



CDTA COMMITTEE AGENDA
Strategic and Operational Planning Committee
Thursday, February 19, 2026 | 12:00 PM
Microsoft Teams & 110 Watervliet Ave

Committee Item

Responsibility

Call to Order

Mike Criscione

Approve Minutes of Thursday, January 22, 2026

Mike Criscione

Consent Agenda Items

- Success Outcomes

Jaime Kazlo

Administrative Discussion Items

- FY2027 Budget Update

Patricia Cooper

Next Meeting: Thursday, March 19, 2026, at 12:00pm via Microsoft Teams and 110 Watervliet Ave.

Adjourn

Mike Criscione

Capital District Transportation Authority

Strategic and Operational Planning Committee

Meeting Minutes – January 22, 2026, at 12:01pm; via Microsoft Teams and 110 Watervliet Ave.

In Attendance: Michael Criscione, Jayme Lahut, Jackie McDonough, Patrick Lance; Frank Annicaro, Amanda Avery, Chris Desany, Lance Zarcone, Jaime Kazlo, Gary Guy, Jon Scherzer, Patricia Cooper, Stacy Sansky, Mike Williams, Thomas Guggisberg, Dave Williams, Sarah Matrose, Jeremy Smith, Elide Oyanedel, Emily DeVito, Keosha Miles, Calvin Young, Katarina Mozes

Meeting Purpose

Regular monthly meeting of the Strategic and Operational Planning Committee. Committee Chair Michael Criscione noted that a quorum was present. Minutes from November 20, 2025, meeting were reviewed and approved.

Administrative Discussion Items

Disadvantaged Business Enterprise Program Review

- Stacy Sansky provided an update on federal changes to the Disadvantaged Business Enterprise (DBE) Program and their implications for CDTA. The DBE Program, established in 1983 to promote participation of disadvantaged small businesses in federally funded transportation contracts, was substantially revised by the U.S. Department of Transportation effective October 2025 following recent court rulings.
- Key changes eliminate race- and sex-based presumptions of disadvantage and require all firms to individually demonstrate disadvantage through narrative and documentation. All currently certified DBEs must seek recertification under newly developed state certification processes. During this transition period, contract-level DBE goals, participation tracking, and related reporting are suspended, and federal funding recipients face no penalties for non-compliance.
- The shorter operational impact on us is minimal. We do not use race-conscious contract goals, do not certify DBEs, and are not responsible for administering the new certification program. Current and upcoming procurements are unaffected.
- Stacy noted several areas of uncertainty, including the absence of a clear Federal timeline or uniform guidance for recertification and concerns that the new, highly subjective eligibility process may discourage participation over time. As a result, the long-term impact on DBE participation and program viability remains unclear.
- We will continue monitoring developments through the APTA, FTA guidance, and industry working groups, and will update leadership and the Board as additional clarity becomes available.

Next Meeting

Thursday, February 19, 2026 at 12:00pm via Microsoft Teams and at 110 Watervliet Ave.

Memorandum

February 19, 2026

To: Strategic and Operational Planning Committee

From: Jaime Kazlo, Chief of Staff

Subject: Approval of Updated Organizational Success Outcomes

Background

The purpose of this memo is to recommend formal adoption of CDTA's updated organizational success outcomes: Financial Stability, Customer Engagement, Community Value, and Employee Engagement.

As CDTA continues to evolve in a dynamic operating and funding environment, it is important that we align around a shared definition of what success looks like, one that reflects both our mission and the expectations of the communities we serve. These outcomes are intended to serve as a clear, consistent framework to guide strategic decision-making, performance measurement, and organizational priorities.

Financial Stability ensures that CDTA remains a responsible steward of public resources, capable of sustaining operations, investing in our system, and navigating economic uncertainty while maintaining long-term viability.

Customer Engagement reflects our commitment to delivering reliable, accessible, and high-quality service, while actively listening to and responding to the needs and experiences of our riders.

Community Value recognizes CDTA's broader role in supporting regional mobility, economic development, equity, and environmental sustainability, and underscores our responsibility to deliver value beyond traditional service metrics.

Employee Engagement acknowledges that a motivated, supported, and empowered workforce is foundational to operational excellence, safety, innovation, and customer satisfaction.

Together, these success outcomes provide a balanced and comprehensive view of organizational performance. They connect financial responsibility with service delivery, workforce wellbeing, and community impact, and they will inform future goal setting, performance reporting, and accountability across the organization.

Proposed Action

I recommend that the Board formally adopt these success outcomes as CDTA's guiding framework for measuring organizational performance and progress.

Adoption of New Success Outcomes

Strategic and Operational Planning 02.19.2026



What are Success Outcomes?

- Clearly defined measurable results an organization commits to achieving in order to fulfill its mission and long-term vision.
- Focus on results and impact internally and externally.



Why are Success Outcomes Important?

- Align strategy with measurable results
- Create clarity and focus across the organization
- Strengthen accountability and transparency
- Support long-term sustainability and growth
- Provide a clear framework for board oversight

The Process

- Collaborative process with leadership and facilitated by Transpro
- Success outcomes were reviewed at Board Retreat in December





Success Outcomes

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How Outcomes Guide Decision Making

- Inform annual budget and capital planning
- Shape performance metrics and dashboards
- Prioritize investments and initiatives
- Align leadership goals and evaluations
- Strengthen communication with stakeholders



Next Steps

- Board formally adopt Success Outcomes
- Introduction to workforce for integration into work plans and reporting in Fiscal Year 2027

THANK YOU!



Capital District Transportation Authority
FY2027 Operating Budget Draft
February 19, 2026

Revenue Item	FY2026 Budget	Budget to Budget Change	FY2027 Budget	% change
Mortgage Tax	\$12,650,000	\$1,000,000	\$13,650,000	7.9%
Customer Revenue	\$21,717,699	(\$1,000,000)	\$20,717,699	-4.6%
Advertising	\$1,825,000	\$50,000	\$1,875,000	2.7%
Facilities Income	\$4,036,924	\$201,846	\$4,238,770	5.0%
Other	\$269,500	\$100,000	\$369,500	37.1%
Federal Assistance	\$30,655,923	(\$8,256,500)	\$22,399,423	-26.9%
State Operating Assistance	\$71,913,186	\$1,260,738	\$73,173,924	1.8%
County Assistance	\$1,917,001	\$78,399	\$1,995,400	4.1%
Grants	\$2,045,000	(\$1,045,000)	\$1,000,000	-51.1%
Surplus Funds	\$0	\$3,000,000	\$3,000,000	0.0%
Total Revenue	\$147,030,233	(\$4,610,517)	\$142,419,716	-3.1%
Expense Item	FY2026 Budget	Budget to Budget Change	FY2027 Budget	% change
Wages	\$71,723,080	\$0	\$71,723,080	0.0%
Payroll Taxes	\$5,199,923	\$0	\$5,199,923	0.0%
Health Benefits	\$14,342,278	\$1,868,955	\$16,211,232	13.0%
Workers' Compensation	\$2,736,718	(\$273,672)	\$2,463,046	-10.0%
Other Benefits	\$5,512,485	\$200,000	\$5,712,485	3.6%
Professional Services	\$5,950,400	(\$300,000)	\$5,650,400	-5.0%
Materials and Supplies	\$2,201,050	\$0	\$2,201,050	0.0%
Miscellaneous	\$1,297,868	(\$129,787)	\$1,168,081	-10.0%
Maintenance Services	\$5,448,725	\$871,796	\$6,320,521	16.0%
Purchased Transportation	\$13,476,000	\$1,078,080	\$14,554,080	8.0%
Utilities	\$1,444,500	\$0	\$1,444,500	0.0%
Fuel	\$8,036,966	(\$500,000)	\$7,536,966	-6.2%
Parts Tires Oil	\$7,703,000	\$385,150	\$8,088,150	5.0%
General Insurance	\$1,482,240	\$148,224	\$1,630,464	10.0%
Claims	\$475,000	\$200,000	\$675,000	42.1%
Total Expenses	\$147,030,233	\$3,548,746	\$150,578,979	2.4%
Surplus/(Deficit)	\$0	(\$8,159,262)	(\$8,159,262)	-5.5%

Budget Development Update

Fiscal Year 2027

Strategic and Operational Planning Committee **2.19.2026**



Operating Revenue

- **Mortgage tax - \$1 million increase (7.9%)**
- **Customer revenue - \$1 million decrease (-4.6%)**
- **Facilities - \$200k increase (5%)**
- **Interest income - \$100k increase (37.1%)**
- **Total operating revenue \$351k increase (0.9%)**



Federal Assistance



\$8,256,500 decrease (-26.9%)

5307 PM funds	\$21,905,923
5311 funds	493,500
Total	\$22,399,423

State Operating Assistance

Proposed Increased \$3.9M (5.75%)
 *Governor's Executive Budget



NYPTA Proposal: 15%

% increase	\$ increase	STOA amount	FY27 Surplus/(Deficit)
FY26		\$69,195,200	
5.75%	\$3,978,724	\$73,170,924	(\$8,159,262)
7.0%	\$4,843,664	\$74,038,864	(\$7,294,322)
8.0%	\$5,535,616	\$74,730,816	(\$6,602,370)
10.0%	\$6,919,520	\$76,114,720	(\$5,218,466)
12.0%	\$8,303,424	\$77,498,624	(\$3,834,562)
15.0%	\$10,379,280	\$79,574,480	(\$1,758,706)



Operating Assistance

- **Federal - \$8.3 million decrease (-27%)**
- **STOA - \$1.3 million increase (1.8%)**
- **County - \$78k increase (4.1%)**
- **Other grants- \$1 million decrease (-51%)**
- **FY26 Surplus - \$3 million**
- **Total operating assistance - \$5 million decrease (-4.7%)**



Total Projected Revenue

- **\$142,419,716**
- **3.1% decrease**





Operating Expenses

- **Wages – flat, 3% contract increase June 2026**
- **Health benefits - \$1.9 million increase (13%)**
- **Workers’ compensation - \$274k decrease (-10%)**
- **Other benefits - \$200k increase (3.6%)**
- **Professional services - \$300k decrease (-5%)**
- **Maintenance services - \$871k increase (16%)**



Operating Expenses

- **Purchased transportation - \$1 million increase (8%)**
- **Fuel - \$500k decrease (-6.2%)**
- **Parts, tires, & oil - \$385k increase (5%)**
- **General insurance - \$150k increase (10%)**
- **Claims - \$200k increase (42%)**
- **Total expenses - \$3.5 million increase (2.4%)**



Budget Snapshot

- Total Revenue: \$142,419,716
- Total Expenses: \$150,578,979
- Deficit: \$8,159,262

More work to be done on annualizing wage savings from rebalancing & fine-tuning expenses.

Questions?