

2004 - 2005  
**ANNUAL REPORT**



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# From The Chairman

Dear Friends:

As we review fiscal year 2004-05, I am impressed by the progress made in achieving higher service standards and to further define our purpose as the region's transportation leader. Our overriding goal is to provide efficient, simple and convenient services, and to pave the way for future transportation needs as they evolve. This requires that we focus on ways to improve service for existing customers and find ways to attract new customers.

Putting these words into action is the difficult part and it doesn't happen overnight. The first step is to identify the critical transportation needs of our regional community. Working with those who are impacted by public transportation is the best way to do this. As such, we have invited a number of stakeholders to participate in our Regional Transit Development Plan (TDP). The TDP, which will forecast community transportation needs, is now underway. It will be our organizational blueprint and will set the stage for development of our service network for the foreseeable future.

A tangible action step to simplify our services took place this year with the major overhaul of our fare structure. Both customers and bus operators have told us that a complicated fare system is a major reason why people do not use transit service. To eliminate the intimidation and complication of the fare structure, we spent the better part of a year studying it, talking with customers and employees and developing a plan to simplify fares. Launched in April 2005, SimpleFare makes paying for our service less complicated and more appealing to customers. Execution of SimpleFare was successful thanks to a massive educational campaign, which kept customers and employees informed every step of the way. The campaign, entitled "Know Before You Go", was expressed in a unified, media format and delivered in phases for communication reinforcement. The messages and information was provided constantly over a two-month period on buses, at stops and on our website. This resulted in universal acceptance by customers and strong indications that there may be ridership and revenue increases in the future.

Over the past 30 years, population shifts, with increased moves to the suburbs for residential and commercial purposes, have extended activity away from downtown centers. In response to community requests, we developed a new 7-day bus route between downtown Albany and two new, large shopping centers in Glenmont. This new route, which is called #7 Glenmont, has quickly yielded a loyal and solid rider base, and has become integral to providing greater employment and shopping opportunities for this area.



Likewise, the demand for our STAR (Special Transit Available by Request) paratransit service is on the rise. In effort to improve our service for people with disabilities, we have developed a detailed Action Plan outlining various service improvement goals and standards for STAR, many of which have already been reached.

Our efforts during the year have helped create a strong platform for decision making, goal setting and performance measurement. At the same time, we are developing systems to extend our influence in the community and to gauge our success on all these fronts. We appreciate the commitment and dedication of our employees in these efforts and the support we receive from our customers, our community leaders and the many stakeholders of our organization.

Sincerely,

A handwritten signature in black ink, appearing to read "David M. Stackrow". The signature is fluid and cursive.

David M. Stackrow  
Chairman

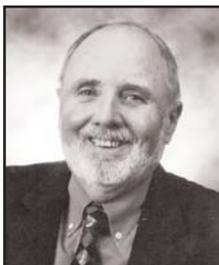
# The CDTA Board of Directors



**DAVID M. STACKROW,**  
**Chairman**  
**Rensselaer County**

David M. Stackrow, appointed to the CDTA Board in October 1995, is Vice President/Treasurer Scott, Stackrow & Co., CPA's, P.C. He is Past Grand Knight and current Treasurer for the Rensselaer Knights of Columbus, Council 267,

a member of the Board of Trustees and Finance Committee Chairman for LaSalle Institute of Troy, NY, a member of the Board on the Town of Poestenkill Zoning Board of Appeals, a member of the Board on the City of Troy Industrial Development Authority, a Company Trustee for the Pension Plan between Capital District Transit System and the Amalgamated Transit Union, Local 1321, and an Independent Director of the Rensselaer Tobacco Asset Securitization Board. Mr. Stackrow chairs the CDTA Governance Committee. He resides in Poestenkill with his wife Karen and their two children.



**JAMES S. CAPIELLO**  
**Vice Chairman**  
**Albany County**

James S. Capiello, appointed to the CDTA board in December 2003, has held a number of positions with New York State; including Executive Chamber-Deputy

Secretary for Public Authorities, First Deputy Commissioner at the Division of Housing and Community Renewal, Deputy Commissioner/Treasurer at the Department of Taxation, and Deputy Commissioner for Tax Policy and Analysis in the Tax Department. Mr. Capiello holds a Masters Degree from the University at Albany and a Bachelors Degree from St. John's University. Mr. Capiello is Pension trustee and is the Chair for our Planning & Resource Development Committee. He is also a member of our Governance Committee. He resides in Albany.



**HENRY S. DELEGGE,**  
**Secretary**  
**Schenectady County**

Henry S. DeLegge, appointed to the CDTA Board in October 1995 is the President of DeLegge Funeral Home, Inc. A Schenectady resident, Mr. DeLegge holds a BA degree from Siena College and an MS

degree from the State University at Oneonta. He is a licensed funeral director in New York State and a member of the New York State and Schenectady County Funeral Directors Associations. Mr. DeLegge is a former member of the Schenectady City Council, Co-Chairman of the Mayor's Mt. Pleasant Task Force, Board member of the YMCA Mt. Pleasant Commons, and a former teacher in the Mohonasen School District. He is a member of CDTA's Planning and Resource Development Committee. Mr. DeLegge resides in Schenectady.



**ARTHUR F. YOUNG, JR.,**  
**Treasurer**  
**Albany County**

Arthur F. Young, Jr., appointed to the CDTA Board in October of 1995, is a retired Senior Officer of Key Bank of New York and had been in banking for over 49 years. At the time of his retirement from

Key, Mr. Young was a Senior Vice President, Secretary of Key Bank of New York Board of Directors, President and CEO of Key Financial Services, and a Director of Key Leasing, Inc.

Mr. Young serves as Investment Officer and Director of the Wells Memorial Hospital Nursing Education Foundation, Inc., Director of the Capital District Certified Swim Officials, Inc., Lieutenant Governor of the Mayflower Descendants Society of Albany, Director of the Visiting Nurses Association of Albany, Director/Treasurer of the Capital District Pop Warner Federation, Inc., Director of Adirondack Swimming, President and Director of the Elder William Brewster Society, Deputy Governor General of the New York State Society of Mayflower Descendants, Captain General of the General Society of Mayflower Descendants, Trustee of the Capital District Genealogy Society, Trustee of the Town of Bethlehem Historical Association, Director of the Berkshire Family History Association, Director of the National Federation of Genealogical Societies.

Mr. Young is a member of the Friends of Albany Rural Cemetery, American Legion National Adams Post 1040 The Bennington Museum, and the following Historical Societies and Associations: Bern, Big Lakes Family, The Bingham Family, The Bruce Society of America, Brunswick, Columbia County, Cooley Family, Dickinson Family, Dorset, Dutchess County, Colonie Lodge of Elks Lodge 2192, Lansingburgh Veterans Club, Manchester, New England, New York Genealogical and Biographical Society, Northeastern New York Genealogical Society, Founders of Norwich CT, Palatines To America, Pilgrim, Rose Family, Schoharie County, Sons of the American Revolution, Sons of Union Veterans of the Civil War, The Thomas Stanton Society, Vermont Society of Mayflower Descendants Washington County, Wequetequock CT Burying Grounds, and the Windham.

Mr. Young is also a life member of United States Swimming, Junior Chamber International, the American Philatelic Society, Albany Chapter of the American Institute of Banking and The Pilgrim John Howland Society.

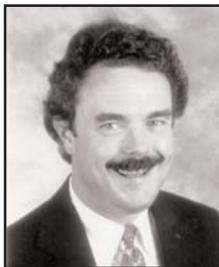
He is also a United States Swimming National Championship Certified Official and has served as a Deck Official at the last four United States Swimming Olympic Trials. Mr. Young has been the CDTA Treasurer for the last 8 years and chairs CDTA's Performance Oversight and Stakeholder Relations Committee. He is also a member of CDTA's Governance Committee. He and his wife Anne reside in Delmar, New York.



**DENISE A. FIGUEROA**  
**Albany County**

Denise A. Figueroa, a CDTA member since December 2003, is the Executive Director of the Independent Living Center of the Hudson Valley. She holds a Masters Degree from The University of San Francisco and a Bachelors

Degree from Brooklyn College, City University of New York. She is one of the original members of the Disabled Advisory Committee. Ms. Figueroa is a member of the Performance Oversight & Stakeholder Relations Committee. She resides in Cohoes.



**DONALD C. MACELROY,**  
**Saratoga County**

Donald C. MacElroy, a member of the CDTA Board since October 1995, is Vice President of DCG Development Company. Mr. MacElroy has a BA degree from Alfred University and a MS degree from the State University at

Albany. A licensed real estate broker in New York State, a Certified Property Manager (CPM) and a graduate of the Graduate Realtors Institute (GRI), he is a member of the Southern Saratoga County Chamber of Commerce, the Saratoga County Board of Realtors, the Capital Region Commercial and Industrial Real Estate Brokers and the New York State Realtors Association. Mr. MacElroy served as a Saratoga County representative to the Capital District Transportation Committee (CDTC) prior to being named to CDTA. Mr. MacElroy is a member of CDTA's Planning and Resource Development Committee. He resides in Clifton Park.



**WAYNE L. PRATT**  
**Rensselaer County**

Wayne L. Pratt, appointed to the CDTA Board in October 1995 and a life-long resident of Rensselaer County is Secretary/Treasurer of Walter S. Pratt & Sons Inc. Mr. Pratt is co-chairperson for long-range facility planning on the East Greenbush School District;

Chairmen of the East Greenbush School District Budget Review and Advisory Committee and has served on the Board of Directors of the Southern Rensselaer County Boys and Girls Club for more than 25 years. Mr. Pratt served for five years in the New York National Guard; attaining the rank of Sergeant E5. He is a member of CDTA's Performance Oversight and Stakeholder Relations Committee. Mr. Pratt resides in Rensselaer County.



**JOSEPH PARILLO, JR.**  
**Schenectady County**

Joseph Parillo, Jr. appointed to the CDTA Board in July 1990, had previously served as a member of the board from 1972-1978. He was Chairman of the Board from 1973 to 1978. Mr. Parillo retired after 18 years of service as Clerk to the

Schenectady County Legislature. A retired administrator from the General Electric Company with more than 30 years of service, he is a graduate of Bryant College in Rhode Island. Mr. Parillo has a distinguished record of community service in charitable, religious and fraternal organizations: past chapter chairman of the Schenectady Red Cross; past vice chairman of the Schenectady County Republican Committee; president of the New York State Sons of Italy and a member of Schenectady Lodge 321. Mr. Parillo is a director of the Italian-American Cultural Foundation of the Capital District. He is a member of the Rotterdam Kiwanis; a director of the Annie Schaffer Senior Center in Schenectady; a member of the American Legion Post 1091 and the Veterans of Foreign Wars - Post 357. Mr. Parillo is a member of CDTA's Performance Oversight and Stakeholder Relations Committee. He resides in Schenectady.



**C. MICHAEL INGERSOLL**  
**Saratoga County**

C. Michael Ingersoll, ASLA, appointed to the CDTA Board in July 1999, is a Principal of the LA Group, Landscape Architects and Engineers, P.C. in Saratoga Springs. Mr. Ingersoll holds a BLA and a BS from SUNY College of

Environmental Science and Forestry at Syracuse and an AAS from SUNY Alfred in Architectural Technology. He is a member of the American Society of Landscape Architects; Saratoga Springs Preservation Foundation; the National Golf Foundation; and the National Home Builders Association. Mr. Ingersoll is the immediate past Commissioner for the Saratoga County Sewer District; past member of the Board of Directors for the Saratoga Springs Chamber of Commerce; past President and Grounds Committee Chair on the Board of Managers for the Saratoga Golf and Polo Club; Facilities Chair for the YMCA Camp Chingachgook Board of Managers; Past Chairperson of the Downtown Saratoga Springs City 485B Tax Incentive Committee; and serves on the Board of Governors for the Friendly Sons of St. Patrick. He is a member of the Mayor of Saratoga's Parking Task Force and a member of the Saratoga Springs Special Assessment District Board. Mr. Ingersoll is a member of CDTA's Planning and Resource Development committee. He resides in Saratoga Springs with his family.

# From The Executive Director



**Stephen G. Bland**  
Executive Director

It is, again, my pleasure to share a bit of CDTA's very busy year with you through this Annual Report. In these pages, you'll read about a number of initiatives that have been undertaken in the past year to improve your public transportation system. Through our audited financial statements, you'll also see that CDTA remains financially stable, and well positioned to continue the progress of the past year into the future

Taken to its core, the "business" of public transportation is not that different from other businesses, and it's actually pretty simple. In order to be successful, CDTA must do only two things. First, we must design products and services that address the needs of our communities. Second, we must deliver those services in a manner that is understandable, safe and reliable.

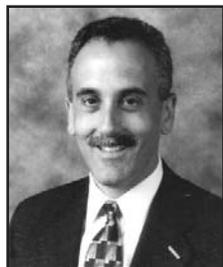
As I look at the information contained in these pages, these two major themes come to mind. In terms of designing services that matter, you'll note a stepped up effort in the area of "community engagement." I am a firm believer that a public transportation system can only be successful if the products and services it provides reflect the needs of the communities it serves. In this report, you'll read about our efforts during the past year to engage our communities in a meaningful dialogue about our services - those that work well, those that don't, and new products and services we haven't even thought of yet. Efforts like our Route 5 Corridor project, fare simplification efforts, Glenmont service, Commuter Cash program, transit development plan, and our partnership with Saratoga Springs all point toward stepped up efforts to engage our customers and other stakeholders in meaningful dialogue about what it is that CDTA should mean to this community.

Also of tremendous importance is improving the quality of our service. As you look through these pages, you'll notice progress in the areas of paratransit service, vehicle maintenance, security and fare collection. First and foremost, I believe that we have to be excellent at our core mission of providing safe and reliable transportation service to our daily customers in order to be successful. Quite simply, even if we do an impeccable job of designing service products that make perfect sense, we will ultimately fail if they cannot be delivered well. Stories in these pages will show that, while we have much more work to do, the work done so far has been impressive.

The production of an annual report is the culmination of the work of an awful lot of people, inside and outside the CDTA organization. Now, I'm asking that you get to work. At this writing, we are in the midst of our Transit Development Plan. This process will be the first significant examination of our services in at least 25 years. It will only be successful if you become involved. I encourage you to contact Kristina Younger, our Director of Strategic Planning, at [kyounger@cdta.org](mailto:kyounger@cdta.org). In doing so, you will be kept informed of what we're doing in this arena, and you will be invited to participate in the service design process. After all, we can't do it alone and CDTA is your transit system!

*Stephen G. Bland*

## Department Heads



**Carm Basile**  
Chief of Staff & Director  
of Marketing



**Michael Collins**  
Director of Human  
Resources



**Tony Grieco**  
Director of Transit  
Services



**Ray Melleady**  
Deputy Executive Director  
for Operations



**Milt Pratt**  
Chief Financial Officer



**Jack Reilly**  
Deputy Executive Director  
for Development



**David Winans**  
General Counsel

# CDTA Develops Plans to Simplify and Improve System

The Capital District Transportation Authority is "Getting Down to Business" and taking a closer look at its entire system to examine the service it provides, gauge future service needs and to re-evaluate its transportation role in the community. As the Capital Region grows and changes, it is necessary for CDTA to look for ways to improve service and adapt to market conditions to meet transit demands. CDTA is developing strategic plans to work smarter, better and more effectively to improve system efficiency through redesign and restructuring. One way to do this is to simplify the way service is provided.

## New Fare Structure

CDTA took its first step towards simplification by implementing a new fare structure on April 4, 2005, known as SimpleFare. SimpleFare came about as a result of extensive market research to better understand customers and bus operators and get their input on ways to improve the system. The general response indicated the need to simplify a fare structure that was difficult for customers to understand and for bus operators to administer. The new structure is intended to make it easier and more convenient to use bus service and more inviting for those new to the bus riding experience. A massive SimpleFare "Know Before You Go" public awareness campaign was launched to help educate customers about the new fare changes and pave the way for a smooth transition.

The fare structure change is revenue neutral. To make the system easier to use and pay for, base fare remained at \$1.00, and zone

charges, express surcharges and transfers were eliminated. For added convenience, CDTA introduced an unlimited use day pass called GoCard (priced at \$3.00), expanded half-price fares for senior citizens and disabled riders at all times and introduced a new half fare monthly Swiper for seniors 65 and older. There were modest increases to the monthly Swiper card, which still offers the best discount for the regular customer. Early results of SimpleFare are positive, with customers giving favorable feedback and moving toward the purchase of

a Swiper or GoCard. These fare changes will help to create a more user-friendly public transit system that will continue to link people, jobs and communities.

## Transit Development Plan

CDTA is developing a Regional Transit Development Plan (TDP), a multi-phase process focusing on regular route operations. The TDP concept took flight in 2004 and is expected to be ready for implementation by 2006. The goals of the plan are to increase ridership, establish service design guidelines

"Know Before You Go" advertisement used in Simplefare Campaign

## CDTA Develops Plans To Simplify And Improve System (continued)

and provide a blueprint for making future operation decisions. Before goals are made, CDTA needs to examine where service is and where it needs to be to best serve the community.

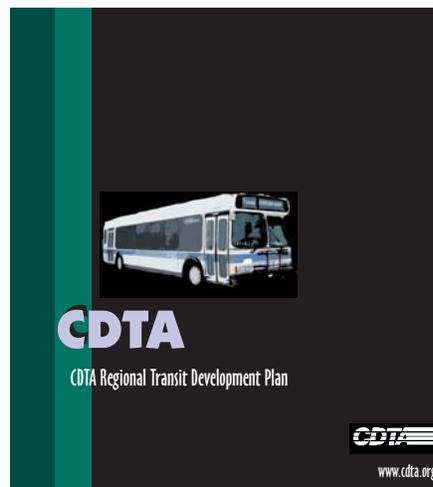
CDTA service operates much the same as it did when it was first formed in 1970 with 75% of riders on 35% of its routes. CDTA's focus is to provide bus service to downtown employment centers. This contrasts with area development trends, which show a growing development of suburban workforce and retail outlets and a growing elderly population residing in suburban areas. These changes have the potential to change the landscape of the region's transportation infrastructure. A balance between transit needs and wants and resources available is critical to the final TDP proposal.

CDTA is in the final stages of TDP phase 1, the environmental scan. Several transportation partners worked with CDTA to help gather demographic, geographic, and

economic data to use and to guide the planning process. A special strategic planning session was held with board members and stakeholders to garner input on service priorities using the transit industry guidelines of frequency, span of service, coverage, and amenity provisions. CDTA has also conducted a complete review of system performance to help provide a "before and after" measurement standard.

CDTA will develop policies and set goals that have a built-in measurement system based on this information and analysis of current systems. With the help of a consultant, CDTA will develop a system design prototype and consequent proposal for public review and eventual plan adoption.

As the area's transportation leader, CDTA will continue to establish mechanisms to make the system more convenient and easier to use and to develop programs, which will open the door for more opportunity to develop partnerships, tap new



markets and coordinate services that meet the community's unique and varied transit demands. The Regional Transit Development Plan will help define our role as the regional transportation leader, establish our service focus and direct our efforts in the upcoming years.

## Route 5 Corridor Is Slated For Improvements

CDTA is working with CDTC, NYSDOT and local municipalities to develop a plan to improve transportation services along the Route 5 corridor between Albany and Schenectady. A New York 5 "Land Use and Transportation Study" was conducted last year to develop a unified vision for the corridor, which led to the recently completed, conceptual design for the "Bus Rapid Transit" (BRT) study. The further development of Route 5 will be considered within the context of our Transit Development Plan,

which is underway.

The Route 5 corridor is over 16 miles long and the busiest corridor in our transit district, serving over 10,000 riders per day, and providing links to many other routes in our system. The plan incorporates Bus Rapid Transit (BRT), which is well suited for Route 5 because it can bring rail-like services and amenities to major destinations in the corridor at a much lower cost and with less disruption and time. According to the conceptual plans,



buses will stop at 20 BRT stations. BRT systems operate faster, with fewer delays while maximizing convenience for passengers. If approved, the BRT concepts on Route 5 will occur in three phases. Segments of the corridor will require some revitalization for BRT

# Route 5 Corridor Is Slated For Improvements

(continued)



to work. Phase 1 of the plan focuses on the implementation of the essential elements necessary to develop an efficient BRT service and to provide a solid foundation for further implementation in later phases. Features of BRT phase one include installation of at least one queue jumper bypass lane and installation of transit signal priority at all intersections in the corridor, new shelters with enhanced amenities including electronic signs displaying real time information at the 20 station locations, and the development of shared use park & ride lots along Rte 5. To differentiate BRT service from the rest of the CDTA system, a brand image is recommended to be applied to shelters, signs and vehicles to achieve an unified look

Phase two of BRT concentrates on further enhancement of the initial elements to make the system complete. Phase three, the final phase of BRT implementation in the New York 5 corridor, includes the following elements: new vehicles for feeder routes, additional park-and-ride spaces, and off-vehicle fare collection. Advancing to the later phases of implementation will be contingent upon successful execution of the first phase. Cooperation of the local municipalities along the route and from the New York State Department of Transportation will be essential to the success of the program.

The main objective of the plan is to

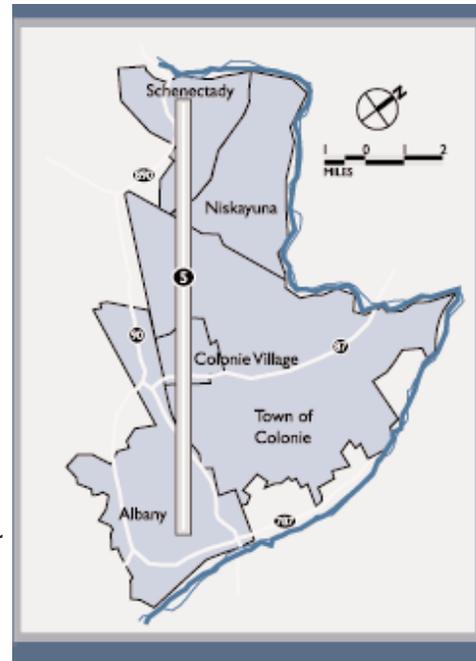
improve travel time and schedule adherence for all buses on Route 5. BRT services, with queue jumpers and traffic priority system installation, will help buses travel the corridor about 25% faster than current local buses, saving 17 minutes end to end.

Completion of the entire BRT project could take 10 years with all elements in place. Some progress has already been made with implementation portions of phase 1. A traffic priority system is installed at 32 intersections along Route 5. The installation of GPS-based Automatic Vehicle Location equipment on CDTA buses is complete. New bus shelters and pedestrian friendly sidewalks were installed in Schenectady along State Street in 2004, with more State Street improvements on the horizon.

Route 5 is one of the main travel corridors in the Capital District engaging a large portion of our customer base and offering the potential to attract many new riders. The implementation of BRT concepts can make transit an attractive alternative to driving for choice riders. If they are implemented, it will lead to improvements in travel time, passenger comfort, passenger information and image, and to an increase in transit ridership on the Route 5 corridor. The increase in transit trips in the corridor will help reduce traffic congestion and

improve the environment.

The New York Route 5 improvement project is a cooperative venture with the Cities of Albany, Schenectady, Town and Village of Colonie, Niskayuna, the Capital District Transportation Committee, the Schenectady Metroplex and the NYSDOT. The total cost of the BRT project is estimated to be close to \$30 million over 10 years, supported largely through Federal Transit Administration funds.



## CDTA Launches New Route

On May 23, 2004, we began a new bus route, which travels from downtown Albany to the Glenmont Shopping Centers. This new 7-day a week route was a product of community will. The Town of Bethlehem, the Bethlehem Chamber of Commerce, Glenmont Business leaders, developers, public officials and community groups partnered with CDTA to identify area transportation needs that encourage community revitalization, and provide service solutions.

The new Route 7 provides benefits in many ways and to many groups. It offers great service span, frequency and convenient transfer connections in downtown Albany to a number of other CDTA routes. It increases employment and shopping

opportunities for both suburb and City of Albany residents and workers with Shopping Center tenant anchors including Walmart, Lowe's, Price Chopper supermarket and AppleBee's Restaurant. Better transportation access has helped to revitalize the Albany south end neighborhood, and improve residents' quality of life.

Establishing Route 7 was a win-win proposition for everyone involved. Since the Glenmont route began, ridership has grown steadily to an average of 11,000 customers a month. We expect this to grow further as the area develops. Clearly, our transportation services provide benefits well beyond our customers. An accessible community helps businesses recruit and retain skilled employees, and keep

personnel costs down. It also increases the value of the location to residents and potential tenants. Developers are one step ahead when they consider community and tenant transportation needs in their plans prior to development, setting the tone for business success.

This is a fine example of how public transportation strengthens the economy, creates and connects people to jobs and injects vitality into the community. It is our job, as the region's transportation leader to partner with our communities to solve their transportation needs. We will continue to work with stakeholders to do more of this as we fine-tune our Transit Development Plan.



Nigro Companies Vice President Steve Powers, Bethlehem Chamber President Marty DeLaney, South End Improvement Corp. Executive Director Stephen Winters, Applebee's Restaurant General Manager Charles Brennan, Bethlehem Town Supervisor Theresa Egan, Albany County Executive Michael Breslin, CDTA Chairman David Stackrow, Co-Manager George Esposito help kickoff new Glenmont route at a May 2004 press event.

# CDTA Employs Action Plan For STAR

As demand for STAR service continues to grow, one of CDTA's major goals is to improve paratransit service and address ways to accommodate future needs. To meet these goals, the CDTA Board of Directors approved a detailed action plan to oversee the development of a wide range of measures to improve services for people with disabilities.

The Action Plan objectives include accommodation for increased STAR service demands, improve service reliability and establish and monitor service performance and productivity standards for ongoing review.

Several actions to address scheduling and accessibility issues were identified as focus areas for the plan. Action items include: the hire of more full time operators (versus part time operators), refinement of the paratransit scheduling process, movement of more customers to a subscription system, engagement of dispatchers and operators in more professional training courses, establishment of a quality control process for STAR service, formalization of reporting formats and the purchase of a significant number of new vehicles (20 in the next year.)

Plans are also underway to improve stop announcement systems on regular route buses, improve ramp accessibility and create provisions for better communication and public information materials and outreach efforts to the community. To create a more efficient work environment for the STAR dispatch unit, plans are underway to expand office space and install a more user-

friendly telephone system and scheduling software to ease scheduling issues.

Many of the goals for FY 2004-05 have been reached or are progressing rapidly. STAR service is getting

STAR action plan has put us on the right track for providing better service, helping both customers and employees who deliver it.



Executive Director Steve Bland address customers at STAR Town meeting held at the Town of Colonie Community Center.

better with execution of each goal. Trip denials have been significantly reduced and much of the scheduling issues are expected to be resolved with the arrival of 13 new STAR buses in Spring 2005.

Given the nature of STAR service, scheduling trips is more complicated than that of regular route service. Scheduling requires precise coordination between dispatch and transportation departments. With an average of 500 STAR trip requests per day, and foreseeable growth in demand, it is important that we make service more accessible and reliable. The development of a



## Rensselaer Rail Station Sees Increased Security Measures

CDTA has made it a priority to pursue increased security measures at the Rensselaer Rail Station by partnering with Amtrak, local law enforcement officials and tenants to provide extra vigilance and security program development.

CDTA and the Rensselaer County Sheriff's Office announced the establishment of a permanent sheriff substation at the Rensselaer Rail Station in November. A Sheriff's Deputy and a security dog monitor the site during peak travel times to provide increased security for passengers and tenants.

CDTA has developed a station security committee to identify and incorporate security improvements. Committee members include station tenants, Maiden Lane Parking, Yellow Cab taxi service, Janitronics, Omni Management, Wackenhut Security, Amtrak, Rensselaer County Sheriff's, and Rensselaer City Police. The objective is to create regular dialogue between participants regarding security issues, to analyze the building, surrounding properties and internal procedures and to provide appropriate security enhancement measures.

CDTA will stage safety training exercises at least twice a year including review of bomb threat evacuation and prevention



CDTA Chairman David Stackrow (far right) participates in a press event announcing extra security measures led by the Rensselaer County Sheriff's office

procedures. Building inspection and walkthrough evaluations will be conducted routinely by law enforcement officials and CDTA building and safety managers. An identification system for station tenants and employees has been established.

Holiday security was beefed up beginning with Thanksgiving week, which is the busiest travel week of the year, with approximately 30,000 people passing through the station. Finally, plans to increase access control measures in terms of people getting in and out of the building are in the works.

As one of the busiest stations in the nation, it's important for us to prepare for the unexpected. Taking a proactive approach to the development of security plans makes our community feel safer. Cooperation and support from tenants, local law enforcement officials and community members has helped to make the station more secure.

# CDTA Forms New Transportation Partnership with Saratoga Springs

On May 21, 2004, CDTA and the City of Saratoga Springs announced a transportation partnership intended to enhance the quality of life for those who live, work and visit the City of Saratoga Springs. CDTA will work with the Mayor's office to examine expanded public transportation options for Saratoga Springs's growing mix of college students, tourists, seniors and service industry workers.

The partnership opened the doors for dialogue to create service opportunities for CDTA starting with Saratoga's popular holiday events. CDTA provided shuttle service targeting the tourism community including trolley shuttle service for the annual December Saratoga Springs Victorian Street walk, co-sponsored by the City of Saratoga Springs. To accommodate the Broadway street closure, three trolleys operated from two park and ride lots; one at the Saratoga Springs Train Station and the other at the NYRA lot on East Avenue. The trolleys were full to capacity almost every trip.

The Saratoga Springs Train Station hosted the Canadian Pacific Rail Holiday train as it made its annual stop. Every year the light decorated train makes 30 stops throughout U.S. Northeast and Canada to provide special



CDTA Chairman David Stackrow speaks at press event to announce a transportation partnership with the City of Saratoga Springs

entertainment and collect food for the hunger relief program.

CDTA is positioned to be an active community participant, ready to help serve the unique transportation needs of each area. These are examples of extending our reach to different segments of the community we serve. Thousands attended each event drawing attention to our services. We received rave reviews for providing excellent service throughout the evening and praise for outstanding customer service. Event goers appreciated

that the trolleys were available to take the worry out of parking in downtown Saratoga.

We are planning a community workshop this spring to give stakeholders the opportunity to identify specific service needs in Saratoga Springs and balance them within the boundaries of a budget. The input we receive from the workshop, will help us to set guidelines for the transit development plan, which will progress over the next five years.

# CDTA Implements Fleet Maintenance Improvement Plan

This year's commitment to service improvements pertains to off the road service as well as on the road. During the past year, we completed a comprehensive review of all maintenance practices and have developed a Business Plan that will provide the blue print for progress. The purpose of the plan is to narrow the gap between what is and what should be in CDTA's maintenance operation and to define an approach for continual improvement. The plan provides a method to eliminate problem areas and identify new strategies and practices that will insure a top-flight fleet, top-flight maintenance practices and a highly trained workforce.

Many of the issues and recommendations contained in the plan are responses to a Comprehensive Operations Analysis conducted by consultants from the Transit Resource Center (TRC) in 2003. The report provided an in depth view of maintenance problems that had accrued at CDTA over a long period. The report detailed areas of CDTA's maintenance function that required attention in order for us to guarantee safe and reliable equipment. As a result of the TRC findings, a number of short-term actions, and several staffing changes were made to address these issues.

Since that time, the maintenance function has undergone a number of changes and improvements using the Business Plan as the guide. After one year, significant progress has been made, including:

- ◆ Implementation of a new preventive maintenance inspection program. This includes appropriate documentation, training, and quality assurance initiatives.
- ◆ Implementation of new repair

procedures for important components such as brake systems, fare box maintenance, HVAC systems and ADA compliance systems.

- ◆ Implementation of new training and promotional standards, including written and performance based testing and better training curriculums.

The Transit Resource Center returned to CDTA this past February, one year after completing their assessment report, to measure progress. Their follow-up report, which will re-occur annually, clearly indicated that we have made great strides in improving our maintenance programs and functions.

- ◆ The average number of defects per bus was reduced by 50%
- ◆ Class "A" defects (defects requiring a bus to be removed from service immediately) were reduced by 92%
- ◆ The reliability of wheelchair accessibility features improved by 47%
- ◆ Preventive maintenance schedule adherence improved by 36%

Although more work remains to be done, we are seeing improvement in the maintenance and operation of our fleet, shepherded by our committed employees, who are working tirelessly to restore the fleet to a high performance level and to insure the provision of quality service.

While we advance short-term maintenance initiatives, challenges lie ahead. These include mid-life fleet overhauls and a large fleet replacement program. Buses that were replaced in single, large purchases are expected to fail or outlive their useful life at the same time. To compensate for this, we are planning for mid-life engine overhauls on some vehicles. At the same time, we are working to space

bus purchases so that vehicles are purchased over time, rather than 150-200 in one year. This balanced strategy is commonplace in the industry and will pay dividends in the short and long term for CDTA and our customers.

In addition to addressing issues affecting maintenance productivity, we also need to improve our inventory management systems and procurement support functions. Both of these areas will undergo major changes in the upcoming year, and we expect improved performance and efficiencies. A number of these changes are well underway, including the construction of a new stockroom and installation of updated parts/inventory software.

We also need to focus time and resources on our training and development efforts. Our long-range goals include a sustained financial commitment in the area of technical training to continue improved workforce development.

Our maintenance issues and problems that we face did not happen overnight and result from a combination of circumstances, including a rapid infusion of new technology, the unusual spike purchase style of buses, a lag behind technical training for our workforce and a change in workforce availability and expectations. All of these issues are difficult ones to resolve and as such, we know that restoring the maintenance function to respectability will be a long process and one that will require continual attention, resources and accomplish these lofty goals.

# Commuter Cash Goals Accomplished

After nearly a year in operation, the Commuter Cash program is coming to a close. Commuter Cash was a collaborative 12-month pilot program designed to help participants save gas, money and the environment. CDTA, CDTC, the Downtown Albany Business Improvement District, Upstate Transit, Brown Coach, Columbia County Public Transportation, Schoharie County Public Transportation, Adirondack Trailways and Yankee Trails, partnered in the offering of a common ticket book, available for a discounted sale, to save commuters up to \$100 a month in transportation costs. Program goals were to increase transit use, reduce congestion, air pollution; and provide relief for downtown parking demand.

Commuter Cash was successful on many fronts beginning with the registration of 1305 employees from 136 different Downtown Albany employers; 985 of whom were new to this type of program, 480 were new transit users. Several participating employers made the commitment to establish a permanent in-house transit benefit program, helping to achieve the program goal of converting employees to public transportation on an ongoing basis. Further evidence of the success of Commuter Cash could be found in a participant exit survey, which said that 80% of participants would continue taking the bus to work.

In terms of preserving the environment, Commuter Cash participation led to a monthly savings of 7300 gallons of fuel, a

monthly reduction of 160,600 vehicle miles, and a monthly emission reduction of 147,300 lbs, which translates into an annual savings of 87,500 gallons of fuel, 1.9 million travel miles and 886 tons of pollution.

The Commuter Cash pilot program required us to step outside our traditional business boundaries and extend our reach into a coordinated regional transportation plan. Our efforts were rewarded by increased ridership from non-traditional audiences and less duplication of regional transportation services. We will continue to explore opportunities to implement similar programs in our region as we move forward on implementing our Transit Development Plan.



*Leave your car at home & Save gas,  
Save stress, Save the environment...  
and Save money!*

Save up to \$100 a month on bus fare with  
**Commuter Ca\$h**  
A transportation savings program for employees working  
in the Downtown Albany Business Improvement District

The Commuter Ca\$h Transportation Savings Program is made possible through a collaboration among the Downtown Albany Business Improvement District, Capital District Transportation Authority and Capital District Transportation Committee.

For info or to enroll, call (518) 465-2143 ext. 14 or visit [www.commutercash.info](http://www.commutercash.info)



# Employees Participate In Bus Ride Promotion

A better understanding of the business you work in often leads to a better product and enhanced productivity. To get employees more in touch with the service we deliver, CDTA held its first organized employee bus ride promotion, called "Employees in Motion" (EIM) during the second week of October.

The EIM promotion was a take-off of the American Public Transportation Association's "Communities in Motion" promotion, which encourages transit agencies to offer incentives to the community to encourage public transportation use. The thought was to reacquaint employees with the customer experience, for educational and awareness purposes, before branching outside to the community with a transit incentive promotion.

The Employees in Motion promotion took on the format of a route rally, where 35 teams of 4 employees took bus trips, with different route assignments. Teams, purposely comprised of members from different departments, were organized to encourage the sharing of different work perspectives and help to open communications between them. All EIM participants were asked to complete a questionnaire, which was used as an aid to gauge service and to report their findings. The weeklong event ended with a carnival style festival held at every division offering food and grand prize raffle drawings for a team and an operator in every division.



Leadership Development Group participants (l to r) Megan Ethier, Betsy Voss, Ed Murphy, Marsha Chase, Stacy Sansky and Margo Janack organized CDTA's first "Employees in Motion" promotion.

The Employees in Motion promotion was a successful and effective training tool, which will become an annual event from which to build on. Employees who rode the bus had the opportunity to better understand our service, become more aware of the cooperative efforts required to provide good service and a greater understanding of how his or her work can impact the customer experience. Based on participant input, we were able to identify areas to improve upon and set new standards and also plan to add the following program elements: inclusion of STAR rides, addition of peak service rides, invite to members of the community to participate along with us. The 2nd

annual "Employees in Motion" event is scheduled for Fall 2005.

## CDTA Holds First Bus Maintenance Roadeo

We hosted our first Maintenance Bus Roadeo in the Albany garage on May 26, 2004. The event was designed to encourage excellence and professionalism in maintenance operations and was open to participation by employees who have had no preventable accidents in the past year and met strict attendance standards.

Teams of maintenance technicians competed against each other in several timed events including diagnostic and trouble-shooting exercises and a 20 question multiple-choice test. A panel of judges observed and compiled points for each event, which included exercises on Cummin Power Train

engines, Brake Board, Detroit Allison Power Train engine, Vehicle inspection, and HVAC systems.

All of the events simulate typical, real life mechanical situations that employees might experience daily. The contests tested their skill and helped define areas that need improved training. Winning team members received a trophy and went on to represent CDTA in the American Public Transportation Association International Maintenance Roadeo in Atlanta, Georgia. Our team competed with 49 other teams from all over the United States and Canada and excelled in the individual Thermo King event (air conditioning maintenance-

training simulator exercise), finishing 9th overall.

A 5-year plan has been established to upgrade our maintenance operations and offer more specialized training to mechanics, already resulting in improvements. The Maintenance Roadeo event is another way to encourage employees to advance to a higher level in specialized mechanical areas as we move forward to fine tune our systems. We expect greater participation in the 2nd annual Maintenance Roadeo event to be scheduled in Spring 2005.



Albany Division Maintenance team members Phil Jordan, Stan Bobek and Sergey Tkachenko work together to solve an engine defect in CDTA's first annual Maintenance Roadeo.

# CDTA introduces Transportation Incentives for Seniors

Transportation will become more important as the baby boomer population ages. According to the New York State Office for Aging, people aged 65 and older in New York are projected to increase by 35% between 1995 and 2025. Because this trend also exists in the Capital Region, it makes sense for CDTA to make seniors more aware of our service so they can choose to take the bus as a cost effective way to remain independent.

In the fall of 2004, CDTA signed on with the Senior AdvantEdge network launched by Senior Services of Albany and Price Chopper. SeniorAdvantEdge is a unique program, which offers Capital Region seniors access to discounted goods and services from a wide variety of service providers, restaurants and retail outlets. The Senior AdvantEdge card is free for Capital Region seniors, 60 and older, and is available at the service desks of area Price Choppers.

As a new member of the Senior AdvantEdge network, CDTA extended a program to seniors, called Senior SwiperAdvantEdge, offering them an opportunity to try CDTA service free for a week. CDTA offers the free guidance of trip planners who provide hands-on route training and escort customers on their initial trips to help familiarize them with it.



This program is being promoted through the distribution of SwiperAdvantEdge flyers at local Price Choppers and in CDTA schedule racks and through a variety of advertising and special events. It is also featured on our website at [www.cdta.org](http://www.cdta.org) and the Albany County Department of Aging website at [www.albanycounty.com](http://www.albanycounty.com), under Aging section and linked to the Albany Senior Services Center website at [www.seniorservicesofAlbany.com](http://www.seniorservicesofAlbany.com).

We are making our service easier to use by implementing fare structure changes in the Spring 2005, which may help attract more senior customers. As part of our new fare structure proposal, seniors aged 65 and older, will receive half fare throughout the service day instead of just during non-peak hours. The new fare structure also introduces a new Half Fare Swiper pass for seniors,

offering a significant discount to those who ride often.

Transportation mobility is critical for older people to remain active in social and community activities. Many seniors cannot drive or simply do not want to. Our service is a viable option for those who reside along CDTA routes. By extending senior-friendly benefits, CDTA has taken proactive steps in meeting the demands of the future and help to provide incentives for senior citizens to take the bus. The Senior SwiperAdvantEdge program is just one way to spread the message that CDTA is an easy, convenient and cost effective way to get around town.

# CDTA Profile

The Capital District Transportation Authority was created by the New York State Legislature in 1970. Its legislated purpose is "...the continuance, further development and improvement of transportation and other services related thereto within the Capital District Transportation District..."

The transportation district consists of Albany, Rensselaer, Saratoga and Schenectady counties. Board members are appointed by the Governor and confirmed by the Senate. Albany County fills three board seats; Rensselaer, Saratoga and Schenectady counties fill two seats each.

The Authority Board meets on the last Wednesday of the month, usually at CDTA, at 4:45PM. Authority Board meetings are open to the public.

## IMPORTANT TELEPHONE NUMBERS:

Information Center	482-8822 482-9024 (TDD)
STAR Reservations:	482-2022
Public Information:	482-3371
Executive Offices:	482-1125
WebSite:	<a href="http://www.cdta.org">www.cdta.org</a>

## SYSTEM FACTS:

Service Area:	Albany, Rensselaer, Schenectady, Saratoga Counties
Population of Service Area:	769,000
Fleet Size:	
<input type="checkbox"/> Regular Route Vehicles	212
<input type="checkbox"/> Paratransit Vehicles	38
<input type="checkbox"/> Shuttle Vehicles	28
Employees	593 ft; 25 pt
CDTA Facilities:	110 Watervliet Avenue, Albany
	2401 Maxon Road, Schenectady
	40 Hoosick Street, Troy

## FARE STRUCTURE: (As of 4/1/05)

Base Fare:	\$1.00
Go Card (Day Pass)	\$3.00
STAR Service:	\$2.00
Senior Citizens and People with Disabilities:	Half-fare
Monthly Pass (Swiper Card)	Average discount 10%

# CDTA History

August 1, 1970	New York State Legislature creates the Capital District Transportation Authority	July 5, 1989	Opens Defreestville Park & Ride lot
August 16, 1971	Assumes responsibility for routes operated by the Albany-Nassau Bus Company	June 4, 1990	Increases base fare to 75 cents
October 3, 1971	Acquires the assets of the Schenectady Transit System from Schenectady County	November 4, 1990	Opens refurbished Albany facility
August 14, 1972	Acquires the assets of the United Traction Company.	November 15, 1990	Opens Elm Avenue Park & Ride Lot
September 5, 1972	Assumes the services of the Troy-Fifth Avenue Bus Company	February 5, 1992	Debuts Clean Air buses
September 20, 1973	Dedicates Schenectady Bus Facility	August 10, 1992	Installs electronic fare-boxes on buses
January 18, 1974	Consolidates Quail Street & Watervliet Avenue operations	January 1, 1993	Reduces STAR fare to \$1.50 as part of ADA - mandated changes
April 12, 1976	Begins Saratoga service	February 27, 1993	Bans tobacco advertising on buses
April 1, 1980	Increases base fare to 50 cents	September 7, 1993	Opens Latham Transit Center
February 28, 1981	Dedicates Troy Bus Facility	September 28, 1993	Begins SAFEWATCH program
July 5, 1982	Begins STAR service in Albany	April 6, 1994	Unveils SWIPER Pass
August 2, 1982	Begins STAR service in Troy & Schenectady	November 21, 1994	Opens Crossgates Transit Center
December 13, 1982	Debuts 30' Orion buses in Saratoga	December 5, 1994	Begins accessible service in Saratoga Springs
March 4, 1984	Debuts full-size Orion buses	April 3, 1995	Increases Base Fare to \$1.00
March 5, 1984	Initiates half-fare program for the unemployed	August 26, 1995	Begins service at Rensselaer and UAlbany
April 16, 1984	Debuts articulated buses	January 26, 1996	Unveils low floor bus
April 1, 1985	Increases base fare to 60 cents	May 5, 1996	Modifies zone and half-fare policies
January 27, 1986	Begins jointly subsidized service to Corporate Woods	May 10, 1996	Begins ShuttleBug service
December 22, 1987	Opens downtown Albany staging area	November 13, 1997	Goes on-line @ <a href="http://www.cdta.org">www.cdta.org</a>
January 25, 1988	Begins jointly subsidized service to Wolf Road	December 22, 1997	Opens Northway Exit 8 Park & Ride
June 27, 1988	Begins lift-equipped bus service	March 31, 1998	Opens Lark/Washington transit center
February 16, 1989	Unveils new Transit Guide	May 15, 1998	Begins ShuttleBee Service
		July 14, 1998	Begins ShuttleFly Service
		September 1, 1998	Begins Access Transit, Inc.
		June 2, 1999	Breaks ground for new Rensselaer Rail Station
		November 15, 1999	Institutes Catch A Better Bus Service Improvements
		June 18, 1999	Debuts NABI Buses

# CDTA History

July 21, 1999	Debuts NOVA buses
August 1, 2000	CDTA Celebrates 30th Anniversary
September 14, 2000	Bike Racks Debut on CDTA Buses
October 22, 2001	Rensselaer Rail Station Parking Garage Opens for Business
March 4, 2002	CDTA Receives APTA "Welfare to Work" Award for the Establishment of its Transportation to Jobs Marketing Program
September 22, 2002	Rensselaer Rail Station Opens for Business
June 16, 2003	CDTA introduces first queue jumper in upstate New York
November 25, 2003	U.S. Post Office opens in Rensselaer Rail Station
March 15, 2004	Saratoga Springs Train Station Opens for Business
May 23, 2004	CDTA introduces regular route service to Glenmont.



























