



CDTA COMMITTEE AGENDA

Board Operations Committee

Via Microsoft Teams or In-Person

Wednesday, January 13, 2021 at 9:15am (110 Watervliet Avenue, Albany)

Committee Item	Responsibility
Call to Order	Jayme Lahut
Ascertain Quorum & Approve Agenda	Jayme Lahut
Approve Minutes of Wednesday, December 9, 2020	Jayme Lahut
Administrative Discussion Items	
• Review January Agendas	Staff
• COVID Update	Carm Basile
• CEO/Company Work Plan	Carm Basile
Executive Session	
• Legal Matter	
Adjourn	Jayme Lahut
Next Meeting: February 10, 2021 at 9:15am via Microsoft Teams/Board Room	

Capital District Transportation Authority Board Operations Committee

Meeting Minutes – December 9, 2020 at 9:15am; 110 Watervliet Avenue, Albany

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

Meeting Purpose

- This was the regularly scheduled meeting of the Board Operations Committee. Jayme Lahut noted that a quorum was present. Minutes from the October 14, the committee reviewed agendas for the December meetings. We had a few consent items this month along with a drafted schedule for the first quarter of board meetings.
- Budget Planning for next year has begun. The preliminary budget was presented at the Strategic & Operational Planning Committee Meeting.
- Lisa Marrello gave an update on advocacy and when we can expect regular governing activities to resume. We continue to talk with local delegates and update them on our needs to advance our ambitions agenda for 2021.
- Carm presented updates on ridership and service, as well as plans for employees to operate remotely again. River BRT has been doing well; ridership is less than we hoped for but there has been positive feedback from the public. Staff will provide updates and performance reports reflecting River BRT's performance in the coming months. Staff has transitioned to remote working again to reduce density in the office as COVID numbers rise in the Capital Region. CDTA aims to keep its employees and customers as safe as possible as we continue navigating this pandemic.

Next Meeting

Wednesday, January 13, 2021 at 9:15am via Microsoft Teams or at 110 Watervliet Avenue.

Memorandum

January 13, 2021

To: Jayme Lahut, Board of Directors, Chairman

From: Carm Basile, CDTA, Chief Executive Officer

Subject: Progress Report – Company/CEO Work Plan

I am providing an update on the CEO work plan for 2020-2021. Lots of activity and accomplishments. This memo provides highlights of this work.

- **Strategic** - completed the first comprehensive Strategic Plan in company history. Includes strategic pillars and a revised mission statement, which depicts who CDTA is and what we can do.
- **COVID** - implemented a company plan to respond to COVID-19. Includes service delivery, maintenance expectations and employee/human resources strategies.
- **Blue Line** - began service operation on our second Bus Rapid Transit line. Lots of infrastructure work, marketing, and promotion.
- **STAR** - installed Pass Web software and Driver Mate hardware on STAR vehicles (and contractors) to give customers real time arrival information. In an expanded pilot phase now with access to all customers by Spring 2021.
- **Wellness** - opened the CDTA Health Center powered by CDPHP with a nurse practitioner on duty 5 days a week. Company physicals and testing done in the center along with well care visits and counseling.
- **Facilities** – completed an expansion of the Troy Garage; purchased and demolished the Bokland building, paving the way for a 125 space parking facility; dominos will result in expansion of our Albany garage and development of a Watervliet Avenue Campus.
- **Mobility** - in the past several months, we have:
 - Expanded *CDPHP Cycle*, which now has an inventory of 500 bikes with upgraded software; added several Universal Access accounts (which include bicycling).
 - Expanding *FLEX* service into Southern Saratoga County; at Rensselaer Rail Station (to downtown Albany); and, possibly to replace fixed route service in suburban areas.
 - Developed a plan to introduce a limited number of *Scooters* to the region. Pilot will geofence operations with select group of our partners.
 - Developed a plan to assume operation of *Capital Car Share*. Objectives are to improve branding, marketing and expand vehicles available to customers.
- **Development** - developed a Succession Plan toolkit and development process. Ready to be implemented in 2021.

Capital District Transportation Authority Chief Executive Officer Work Plan (2020-2021)

Corporate Vision

- Strategic Plan – obtain board endorsement, produce the plan; implement and integrate it.
Completed - approved by the board, document produced, collaterals in development
- Succession Plan – pilot leadership assessment tools through top rung of management
Substantial Progress – tools developed for staff assessment.

Service Development

- COVID-19 – implement strategies to attract customers back to CDTA services
Significant Progress - company plan complete; serves as a guide to develop tactics to deal with the virus and corresponding issues.
- Transit Development Plan – develop a new 5-year plan for board approval
Some Progress – TDP on pause; time is not right to chart the course for our service menu.
- State Worker – phase in service for state employees. Develop monitor/reporting systems
Progress – state paused remote lots/service. Operations plan complete and ready to go.
- River Corridor BRT – begin operation, deploy communication and marketing plans
Completed – service is operational; communication and outreach ongoing
- Washington-Western BRT – develop construction and operations plans
Significant Progress – both plans are well on their way to development.
- New BRT corridors – build a vision beyond 40 miles Bus Rapid Transit
Some Progress- aligned with Bus Lanes (below).
- Bus Lanes – work with CDTC to identify potential for bus lanes in our communities
Some Progress – for now, this lives at CDTC with input from our staff.
- Mobility Hubs – identify locations and begin design/implementation
Some Progress – putting it on the company work map.

Service Area Expansion

- Montgomery County – discussion is likely to return; we need a go/no go on funding
Progress – continues to be a discussion item; now includes Amsterdam school district.
- Other – consolidate systems under a regional umbrella (Warren, Schoharie, Greene)
No Progress

Expand the Mobility Menu

- FLEX – expand micro transit in Southern Saratoga County and Rensselaer Rail Station
Progress – developed service zone for each location and can deploy at any time. Southern Saratoga County zone will bring transit to Mechanicville; after years of looking for a transit solution for rail travelers, FLEX is a new way to provide connections between RRS and downtown Albany.
- Expand Bikeshare – develop expansion models (number of bikes and bicycling options)
Completed and ongoing
- Carshare – staff white paper to expand our menu to include Capital Carshare
Completed and ongoing; we have developed a plan to revive the program
- Expand Vanpool - as an alternative to fixed route in rural areas
No Progress

- Navigator – develop methods to move customers from cash. Set achievement goals
Some Progress – 55% of customers use some form of prepayment, we have made the Navigator app easier to use and developed new product lines for smart cards; also looking at new ways to incentivize us.
- Scooters – white paper that looks at the feasibility of a scooter operation by CDTA
Completed and moving to a pilot operation
- STAR – complete installation of Driver-mate; rollout PASS web
Substantial Progress – all vehicles (including contractors) have devices installed; 50% of customers are using it, giving them real time information and access to on-line booking
- Universal Access – expand program. New targets include hospitals, school districts
Some Progress – held back by the pandemic; need to fortify our relationships throughout 2021 to return ridership and revenue
- Mobility as a Service – menu integration (information, payment, and execution model)
Some Progress – putting it on the company work map.

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.
Substantial Progress – have done a good deal of preparatory work; provided board operations with an update; final strategy to be developed in the coming weeks.
- Professional Development – develop career ladder program for entry level professionals and supervisors/foreman; promote lateral growth
Substantial Progress - Barbara Gannon is helping us pilot a program for employees (management and operations that helps them stretch understanding and responsibilities.
- Succession Plan – embed leadership assessment into performance assessment efforts.
Substantial Progress – see Corporate Vision
- Diversity and Inclusion – identify what we need/want to do in this broad area
Progress - engaged regular conversation about this with staff leadership team; planning to engage with a subject matter expert to help us move forward.
- Health Center – operate the center with a goal of integrating preventative, wellness, and regulatory screening for employees
Completed – integrating the center into the human resources menu of offerings.
- Call Takers – develop long term plan for Call Center, STAR and Sales employees
Substantial Progress – working on a plan to merge call centers; likely first quarter 2021.

Facility Development

- Troy – open expanded garage; upgrade locker rooms and bathrooms
Completed – moving to phase two (lockers and bathrooms)
- Troy Transit Center – need direction
No Progress
- Watervliet Avenue - demolish Bokland building; construct new parking facility
Completed
- Watervliet Avenue - award contract for garage expansion
Progress – plans at 90%; expect to be out for bids in January; board award in March.
- Watervliet Avenue – complete study to renovate 85 Watervliet Avenue
Some progress - waiting on call center strategy.

- Madison Avenue Staging - complete upgrades (gated access, cameras, restrooms)
Completed
- Facilities Plan – complete five-year plan for maintenance of our buildings and grounds.
Progress – draft scope complete; expect to be out for quotes/proposals by February.
- Rensselaer Rail Station - implement RRS Law Enforcement Plan
Some Progress – starts and stops; have not been able to get past law enforcement head count issues

Financial/Governance

- Fare Structure – staff white paper to review fare structure and recovery opportunities
No Progress
- Improve Board Member Orientation
Progress – updating and revising materials in anticipation of new members
- Refine High Impact Governance Model
No Progress

Technology

- CAD/AVL – project close out by January 31
Completed – project will close out by February 1.
- KPI – integrate with board/committee reporting systems
Progress - technology install is completed; need to manage dashboard with KPI owners.
- INIT – install and implement driver support system
Substantial Progress – software installed/working; lots of management action(s) required.
- GIRO – implement automated bidding and employee self-service
Substantial Progress – bidding is complete; ESS in progress
- TRAPEZE – complete driver-mate installation and operationalize use in STAR
Substantial Progress – completed; customer acceptance increasing steadily
- Motorola – integrate with partners to widen reach/effectiveness (Schenectady County)
Completed
- Electrification – identify next steps for CDTA regarding fleet options and direction
Some Progress – will award 5-year contract for electric buses; will expand capacity of chargers (beyond current levels which are at 50%).

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: December 16, 2020