



CDTA COMMITTEE AGENDA
Strategic and Operational Planning Committee
Thursday, January 23, 2020 | 12:00 PM | 110 Watervliet Avenue, Albany

Committee Item	Responsibility
Call to Order	Mike Criscione
Ascertain Quorum	Mike Criscione
Agenda Approval	Mike Criscione
Approve Minutes of Thursday, December 12, 2019	Mike Criscione
Consent Agenda Items	
• Authorize Payment for Uncle Sam Parcels	Chris Desany
Administrative Discussion Items	
• FY 2021 Budget Development*	Mike Collins
• Cybersecurity Update	Thomas Guggisberg
• Capital Projects Update	Jeremy Smith
Executive Session	
• No Items Scheduled	
Next Meeting: Thursday, February 20, 2020, 12:00pm at 110 Watervliet Ave, Albany	
Adjourn	

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

Capital District Transportation Authority
Strategic and Operational Planning Committee
Meeting Minutes – December 12, 2019 at 12:00pm; 110 Watervliet Avenue, Albany

In Attendance: Mike Criscione, Jayme Lahut, Pat Lance, Mark Shaeffer, Carm Basile, Amanda Avery, Mike Collins, Christopher Desany, Lance Zarcone, Jaime Watson, Jon Scherzer, Thomas Guggisberg, Ross Farrell, Jeremy Smith, Chad Heid, Mike Williams, Phil Parella, Vanessa Salamy

Meeting Purpose

Regular monthly meeting of the Strategic and Operational Planning. Committee Chair Mike Criscione noted that a quorum was present. Minutes from the October 24, 2019 meeting were reviewed and approved.

Consent Agenda Items

Preliminary Budget Approval for FY2021

- We are required to submit a Board-approved preliminary budget to New York State by December 31, 2019. We have been working on this, but also have made several assumptions for next fiscal year which starts on April 1, 2020. Over the next few months we will continue to provide the Committee with options to review and consider as we go through the budget development process.
- The preliminary operating budget is projected to be \$104.6 million, a 16% increase from this year. The major revenue questions for FY2021 include: How much operating assistance will the State provide? How much federal maintenance should we allocate to operations? How much mortgage recording tax should we project?
- Expenses are projected to increase by \$14.4 million due to three new services (with associated revenue sources tied to them). Wages and benefits account for about 70% of our expenses and we are projecting the wage line to increase by \$5.9 million. The five-year capital plan was also provided and reviewed.
- Approving the FY2021 preliminary operating budget of \$104,555,352 and five-year capital plan of \$399,206,608 to meet our New York State statutory requirement will be recommended to the Board for approval.

Administrative Discussion Items

Transit Development Plan Update

- The Transit Development Plan (TDP) is our tactical plan for system design and performance which focuses on service, infrastructure, facilities, and fleet considerations. The TDP ties into CDTA's current strategic planning initiatives and the regional plan currently being developed by CDTC. We typically update the TDP every five years.

- We discussed background concepts related to the transit propensity index, transit priority corridors, and the evolution of our route network. We also talked about considerations for adjustments to frequency, span, and geographic coverage and how new mobility options such as microtransit, vanpool, car share, bike share, and mobility hubs tie into these themes. Demands for upgraded facilities are still a need, and scenarios for the future view of our route network were discussed.
- We should also think about how express services might look going forward, the implementation of bus-only lanes, and expansion beyond 40 miles of BRT.

January 2020 Service Updates

- On January 26, CDTA will make a series of adjustments to the service network, providing additional weekday peak and weekend services to neighborhood routes, and improving weekday reliability of other selected routes. Almost all of this will be good news for the customer. As we have been discussing for some time, this plan will include the implementation of the #13/#113 New Scotland service redesign, which begins on April 5.
- There will also be enhanced service provided which will benefit our partners at the Albany City School District. These changes will lead to an increase of approximately 5,500 annual service hours.

Executive Session

- No items scheduled

Next Meeting

Thursday, January 23, 2020 at 12:00pm at 110 Watervliet Avenue, Albany

Memorandum

January 23, 2020

To: Performance Monitoring/Audit Committee

From: Christopher Desany, Vice President of Planning and Infrastructure

Subject: Acquisition of Uncle Sam Parcels

Background:

As we have been discussing for some time (most recently at the December 2019 Committee meeting), the property at 15-25 4th Street in Troy (“Uncle Sam Garage”) is of strategic importance for the construction of the Blue Line (River) BRT. The acquisition process has been under way since late 2017 and after a long series of legal actions, we have been awarded the property as per eminent domain procedure law. This action was authorized by the Board in February of 2018.

In summary, the acquisition consists of 14 parcels which are composed of four purchases, three permanent easements, and seven temporary easements. They represent a total of 30,000 square feet. The sum total of just compensation amounts to \$387,000.

Recommendation:

I am requesting that the Committee advance to the full Board a recommendation that authorizes staff to make the \$387,000 payment to the property owner, Uncle Sam Garages LLC (David Bryce) for the Uncle Sam acquisition. We will subsequently file that tax maps that will enable us to take control of the parcels.

Cc: Carm Basile, Chief Executive Officer
Amanda Avery, General Counsel

Information Technology Department Cybersecurity Update

*Strategic & Operational Planning Committee
January 23, 2020*



1

Cybersecurity Goals

- **Comprehensive.** Both cyber and physical threats need to be included into our overall security programs.
- **Inclusive.** Technology can only do so much to prevent and mitigate threats. People play a major role in keep Cybersecurity in check.
- **Flexible.** Threats are constantly evolving. Response plans must be flexible enough to promptly detect and mitigate threats.
- **Integrated.** Cybersecurity must not just be a back office activity but integrated with organizational strategic planning activities.



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By the Numbers

End Points	2015	2020
Network Appliances	40	90
Building Cameras	200	221
Bus Cameras	1440	2000
Printers	59	70
Storage Area Networks (SAN)	2	6
Servers	80	149
Desktops	180	200
Laptops	48	89
Tablets	45	95
Mobile Phones	47	54
Connected Vehicles	0	300+
Customer Cellular (WiFi)	30	41
Total	2171	3064

2019

Phishing Emails – 462,804 (3% delivered or 13,500)

Malware Emails – 3,828 (<1% delivered or 37)

2018

Phishing Emails – 208,729 (3.5% delivered or 5,132)

Malware Emails – 3,425 (<1% delivered or 23)

Total Emails – 12,000/day (4+ million/year)

50% SPAM/Junk Mail (50% malicious)

41% Increase
TG1



Key Questions



- Does CDTA use an established cybersecurity framework?
- In the event of a serious breach, do we have a threat response protocol?
- How is cybersecurity managed throughout the organization?
- How are external and internal threats detected and mitigated?
- How are employees made aware of their role in cybersecurity?
- What are the top five cybersecurity risks?



Cybersecurity Framework



- **Does CDTA have an establish cybersecurity framework?**

Answer: Yes. CDTA's cybersecurity assessments, policies, and strategy are informed by multiple government and private industry standards.

- NIST Cybersecurity Framework used as benchmarking standard



- Other references

- APTA Standards Development Program recommendations and strategies
- FTA Threat and Vulnerability Assessment methodologies
- Department of Homeland Security (DHS) recommendations and methodologies
- NYS Office of Information Technology Services Chief Information Security Office



- Technology Tools and Services - Support Assistance

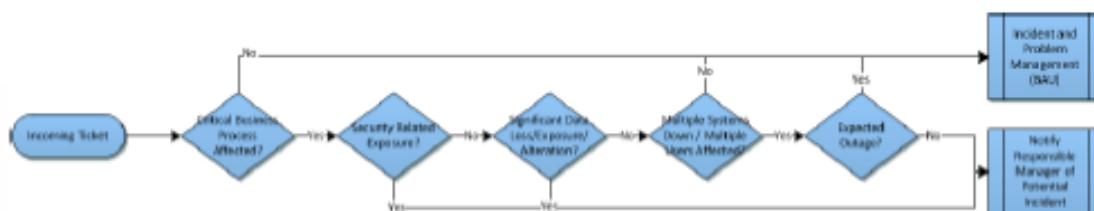
- Janus & Associates
- KnowBe4



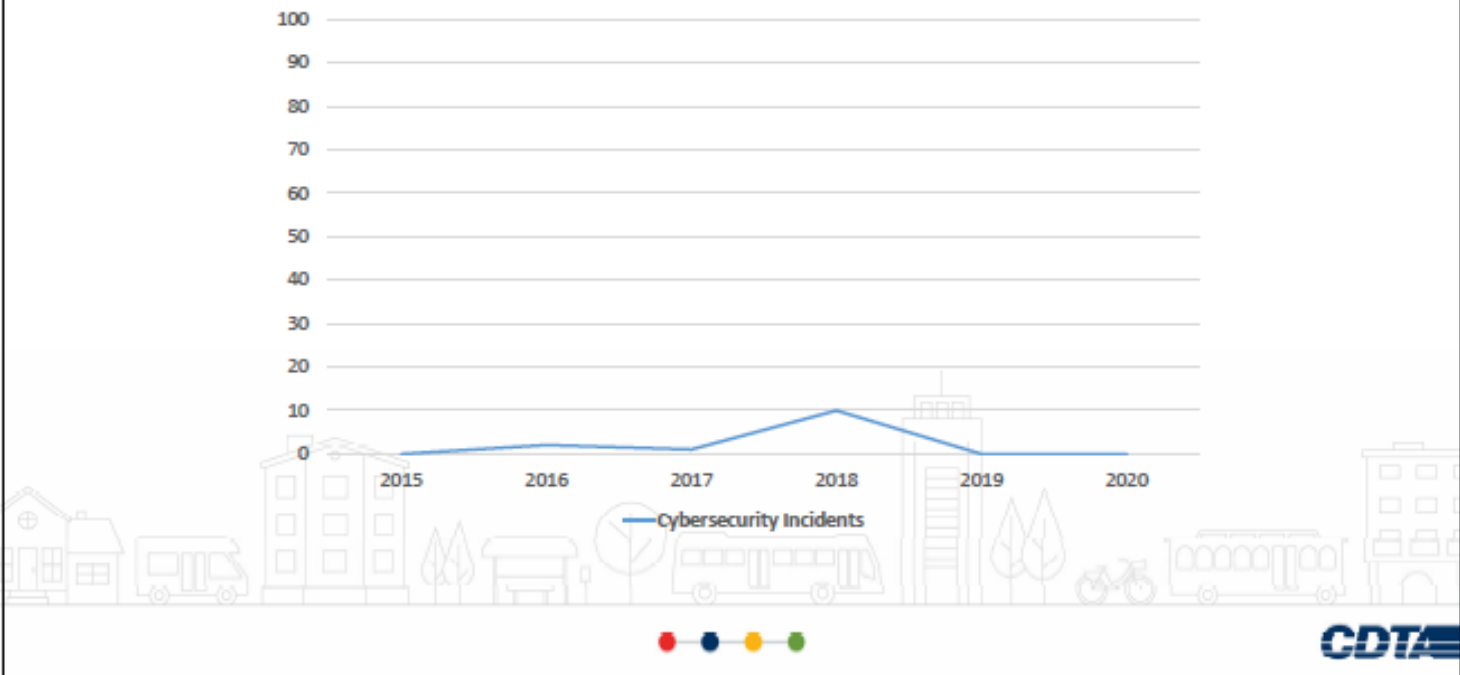
Incident Response

In the event of a serious breach, has management developed a threat response protocol?

Answer: Yes. Beginning in 2011, CDTA developed Cyber Incident Response Standards and Procedures using industry best practices and lessons learned.



Incidents 2015-2020



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Cybersecurity Management

How is cybersecurity managed throughout the organization?

Answer: Cybersecurity responsibility is a coordinated effort across the organization. The Technology department with key supporting roles in Information Security, Legal, and Operations.



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Cybersecurity Threat Analysis

How are external and internal threats detected and mitigated within cybersecurity plan?

Answer: CDTA receives information about threats from inside and outside the organization from a variety of external sources. We have identified our most critical assets and prioritize cybersecurity actions based on the largest business impact and on the greatest areas of risk through internal and external assessments and penetration testing.



Top 5 Cybersecurity Mitigations

1. IT System Monitoring, Logging, Patching, and Alerts
2. Regular Audits, Assessments, Penetration Testing
 - E.g. Weekly Network Vulnerability Scans for Internet Accessible Hosts by Department of Homeland Security –CISA
3. Incident, Backup, and Recovery Response Plans
4. Employee Training (Users and IT Staff)
5. Security Policies, Standards, & Agreements



Security Standards, Procedures, Agreements

Information Technology Policy

IT Standards

- Security Roles and Responsibilities
- Acceptable Usage
- Access Control
- Audit and Accountability
- Identification and Authentication
- System and Communication
- Configuration Management
- Contingency Planning
- Incident Response
- Security Awareness Training

IT Procedures

- Incident Response
- Firewall Configuration/Management
- Employee Access Request/Control
- Employee Remote Access
- System Backup and Recovery
- IT Asset Procurement and Disposal
- IT Policy Violation Reporting/Investigation

IT Agreements

- Vendor Remote Access
- Employee Remote Access
- Corporate Owned Mobile Device



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Other Cybersecurity Mitigations* NYS SHIELD

- ✓ Designation of one or more employees to coordinate the security program
- ✓ Identification of reasonably foreseeable external and insider risks
- ✓ Assessment of existing safeguards
- ✓ Workforce cybersecurity training
- ✓ Selection of service providers capable of maintaining appropriate safeguards and requiring those safeguards by contract
- ✓ Process for implementing adjustments to the security program based on business changes or new circumstances
- ✓ Risk assessments of network, software design, information processing, transmission and storage
- ✓ Implementation of measures to detect, prevent and respond to system failures
- ✓ Regular testing and monitoring of the effectiveness of key controls
- ✓ Detection, prevention and response to intrusions
- ✗ Protections against unauthorized access to or use of private information during or after collection, transportation and destruction or disposal of the information, and disposal of information after a reasonable amount of time after it is no longer needed for business purposes by erasing electronic media so that the information cannot be read or reconstructed

*From NYS SHIELD Act ("Stop Hacks and Improve Electronic Data Security Act") effective on March 21, 2020



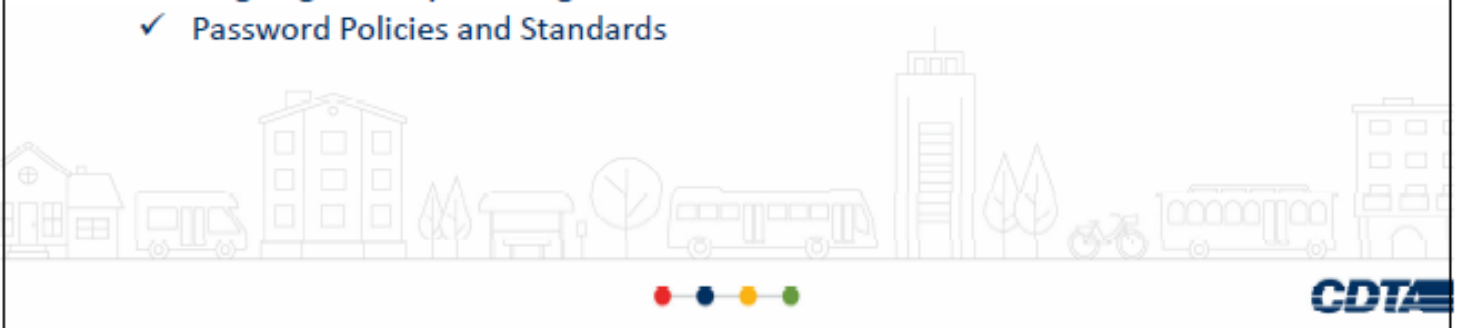
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Employee Cybersecurity Awareness

How are the employees made aware of their role in cybersecurity?

Answer: Policies, Standards, Agreements, Training, and IT tools for controls.

- ✓ Security Awareness Training to all employees in 2018
- ✓ IT Policy to all employees via Employee Handbook
- ✓ Cyber Incident Response Policy
- ✓ Ongoing Security Phishing Tests
- ✓ Password Policies and Standards



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Top 5 Cybersecurity Risks

1. **People – Regular Staff, IT Staff & Third Party support, knowledge and skills in the area of Cybersecurity – Security Awareness Training**
2. Failure to invest in the CDTA network, networked equipment, and physical security
3. Failure to maintain payment card (credit card) processing compliance (PCI compliance)
4. Failure to apply appropriate access control to enterprise applications
5. Failure to effectively manage third vendor access to network and systems



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Key Takeaways

- Our program is based on national and state standards and initiatives.
- We perform regular assessments to identify key areas where we must focus our cybersecurity efforts.
- We are engaging in cybersecurity projects to further enhance our defenses and encourage a risk-aware culture.
- We are well positioned to receive information about cybersecurity threats and respond appropriately to incidents.
- We are growing our cybersecurity program on par with other transit agencies.



Facilities Department Capital Projects Update

*Strategic & Operational Planning Committee
January 23, 2020*



1

Recently Completed Upgrades & Renovations ELECTRIC BUS INFRASTRUCTURE

Timeline: July 2019 – November 2019; **Cost:** \$460,000
(not including chargers)



2

Recently Completed Upgrades & Renovations

RRS TOP DECK

Timeline: May 2017 – November 2019

Cost: \$2,680,000



Recently Completed Upgrades & Renovations

OPERATIONS DEPARTMENT RENOVATIONS

Timeline: November 2018 – July 2019

Cost: \$630,000



Recently Completed Upgrades & Renovations

CROSSGATES

Timeline: July 2019 – October 2019

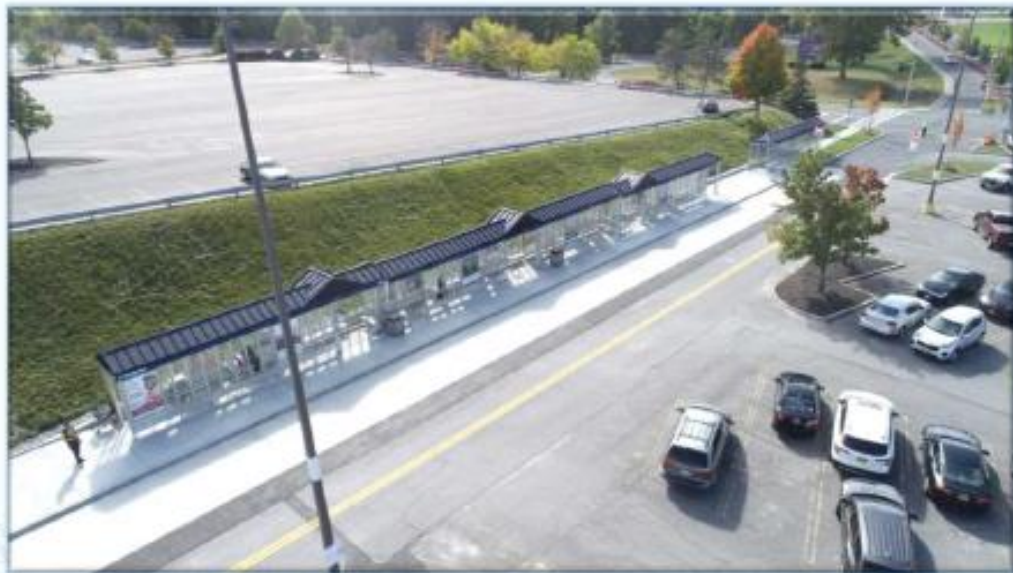
Cost: \$400,000



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Recently Completed Upgrades & Renovations

CROSSGATES



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Projects Under Way

RIVER BRT



PHASE I: Completed 2018

PHASE II: April 2019 Expected Completion July 2020

PHASE III: April 2020 Expected Completion October 2020

Total Estimated Cost: \$36.5 Million



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Projects Under Way

RIVER BRT



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Projects Under Way

TROY GARAGE



Timeline:
July 2019 –
October 2020

Cost: \$6,500,000



Projects Under Way

BOKLAND (tied to Albany garage)

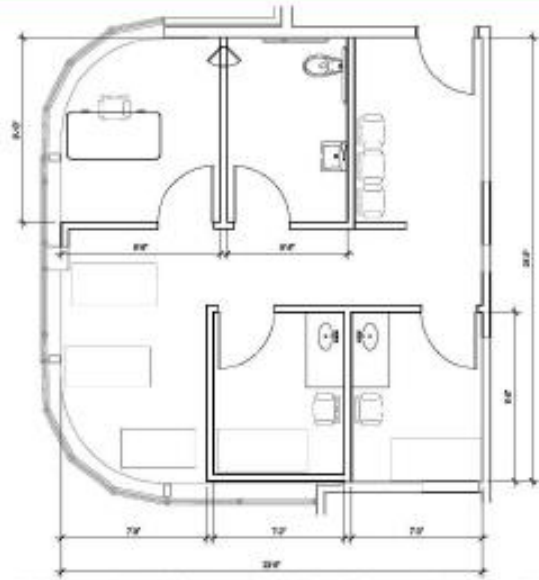
Estimated Start Date: April 2020; **Estimated Completion Date:** Fall 2020; **Estimated Cost:** \$2.0 Million
(acquisition, demolition, construction)



Projects Under Way

WELLNESS CENTER

Start Date: March 2020
Estimated Completion: May 2020
Estimated Cost: \$200,000



Future Projects

WWBRT (PURPLE) ETEC/DOWNTOWN CAMPUS

Estimated Start Date: April 2020; **Estimated Completion Date:** November 2020; **Estimated Cost:** \$5.5 Million



BRT Station Sitework

- New pedestrian crossing connecting to promenade
- Add center median with decorative fencing to provide pedestrian refuge, aesthetic improvement, and channel peds to crosswalks
- Enlarge bus bay to accommodate multiple routes
- Relocate driveway to side street to eliminate pedestrian-vehicular conflicts



Future Projects WWBRT - ETEC/DOWNTOWN CAMPUS



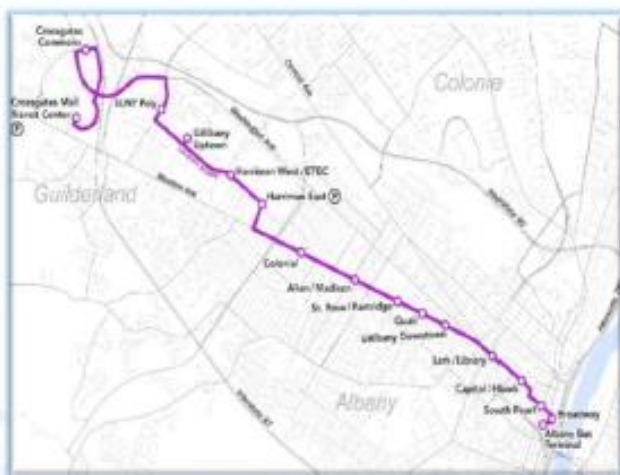
- Expansion of UAlbany from uptown campus to Harriman
- Reconstructing of ring-road from highway to pedestrian / transit-oriented street
- 6-lanes to 4-lanes with BRT station and pedestrian pathway in center median
- New signals to stop traffic
- Bus-only roadway between campuses



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Future Projects WWBRT - OTHER STATIONS

Estimated Start Date: April 2021; Estimated Completion Date: Spring 2023; Estimated Cost: \$65 Million



Shelter Perspective



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Future Projects

ALBANY GARAGE (tied to WWBRT)

Estimated Start Date: Fall 2020; Estimated Completion Date: Spring 2022+; Estimated Cost: \$14 Million



Future projects

SCHENECTADY GARAGE EXPANSION

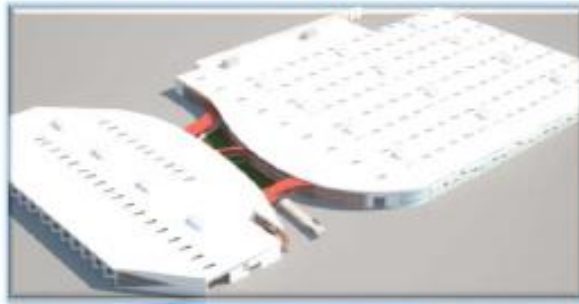
Features

- New storage for 44 40-footers (or 28 artics)
- Expand maintenance bay for artics
- Add a fourth maintenance bay
- Expand driver room, locker rooms & bathrooms
- Increased parking



Future Projects

CONSOLIDATED OPERATIONS FACILITY



Benefits

- New modern facility
- Provides all storage and maintenance needs
- Efficiencies - all services under one roof
- Amenities for all employees
- Northway Xpress in-house
- Easier implementation of alternative fuels



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Future Projects

ALBANY TRANSPORTATION CENTER



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Other Future Projects

Albany Division

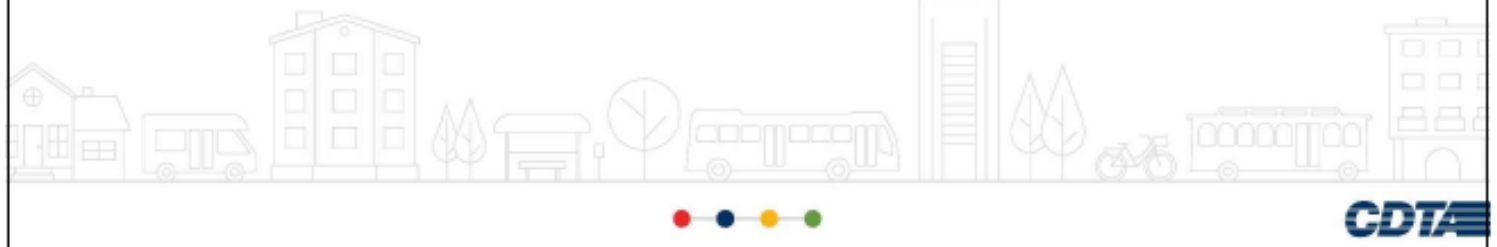
- Bus Washes
- Technical Training Center
- Driver Lunch Room

Troy Division

- Bus Washes
- Drivers Locker Room/Bathrooms
- Mechanics Locker Rooms/Bathrooms

Schenectady Division

- Bus Washes
- Drivers Locker Room/Bathrooms
- Mechanics Locker Rooms/Bathrooms



Other Future Projects

- Uncle Sam Mobility Hub
- LED Light Audit and Retrofit
- 85 Watervliet Call Center Upgrades
- 85 Watervliet Office Renovations
- Parking System Upgrade at RRS
- Amtrak Reconfiguration at RRS
- PIDs at RRS and Saratoga
- Facilities Audit and Comprehensive Master Plan

