



# CDTA COMMITTEE AGENDA

## Board Operations Committee

Monday, May 20, 2019 at 7:45 AM at 110 Watervliet Avenue, Albany

<b>Committee Item</b>	<b>Responsibility</b>
Call to Order	Jayne Lahut
Ascertain Quorum	Jayne Lahut
Agenda Approval	Jayne Lahut
Approve Minutes of April 8, 2019	Jayne Lahut
<b>Consent Agenda Items</b>	
• No Items Scheduled	
<b>Administrative Discussion Items</b>	
• Advocacy Update	Lisa Marrello
• Work Plan	Carm Basile
• Facilities Advertising	Carm Basile
• CDPHP Wellness	Carm Basile
• Personnel Updates	Carm Basile
• Uncle Sam Transit Update	Carm Basile/ Chris Desany
<b>Governance/Policy Issue Discussion Items</b>	
• No Items Scheduled	
<b>Executive Session</b>	
• No Items Scheduled	
Next Meeting: Wednesday, June 12, 2019 at 7:45am at 110 Watervliet Ave., Albany	
Adjourn	Jayne Lahut

*\* Indicates Material (Or Additional Material) Will Be Provided at Meeting*

**Capital District Transportation Authority**

**Board Operations Committee**

**Meeting Minutes – April 8, 2019 at 7:45am; 110 Watervliet Avenue, Albany**

In Attendance: Georgie Nugent, Mike Criscione, Dave Stackrow, Jayme Lahut, Jackie Falotico (via phone), Carm Basile, Amanda Avery, Chris Desany, Mike Collins, Jaime Watson, Vanessa Salamy, Lisa Marello – Jackson Lewis

**Meeting Purpose**

Regular meeting of the Board Operations Committee. Chairwoman Nugent noted that a quorum was present. Minutes from the March 13, 2019 meeting were reviewed and approved.

**Consent Agenda Items**

No items scheduled.

**Administrative Discussion Items**

- Chief Staff Liaison's provided an update on committee agendas for the month of April.
- The committee members asked that materials included with committee packets or handed out at meetings be included with the board packets emailed to all members before each meeting. This will keep everybody up to speed about activities and discussion in each committee meeting.
- Lisa Marrello provided an update on advocacy activities for the past month and a look ahead regarding focus areas moving forward.

**Executive Session**

No items scheduled.

**Next Meeting**

Monday, May 20, 2019 at 7:45am at 110 Watervliet Avenue, Albany

## Memorandum

May 16, 2019

To: Chairman, Board Operations Committee  
Members, Board Operations Committee

From: Chief Executive Officer

Subject: Work Plan Discussion

Attached are two reports that can be discussion topics at the May meeting of the Board Operations Committee. Every year, I provide the committee with a plan of work for the year. It operates at a high level, about 20,000 feet, looking at major projects and initiatives that we will work on. It provides some detail on the project along with a time estimation.

At the end of the year, I provide a progress report on each task shown in the plan. That report is provided and titled, *Final Report – Chief Executive Officer Work Plan*. As you will see, we achieved a good deal this year including, advancing the CAD/AVL project, expanding our bikeshare program, expanding our popular Universal Access Agreement, signing a new Collective Bargaining Agreement with the ATU, making progress towards on an agreement on State Worker Transportation, advancing the River Corridor BRT, lots of success in our advocacy and community outreach, and adopting the High Impact Governance Model, which includes getting our long awaited Community and Stakeholder Relations Committee off and running.

The second report outlines the plan for the coming 12 months. It is titled *Draft – Chief Executive Officer Work Plan*. It has a little less detail allowing for discussion. It builds on last year's work, as many projects span over two and sometimes three years. It includes input from the senior staff and others, and it looks to make CDTA better and stronger.

There is a lot on our plate, and we are juggling several major projects and a good deal of expectation from customers and community leaders. To accommodate for that and match work against our resources to get things done, targets dates for completion or progress may be 18-24 months out. All this work is in addition to the daily operation of service and programs that serve as the foundation for any new project we propose.

Looking forward to talking about the work we are doing and are planning to do.

# **Capital District Transportation Authority**

## **DRAFT - Chief Executive Officer Work Plan (2019-2020)**

### ***Performance Targets***

Grow Ridership by 1%; Grow Riders/Hour by 1%; Improve On-Time Performance by 2%

### **Technology**

Advance the technology we have while adding systems and software where required. This is happening as we continue to install and use the features in our CAD/AVL system.

- Implement GIRO Bid
- Implement INIT Yard Management System
- Begin to measure and report on Key Performance Indicators

Accept delivery and operate 4 New Flyer electric buses by September 1, 2019

- Initiate pilot to measure cost to own and operate and identify key operating statistics.

### **Expand the Mobility Menu**

Develop operating/branding plan for Microtransit Service; begin service by November 2019

Advance and further integrate CDPHP*Cycle!* into our mobility menu

STAR – show meaningful progress (issue of RFP for contactor partnership)

Taxi – what can we do as ridesharing becomes part of the mobility menu?

### **People and Human Capital Expansion**

Implement CDPHP Wellness Center (at CDTA) by September 2019

Implement Internal Communication Plan by July 1, 2019

Add Employee Recruitment Capacity in HR by September 2019

### **Service Development and Customer Satisfaction**

Implement State Worker Transportation Service Plan by June 2020 (not public as of yet)

- Requires operating, supervisory and outreach plans in consultation with OGS staff

Integrate Montgomery County into CDTA Service Area by April 2020

- Requires development of service, marketing and branding plans

Begin BRT service on Blue Line River Corridor by November 2020

- Coordinate construction of stations, infrastructure, delivery of buses with service development and outreach

Advance Purple Line BRT for third submission to CIG status by December 2019

- Requires plans to be at 50% design and development of Project Management Plan

NX Service  
Warren County Connections

**Facility Development**

Implement RRS Law Enforcement Plan by April 2020  
Build Transit Center in Troy  
Move and Improve Crossgates Station  
Expand Troy Garage  
Expand Schenectady Garage (this will progress but unlikely to be complete this year)  
Build Gateway Center

**Financial/Governance**

Expand/Improve Board Performance Reports  
Improve Board Member Orientation process  
RRS Parking Rate Increase  
Develop Customer Revenue Paper  
Further Implement/Refine High Impact Governance Model

**Advocacy, Community and Image Development**

For More VW settlement money  
For Statewide 5-year Capital Plan  
For Statewide Multi-Year Operating Plan  
Continue to improve imaging and branding (extend best mid-size system award)

Updated: May 16, 2019

# Capital District Transportation Authority

## Final Report - Chief Executive Officer Work Plan (2018-2019)

### *Overriding Goal*

Continue to make CDTA a better organization by connecting people to economic opportunity throughout the region.

### *Performance Targets*

- Grow System Ridership by 1% (down 4%); Grow Riders/Hour by 1% (down 2%); Improve On-Time Performance by 2% (+2%)

### *Technology*

- Fully integrate components of the CAD/AVL System  
**Substantial Progress** – software components are installed and being field tested. This will continue for the next several months.
- As part of CAD/AVL implementation, begin a transition to data driven organization  
**Substantial Progress** – as software is installed, data is being generated, assembled and compartmentalized for review. Lots of possibilities.
- As part of CAD/AVL implementation, establish company's Key Performance Indicators  
**Substantial Progress** – more than 50 KPI's are in field testing. Owners (departments) are identified and they are testing relevance of the KPI, usefulness to department operation and ability to measure, report and modify KPI's.
- Fully integrate value-added features of GenFare fare collection system  
**Some Progress** – issues with our vendor and their ability to support applications has limited our ability to implement.

### *Expand the Mobility Menu*

- Achieve full introduction of Phase 2 of CDPHPCycle!  
**Complete** – Cycle expanded to 350 bikes at 80 stations. Stations and bikes added in Cohoes; Universal Access extended under the Cycle umbrella at RPI, Transfinder, Albany Medical Center, Albany Library, Union, Maria, UAlbany and Sage.
- Develop plan for CHPHPCycle! to address operations, promotion, partnership  
**Substantial Progress** – Cycle stands on its own platform with UA agreements, municipal partnerships and expanded marketing. The brand is recognized in the community and we continually build on it.
- Adopt common ordinance for taxi services in six municipalities  
**Some Progress** – somewhat stuck
- Develop a regional fare structure for taxi services  
**Progress** – fare structure complete; await adoption/embracement of common ordinance.
- Expand downtowners concept, integrate and connect with regular route network  
**Progress** – building on this with trolley connectors operating in major cities, extending brand recognition efforts.
- STAR – improve service systems to be more convenient for customers with appropriate technology and staff support (task appears under several headings)  
**Substantial Progress** - installation of Mobile Data Terminals complete in CDTA vehicles; in progress on contract vehicles. Using in daily operations, replacing paper manifests and radio instructions. Major step towards automation of dispatch functions in STAR.

### ***People and Human Capital Expansion***

- Negotiate new Collective Bargaining Agreement with ATU 1321  
**Complete** – a three-year CBA was executed with the ATU. The agreement is fair, timely and in keeping with industry standards.
- As part of CBA, negotiate changes to wages, health care and to legacy issues (retirees)  
**Complete** – CBA included wage increases, changes to work rules and employee assignment. Introduction of a deductible concept in health insurance coverage achieved (to be built on in successive CBA discussions). No changes to legacy issues.
- Implement organizational development process for management staff  
**Some Progress** – bits and pieces of a plan have been embraced and we provide training as appropriate. A defined development plan for category groups yet to be implemented.
- Develop appropriate succession plans for management staff and related functional areas  
**Some Progress** - being worked on in some departments. As employees turn over, this needs more attention.

### ***Service Development and Customer Satisfaction***

- Expand Universal Access partners and integrate program menu to include bicycles  
**Complete** – 20 formal arrangements. Increased revenue capture as UA's are renegotiated. *Cycle* Access added to the platform. Program is well-branded and recognized.
- Produce white paper to assess NX service; review service in Southern Saratoga County  
**No Progress**
- Consider RRS parking rate increase (April 1, 2019 target date); requires white paper  
**No Progress**
- Examine current fare structure, prepayment and wholesale fare systems; consider change possibilities; requires white paper  
**No Progress**
- Develop proposal for state worker transportation services; late fall 2018 submission  
**Substantial Progress** - major staff work underway; begin June 2020 (not for disclosure).
- STAR – develop and improve service to be more convenient for customers with appropriate technology and staff support (task appears under several headings)  
**Progress** – software and feed to vehicles (MDT) is improving reliability. Results yet to be measured. Once complete, will move toward a mobile application for customers.
- Develop strategic plan for adjoining areas (Montgomery, Fulton, Greene, Columbia)  
**Substantial Progress** – Montgomery County plan is developed and can be implemented. Looking to connect Glens Falls and Saratoga Springs. Bike share may be an easy first fit.

### ***Advocacy, Community and Image development***

- Continue to improve imaging and branding (extend best mid-size system award)  
**Complete** – implementation of refreshed branding is underway.
- Solidify company position as an economic engine in the region  
**Substantial Progress** – communications and marketing departments work full time on this and by all accounts, we are well positioned in this regard.
- Advocate for STOA formula stability  
**Substantial Progress** – a very successful lobbying season. We worked with our lobbyists at Jackson Lewis and with the NYPTA team to talk about the work we do and the impacts we make. 10% increase in STOA along with the dedication of a rental car tax is proof positive of our work. Continue to work on the need for a capital plan.
- Advocate for VW settlement funds and mobility management support

**Complete** – we have led the effort on this, hosting the unveil of DEC’s plan at CDTA and being the first system to apply for settlement funds (4 buses; charging stations). We continue to work with DEC and NYSERDA to draw more funding for CDTA.

### ***Facility Development***

- Develop plan to renovate facilities, with storage for buses, parking and amenities for employees. Include consideration of a consolidated facility.  
**Progress** – projects are in progress at Albany, Troy and Schenectady to add and renovate space, aligned with BRT projects and strategic service extensions.
- Complete facelift program for Route 5 BRT corridor stations and vehicles  
**Complete** – stations and brand identifiers have been updated.
- Develop strategic plan for Transit Centers in Troy, Schenectady and Albany  
**Some Progress** – several projects are in planning/discussion stages.

### ***Financial***

- Continue financial stability, fiscal prudence and stewards of money we receive  
**Substantial Progress** – “progress” may not be the right word. Effort and refinement better describe our work. Our financial condition is good, and we have some flexibility in what we can do financially. More would be better and that is what we are working towards in advocacy and outreach.
- In board committees, reengineer performance metrics, monthly reporting systems  
**Progress** – this has been subject to several committee discussions; moving forward.
- Introduce electronic purchase order system  
**Complete** – after many starts and stops this has been implemented and in use.

### ***High Impact Governance***

- Implement High Impact Governance Model with guidance from Doug Eadie  
**Complete** – adopted the High Impact Governance model.
- Implement and staff fully functional board committee structure  
**Complete** – created a new community and stakeholder relations committee (has met several times). A revamped executive committee (board operations) was also created, staffed and is now functional.
- Insure retreats and quarterly discussions in committees regarding working functions, calendars and other matters of consideration  
**Progress** – doing a better job with communication; retreat(s) in progress.
- Provide frequent and appropriate interaction between CEO and board members  
**Progress** - effort being made to insure regular interaction and communication, specifically regarding one-on-one information exchange. Always a work in progress.
- Engage in meaningful conversations about high level policy matters and decisions  
**Progress** – on going

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

Updated:       May 9, 2019