansion

- Collective Bargaining – contract expires June 2021; work with Board of Directors to develop assumptions/objectives for negotiations with ATU 1321.
- Professional Development – develop career ladder program for entry level professionals and supervisors/foreman; promote lateral growth; engage Barbara Gannon to help.
- Succession Plan – embed leadership assessment into performance assessment efforts.
- Diversity and Inclusion – identify what we need/want to do in this broad area
- Health Center – operate the center with a goal of integrating preventative, wellness and regulatory screening for employees
- Call Takers – develop long term plan for Call Center, STAR and Sales employees

Facility Development

- Troy – open expanded garage; upgrade locker rooms and bathrooms
- Troy Transit Center – need direction
- Watervliet Avenue - demolish Bokland building; construct new parking facility
- Watervliet Avenue - award contract for garage expansion
- Watervliet Avenue – complete study to renovate 85 Watervliet Avenue
- Madison Avenue Staging - complete upgrades (gated access, cameras, restrooms)
- Facilities Plan – complete five-year plan for maintenance of our buildings and grounds.
- Rensselaer Rail Station - implement RRS Law Enforcement Plan

Financial/Governance

- Fare Structure – staff white paper to review fare structure and recovery opportunities
- Improve Board Member Orientation
- Refine High Impact Governance Model

Technology

- CAD/AVL – project close out by January 31
- KPI – integrate with board/committee reporting systems
- INIT – install and implement driver support system
- GIRO – implement automated bidding and employee self-service
- TRAPEZE – complete driver-mate installation and operationalize use in STAR
- Motorola – integrate with partners to widen reach/effectiveness (Schenectady County)
- Electrification – identify next steps for CDTA regarding fleet options and direction

Advocacy/Community and Image Development

- Funding – advocate for a 5-year plan for state operating and capital
- Positioning – promote the CDTA mobility menu
- Image – promote CDTA as innovative, strategic and partnership-oriented

Key: Some Progress (D grade)
 Progress (C grade)
 Substantial Progress (B grade)
 Complete (A grade)

Updated: July 9, 2020