MASTER GOAL PLAN
FISCAL YEAR 2016-2017

AGENCY OVERVIEW

The Central New York Regional Transportation Authority is a public authority of the State of New York constituting a public benefit corporation created by and having the powers and functions as set forth pursuant to Sections 1325-1348 of the Public Authorities Law of the State of New York. As a governmental entity, it is exempt from all sales, property and excise taxes. CNY Centro, Inc., Centro of Cayuga, Inc., Centro of Oswego, Inc., Centro of Oneida, Inc., Centro Call-A-Bus, Inc., Centro Parking, Inc., Intermodal Transportation Center, Inc., are all herein collectively referred to as the Central New York Regional Transportation Authority (CNYRTA).

The CNYRTA provides public bus transportation with related services within a four-county area in central New York via subsidiary operating corporations. The cities served are Syracuse, Oswego, Fulton, Auburn, Utica and Rome. It also operates the William F. Walsh Regional Transportation Center, combining inter-city passenger rail and bus services with its own regional bus services.

The CNYRTA and its subsidiaries are governed by a Board of Members, currently made up of twelve positions plus one non-voting member representing collective bargaining units. Recommended member names are submitted by local legislative bodies (County or City of Syracuse) to the Governor, who appoints them, by and with the consent of the Senate.

The Mission Statement of the CNYRTA is to be responsive to the transportation needs of the Central New York community by providing services which are safe, convenient, reliable and environmentally responsible with a goal of maximizing the taxpayers’ return on investment.

The Authority employs approximately 633 employees comprised of the following:

<table>
<thead>
<tr>
<th>Category</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus Operators (full &amp; part time)</td>
<td>367</td>
</tr>
<tr>
<td>Maintenance (buildings &amp; grounds, vehicles)</td>
<td>109</td>
</tr>
<tr>
<td>Salaried (executive, managerial,</td>
<td>101</td>
</tr>
<tr>
<td>Clerical, support, line service supervisors, etc.)</td>
<td></td>
</tr>
<tr>
<td>Part-time Customer Service Representatives</td>
<td>25</td>
</tr>
<tr>
<td>Centro Parking (FT hourly)</td>
<td>31</td>
</tr>
<tr>
<td>Total</td>
<td>633</td>
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Major Areas of Procurement:
Commodity items include:
- Natural Gas, Diesel Fuel, Oil, Lubricants, Bus Parts, Office Supplies, Printed Schedules, Computer Software.

Services/Consultants Include:
- Janitorial Services, Actuarial Services, Security Services, Background Checks, Legal Services, Engineering Services, Auditing Services.

DESCRIPTION OF PROCUREMENT STRATEGY

The entire organization is engaged in DBE/M/WBE issues and collectively considers the objectives of the program as well as methods to increase participation.

It is our policy -
- To ensure nondiscrimination in the award and administration of DOT assisted contracts;
- To create a level playing field on which M/WBE’S can compete fairly for DOT assisted contracts;
To ensure that the M/WBE Program is narrowly tailored in accordance with applicable law;
To help remove barriers to the participation of M/WBE’s in DOT assisted contracts; and
To assist the development of firms that can compete successfully in the marketplace outside the M/WBE Program.

Each Invitation to Bid and Request for Proposal greater than $25,000 is advertised in local newspapers, the New York State Contract Reporter, Minority Commerce Weekly, and CNY Vision (publications targeted to the minority public). The advertisement indicates that M/WBE’s are encouraged to respond. Businesses that are interested in competing for the contracts generally know that projects are advertised in these publications.

As part of the procurement process with bidders/proposers, CNYRTA requires that the contractor consider the use of DBE/M/WBE firms as subcontractors. CNYRTA will use the following means to increase M/WBE participation:

- Review the M/WBE directories and send a bid package to those businesses that meet the description of the specifications for that bid;
- Encourage prime contractors to subcontract work;
- Provide technical assistance and other services;
- Carry out information and communications programs on contracting procedures and specific contract opportunities;
- Making our DBE/M/WBE directories available for distribution to the potential prime contractors; and
- Conduct pre-bid conferences to inform potential bidders about contracting opportunities and CNYRTA’s commitment to maximize utilization of DBE/M/WBEs.

The NYS Directory of Certified Minority and Women-owned Businesses is used to identify local firms.

The CNYRTA anticipates a minor challenge with subcontract M/WBE utilization due to the relatively small number of contracts that offer/provide subcontracting opportunities. However, the CNYRTA fulfills its thirty percent utilization goal with certified M/WBEs acting as Prime Contractors to procurements.

The CNYRTA is dedicated to the M/WBE program and finding ways to increase participation. Every effort is taken to ensure all available certified M/WBEs are aware of procurement opportunities available.

**AGENCY GOALS**

CNYRTA is not a certifying entity but recognizes certifications of M/WBE from state agencies in the preparations of reports.

The proposed overall goal of the Central New York Regional Transportation Authority (CNYRTA) for participation by MBEs and WBEs in State Fiscal year April 1, 2017 - March 31, 2018 is 15% MBE and 15% WBE. This goal is based on CNYRTA’s anticipated contracts to be awarded in FY 2017-2018 and the relative availability of M/WBEs in our local market to the maximum extent feasible given the data available to us at this time.

- Projected Total Budget: $548,650
- Less: Projected Exempt Contracts: $128,500
- Available Budget for Goals: $54,800
- Overall M/WBE:
a. MBE- 15% $8,220
b. WBE- 15% $8,220

M/WBE OPERATIONS/ORGANIZATION

Christine Lo Curto, Chief Financial Officer, acts as the DBE/M/WBE Liaison Officer for CNYRTA. The CFO reports to the Executive Director concerning DBE/M/WBE matters. Although the Authority D/M/WBE is a collateral duty assignment, the DBE/M/WBE programs and related matters are discussed often at senior staff meetings.

Flow charts are not submitted since the M/WBE program is developed, implemented and monitored by the CFO who reports directly to the Executive Director.

Christine Lo Curto – CFO
Tara Laws – Manager of Procurement & Financial Compliance
Caitlin MacCollum – Buyer

CONTRACTING OR PROCUREMENT UNIT’S RESPONSIBILITIES

The CNYRTA organizational structure does not include a specific unit solely dedicated to administer the M/WBE goals. The CFO is also the D/M/WBE Liaison Officer. She prepares or supervises the preparation of the quarterly M/WBE reports and the Annual Goal Plan. The CFO prepares and or supervises the preparation of all RFP and IFB documents. The Procurement Department consists of a Manager of Procurement & Financial Compliance, Manager of Grants Administration, Grants Administrator and three (3) Buyers. The “Purchasing Manual and Guidelines” which is annually updated and adopted by the CNYRTA Board of Directors govern procurements.

Individual Department Heads assist in developing specifications for goods/services to be purchased. The bidding process is organized and managed through the Procurement Department. When an RFP is publicly let a committee is assigned to perform the evaluation process. The Procurement Department prepares and presents the resolution to award a contract to the Board.

CONTRACT COMPLIANCE UNIT’S RESPONSIBILITIES

During FY 2014, a new position of Manager of Procurement and Financial Compliance was established. This position oversees the reporting and compliance matters with DBE/MWBE programs. Additionally, various external auditors (i.e. state, federal and CPA firm) conduct audits annually.

The CNYRTA will bring to the attention of the New York State Department of Economic Development any false, fraudulent, or dishonest conduct in connection with the program.

In the events of non-compliance with the M/WBE regulation by a participant in our procurement, it may be subject to remedies including withholding of further payments from CNYRTA and/or termination of the contract.

We will verify that the work committed to M/WBEs at contract award is actually performed by the M/WBEs. CNYRTA will maintain a running tally of actual M/WBEs attainments (e.g., payments actually made to M/WBEs firms) and ensure that M/WBEs participation is credited toward overall or contract goals only when payments are actually made to M/WBEs firms.
CNYRTA requires its prime contractors to make good faith efforts to replace a M/WBE subcontractor that is unable to perform successfully with another M/WBE. CNYRTA approves all substitutions of subcontractors, in order to ensure that the substitute firms are eligible M/WBE.

Any M/WBEs subcontracting programs or documentation required by CNYRTA shall be submitted to CNYRTA by the apparent successful bidder/proposer. Failure to submit such materials shall make the bidder/proposer ineligible for award.

CNYRTA shall advise each sub-recipient, contractor, or subcontractor that failure to carry out the requirements set forth in the required contract provisions shall constitute a breach of contract and may result in termination of the agreement or contract by CNYRTA or such remedy as CNYRTA deems appropriate.

Requests for proposals issued by CNYRTA include notification to all proposing contractors that M/WBEs will be given the full opportunity to submit proposals and that CNYRTA will not discriminate on the grounds of sex, race, color, or national origin, in consideration for an award. The instructions to proposed contractors state that all proposing contractors must be in compliance with the requirements with regard to the participation of M/WBEs.

CNYRTA will maintain records and reports which are necessary to monitor compliance.

INTERNAL REPORTING MECHANISMS AND RESPONSIBILITIES

CNYRTA uses the Sage (Abila) Accounting system to track purchases and disbursements. This information is used to prepare M/WBE quarterly reports.

CURRENT AND PROJECTED OUTREACH EFFORTS

- CNYRTA will use the following means to encourage the M/WBE community to participate in contracts with CNYRTA:
  - Review the NY Directory of Certified Minority and Women-Owned Businesses and send a bid packages to those businesses that meet the description of the specifications for that bid
  - Include references to D/M/WBE participation in advertisements
  - Place advertisements for contracts in publications likely to attract proposals from D/M/WBE.
  - Encourage prime contractors to subcontract work
  - Provide technical assistance and other services
  - Carry out information and communications programs on contracting procedures and specific contract opportunities
  - The Authority's future plans include: research opportunities to attend D/M/WBE training and network with other NYS Transportation Authorities to discuss fresh ideas to improve D/M/WBE participation.