



CDTA COMMITTEE AGENDA
Strategic and Operational Planning Committee
Thursday, March 19, 2026 | 11:00 AM
Microsoft Teams & 110 Watervliet Ave

Committee Item

Responsibility

Call to Order

Mike Criscione

Approve Minutes of Thursday, February 19, 2026

Mike Criscione

Consent Agenda Items

- Approve FY2027 Budget
- Approval of Proposed May Service Changes

Patricia Cooper
Mike Williams

Next Meeting: Thursday, April 23, 2026, at 11:00am via Microsoft Teams and 110 Watervliet Ave.

Adjourn

Mike Criscione

Capital District Transportation Authority

Strategic and Operational Planning Committee

Meeting Minutes – February 19, 2026, at 12:18pm; 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, Jack Grogan, Kelli Schreivogl, Rich Cordero, Jeremy Smith, Emily DeVito, Keosha Miles

Meeting Purpose

Regular monthly meeting of the Strategic and Operational Planning Committee. Committee Chair Michael Criscione noted that a quorum was present. Minutes from January 22, 2026, meeting were reviewed and approved.

Consent Agenda Item

Approval of Success Outcomes

- The Committee reviewed a recommendation to formally adopt updated Organizational Success Outcomes to guide CDTA’s strategic direction, performance measurement, and CEO accountability. The framework was developed through a collaborative leadership process and was previously discussed at the December Board Retreat.
- Four proposed Success Outcomes are intended to define what organizational success looks like for CDTA:
 - **Financial Stability** – Responsible stewardship of public resources and long-term fiscal sustainability.
 - **Customer Engagement** – Reliable, accessible, high-quality service informed by rider feedback.
 - **Community Value** – Support for regional mobility, equity, economic development, and sustainability.
 - **Employee Engagement** – A motivated and supported workforce essential to safety, service quality, and innovation.
- Members agreed that this balanced framework strengthens accountability, supports consistent decision-making, and enhances the Board’s governance role.
- The Committee *recommends* advancing the Organizational Success Outcomes to the full Board for formal adoption and approval.

Administrative Discussion Items

FY2027 Budget Update

- Trish Cooper provided an update on the status of the Fiscal Year 2027 Operating Budget.
- Projected FY2027 operating revenue totals \$142.4 million, a 3.1% decrease from FY2026. Increases in mortgage tax revenue and facilities/interest income are offset by declines in customer revenue and operating assistance. Operating assistance is projected to decrease by approximately \$5.0 million.
- State Operating Assistance reflects a 1.8% increase based on the Governor's Executive Budget, noting that higher State funding levels would reduce the projected shortfall. The draft budget also assumes use of \$3.0 million in prior-year surplus.
- Total operating expenses are projected at \$150.6 million, an increase of 2.4% over FY2026. Wages are budgeted flat, with a contractual increase effective mid-year. Cost pressures include higher health benefits, maintenance services, purchased transportation, and insurance and claims. These increases are partially offset by reductions in fuel, professional services, and workers' compensation.
- Based on current assumptions, the draft budget reflects a projected deficit of \$8.16 million. Additional work is underway to identify savings through operational rebalancing, annualized wage savings, and further expense refinement prior to Board consideration.

Next Meeting

Thursday, March 19, 2026 at 11:00am via Microsoft Teams and at 110 Watervliet Ave.

Capital District Transportation Authority Agenda Action Sheet

Subject: FY2027 Operating Budget and Five-Year Capital Plan
Committee: Strategic and Operational Planning Committee
Meeting Date: March 19, 2026

Objective of Purchase or Service:

Develop a balanced FY2027 Operating Budget and Five-Year Capital Plan

Summary of Staff Proposal:

We have developed a comprehensive spending plan for Fiscal Year 2027. Since December 2025, we have engaged in ongoing discussions at the Strategic and Operational Planning Committee meetings, consulted with a smaller group of the board, and met with staff to ensure broad input into our planning process.

As we move forward, we are implementing targeted improvements to our service network that are both practical and fiscally responsible, carefully balancing the need for service enhancements with the realities of constrained revenue sources. Our commitment to financial well-being and long-term stability is reflected in every aspect of this plan. We are proactively monitoring revenue streams, controlling costs, and seeking greater operational efficiencies to ensure that CDTA remains on solid financial footing.

We continue our efforts to support our communities and employees, maintaining a disciplined focus on both current and future financial health. By prioritizing a sustainable budget strategy, we can navigate fiscal challenges, protect essential services, and position CDTA for continued success and resilience.

Increasing expenses, along with decreased funding from reserves (no more COVID funding), continue to impact the overall budget. However, our proactive approach to financial management, such as identifying alternative funding sources, increasing operational efficiencies, and closely monitoring expenditures, helps mitigate these challenges and safeguard the Authority's financial health.

We anticipate an 8% increase in State Operating Assistance (STOA), and propose a balanced budget of \$143 million, representing a 2.4% reduction from last year's budget. We also propose advancing a five-year capital plan of \$278.6 million, further demonstrating our commitment to long-term fiscal stability and strategic investment in CDTA's future.

Revenue Forecast

We project total revenue to decrease by \$3.5 million in FY2027 to \$143 million with the major revenue drivers being State Operating Assistance (STOA) and Federal Assistance (5307 funding).

- We are forecasting an 8% increase in STOA from FY2026 appropriations (\$2.8 million increase to our budget) based on legislative assumptions. The state proposed increasing STOA for upstate transit properties by 5.75%; The Senate and Assembly one house bills are 15% and 7.45% respectively. The three sides are negotiating the final state budget and hope to have a final budget adopted by April 1, 2026.
- The federal assistance line includes two funding sources: federal 5307 funds totaling \$21.9 million and \$493,500 in federal 5311 funds.
- We have increased our MRT assumptions and lowered our customer revenue projections. As interest rates have decreased in the last year, we recommend increasing our MRT budget forecast by 7.9% (\$1 million). Due to current ridership trends and service realignments, we project customer fares to decrease 6.9% (\$1.5 million).
- Other incomes have increased \$3.1 million due to increased interest income and the use of reserved funds to balance our budget.

Expense Forecast

The core asset of our organization is our employees; and they make up most expenses in our budget. Wages and benefits account for about 70% of the budget and remain the principal driver of the budget plan. The remaining 30% of our budget includes things such as fuel, parts and tires, purchased transportation, maintenance, professional services, and insurance.

- The 8.1% reduction in wages is attributable to increased efficiencies and the realignment of our services. The wage figures also incorporate increases from the collective bargaining agreement, and two additional service realignments.
- The health benefits line is up 13% due to increased costs of health insurance and the high number of employees who are participating in our benefit plans. Other benefits are increasing due to a contractual increase for employer pension contributions and professional services are decreasing 3.2% because of expiring contracts.
- Maintenance services are increasing 18.9% due to additional vehicle maintenance outsourcing because staffing levels continue to fluctuate in maintenance. Our utilities line is increasing by almost 8% due to rising costs.
- Purchase Transportation is growing by 5.4%, which includes a CPI increase and additional usage. STAR service continues to expand as we continue redesigning service strategy and execution to provide operational efficiencies.
- The Parts and Fuel lines are decreasing 5.5% and 7.2% respectively, due to recent and future service realignments which have decreased fleet size and service miles.

Capital Plan

The first year of our capital plan is funded at \$60 million and supported by grants and federal assistance. It contains funding for West Facility design & infrastructure, an updated Enterprise Asset Management (EAM) system, and midsized infrastructure projects such as Church Street in Amsterdam. The plan includes capital investments in Glens Falls, as well as reoccurring capital items such as engine overhauls and shelter updates. It also includes a continuation of our annual fleet replacement plan to purchase 36 vehicles, including 10 hybrid buses and a hydrogen fuel cell bus pilot.

The five-year capital plan outlines a vision to enhance and improve mobility for people in the Capital Region while gaining operational efficiencies. We have several exciting projects that we are exploring, including the construction of a state-of-the-art facility in Schenectady, an updated Enterprise Resource Planning (ERP) system, vehicles, and facilities which will be supported by federal and state grants.

The five-year capital plan is a forecast with only the first year fully funded. Years two through five contain some funding for projects, but not all. As always, we continue to pursue funding possibilities for future projects.

Proposed Action

I recommend that the committee advance to the Board our FY2027 Operating Plan of \$143,476,608 and the Five-Year Capital Plan, which totals \$278,576,343.

Manager:

Patricia Cooper, Chief Financial Officer

Note:

Staff will provide a presentation to support the budget recommendation.

Capital District Transportation Authority
FY2027 Operating Budget
April 1, 2026

Operating Revenues	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	(\$1,500,000)	\$20,217,699	-6.9%
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	\$3,100,000	\$3,369,500	1150.3%
Federal Assistance	\$30,655,923	(\$8,256,500)	\$22,399,423	-26.9%
State Operating Assistance	\$71,913,186	\$2,817,630	\$74,730,816	3.9%
County Assistance	\$1,917,001	\$78,399	\$1,995,400	4.1%
Grants	\$2,045,000	(\$1,045,000)	\$1,000,000	-51.1%
Total Revenue	\$147,030,233	(\$3,553,625)	\$143,476,608	-2.4%
Operating Expenses	FY2026 Budget	Budget to Budget Change	FY2027 Budget	% change
Wages	\$71,723,080	(\$5,827,596)	\$65,895,484	-8.1%
Payroll Taxes	\$5,199,923	(\$422,501)	\$4,777,423	-8.1%
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	(\$189,850)	\$5,760,550	-3.2%
Materials and Supplies	\$2,201,050	\$0	\$2,201,050	0.0%
Miscellaneous	\$1,297,868	(\$121,549)	\$1,176,319	-9.4%
Maintenance Services	\$5,448,725	\$1,027,764	\$6,476,489	18.9%
Purchased Transportation	\$13,476,000	\$730,000	\$14,206,000	5.4%
Utilities	\$1,444,500	\$112,000	\$1,556,500	7.8%
Fuel	\$8,036,966	(\$580,400)	\$7,456,566	-7.2%
Parts Tires Oil	\$7,703,000	(\$425,000)	\$7,278,000	-5.5%
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	(\$3,553,625)	\$143,476,608	-2.4%
Surplus/(Deficit)	\$0	\$0	\$0	

Capital District Transportation Authority

FY2027 Capital Plan

April 1, 2026

Project Name	Purpose	Type	2027	2028	2029	2030	2031	Total
Street Amenities (Shelter Program)	State of Good Repair	Facilities	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Facilities Maintenance and Engineering	State of Good Repair	Facilities	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Buildings State of Good Repair	State of Good Repair	Facilities	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
RRS Enhancements	State of Good Repair	Facilities	\$905,000	\$350,000	\$350,000	\$350,000	\$350,000	\$2,305,000
West Facility Purchase	System Improvement	Facilities	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	\$6,000,000
West Facility Design & Infrastructure	System Improvement	Facilities	\$13,700,000	\$0	\$0	\$0	\$0	\$13,700,000
West Facility Construction	System Improvement	Facilities	\$0	\$25,000,000	\$50,000,000	\$25,000,000	\$0	\$100,000,000
Paint Shop/Facilities Dept. Building	System Improvement	Facilities	\$0	\$12,000,000	\$0	\$0	\$0	\$12,000,000
Electrified Mobility Hub Project	System Improvement	Facilities	\$3,677,534	\$0	\$0	\$0	\$0	\$3,677,534
Glens Falls Capital Investments	System Improvement	Facilities/IT	\$350,000	\$400,000	\$0	\$0	\$0	\$750,000
Information Technology	Normal Replacement	IT	\$745,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,145,000
EAM System Replacement	Normal Replacement	IT	\$10,450,000	\$0	\$0	\$0	\$0	\$10,450,000
ERP Replacement	Normal Replacement	IT	\$0	\$10,000,000	\$0	\$0	\$0	\$10,000,000
Integrated Mobility	System Improvement	IT	\$0	\$5,000,000	\$0	\$0	\$0	\$5,000,000
Mid-Sized Infrastructure	System Improvement	Planning	\$626,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,626,000
Church Street Infrastructure	System Improvement	Planning	\$737,200	\$0	\$0	\$0	\$0	\$737,200
Red Line Upgrades	System Improvement	Planning	\$1,625,000	\$4,485,239	\$0	\$0	\$0	\$6,110,239
Hybrid Electric Articulated Bus	Normal Replacement	Rolling Stock	\$2,000,000	\$0	\$0	\$0	\$0	\$2,000,000
Hydrogen Fuel Cell Bus Pilot	Normal Replacement	Rolling Stock	\$3,800,000	\$0	\$0	\$0	\$0	\$3,800,000
Fleet Financing 2022	Normal Replacement	Rolling Stock	\$1,555,000	\$1,555,000	\$1,555,000	\$1,555,000	\$1,555,000	\$7,775,000
Bus Replacement Program - Rolling Stock	Normal Replacement	Rolling Stock	\$13,780,670	\$14,000,000	\$13,800,000	\$16,050,000	\$14,400,000	\$72,030,670
NX Commuter Bus Replacement	Normal Replacement	Rolling Stock	\$0	\$0	\$0	\$1,200,000	\$0	\$1,200,000
Flex Vehicles	Normal Replacement	Rolling Stock	\$710,000	\$400,000	\$500,000	\$200,000	\$200,000	\$2,010,000
Paratransit Vehicles	Normal Replacement	Rolling Stock	\$1,888,700	\$600,000	\$300,000	\$600,000	\$600,000	\$3,988,700
Non-Revenue Vehicles	Normal Replacement	Rolling Stock	\$281,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,481,000
Trolleys	Normal Replacement	Rolling Stock	\$0	\$430,000	\$0	\$230,000	\$230,000	\$890,000
Cycle! bikes	Normal Replacement	Rolling Stock	\$0	\$500,000	\$250,000	\$250,000	\$0	\$1,000,000
Engine Overhauls & Maintenance Equipment	State of Good Repair	Rolling Stock	\$600,000	\$0	\$300,000	\$0	\$300,000	\$1,200,000
Project Administration			\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Total Expense			\$59,831,104	\$78,570,239	\$70,905,000	\$49,285,000	\$19,985,000	\$278,576,343

Memorandum

March 17, 2026

To: Strategic and Operational Planning Committee

From: Christopher Desany, Chief Operating Officer

Subject: Approval of May Pick

Background

Staff has developed the May 2026 pick and are seeking the Board's approval to move forward. The May 2026 pick continues the service rebalancing effort implemented in August 2025 and November 2025, with similar operational savings anticipated. This pick includes frequency reductions to Routes #182, #353, #450, and #905, as well as minor span reductions on sixteen other routes.

Seasonal service changes, including the Nature Bus and trolleys will also resume with the May pick.

The May pick is planned to run from May 24, 2026 to August 22, 2026.

Frequency and Run Time Changes

Staff recommends reduction in the frequency of trips on four routes, saving an estimated 23,000 platform hours annually:

- 182 Weekday Reduce peak frequency from 30 to 35/45
- 182 Saturday Reduce frequency from 50 to 60
- 182 Sunday Reduce frequency from 60 to 90
- 353 Weekday Reduce frequency from 15 to 25, 20 to 30
- 353 Saturday Reduce frequency from 20 to 30
- 353 Sunday Reduce frequency from 30 to 40
- 450 Weekday Reduce peak/midday frequency from 30 to 40
- 450 Saturday Reduce frequency from 35/45 to 50
- 450 Sunday Reduce frequency from 40 to 50
- 905 Weekday Reduce AM peak/midday frequency from 12 to 15
Reduce PM peak frequency from 10 to 12
- 905 Saturday Reduce frequency from 12 to 15, 15 to 20
- Schenectady Routes Update run times and blocking
- Saratoga Routes Update run times and blocking
- Glens Falls Routes Update run times and blocking

Span Changes

On sixteen additional routes, staff has identified individual trips at the start and end of the day that carry fewer than five total passengers. These reductions would save an additional estimated 7,000 platform hours annually:

- 1 Saturday Cut 5:15am eastbound trip
- 10 Weekday Cut 5:15am eastbound trip
- 12 Weekday Cut 5:30am eastbound trip
- 12 Saturday Cut 5:55am eastbound trip
- 13 Saturday Cut 5:27am eastbound trip, 5:30am westbound trip, 11:50pm westbound trip
- 18 Weekday Cut 11:19pm westbound trip
- 22 Weekday Cut 12:10am southbound trip
- 87 Weekday Cut 10:55pm eastbound trip, 11:30am westbound trip
- 100 Weekday Cut 10:00am clockwise trip, 12:00am counterclockwise trip, 12:35am clockwise trip, 12:35am counterclockwise trip
- 100 Saturday Cut 11:48pm counterclockwise trip
- 100 Sunday Cut 11:48pm counterclockwise trip, 12:00am clockwise trip
- 106 Weekday Cut 4:45am counterclockwise trip, 12:39am clockwise trip, 12:40am counterclockwise trip
- 214 Weekday Cut 11:25pm westbound trip
- 355 Weekday Cut 12:14am eastbound trip, 1:05am westbound trip, 12:30am westbound trip, 1:15am eastbound trip, 12:44am eastbound trip
- 402 Weekday Cut 8:45pm northbound trip, 9:00pm southbound trip
- 404 Weekday Cut 8:07pm inbound trip
- 600 Weekday Cut 10:20pm counterclockwise trip
- 601 Weekday Cut trips before 6:00am and after 6:30pm
- 910 Weekday Cut 4:24am eastbound trip

Proposed Action

I am *recommending* approval of the May service changes.



May 2026 Pick Service Changes

Planning Committee 03.19.2026



Goals



Service Rebalancing

- Ongoing effort to reduce operational costs and fiscal deficit
- Expected savings similar to August '25 and 'November '25 pick
 - Estimated 30,000 annual platform hours
 - Higher savings expected after crewing

Enhance Service Quality

- Ongoing effort to improve on-time performance

Preserve Capacity

- Ridership data checked to ensure no uncomfortable or unsafe capacity loads

Overview of Seasonal Changes

12 114 224

286 452 910

College and University Routes

- Seasonal service reductions (frequency and span)
- Same service levels as Summer 2025

872

Albany County Nature Bus

- Resumes for summer on Memorial Day Weekend

875

Saratoga Springs Trolley

- Belmont Stakes Service in early June
- Regular service resumes in early July

876 877

Glens Falls – Lake George Trolleys

- Weekend service starts Memorial Day weekend
- Full service resumes in late June

Overview of Regular Changes

- 
- 182 Albany / Troy via Latham / Cohoes**
 - Reduce frequency on weekdays, Saturdays, and Sundays
 - 353 Scotia / Mont Pleasant**
 - Reduce frequency on weekdays, Saturdays, and Sundays
 - 450 Schenectady / Wilton via Saratoga Springs**
 - Reduce frequency on weekdays, Saturdays, and Sundays
 - 905 BusPlus Red Line**
 - Reduce frequency on weekdays and Saturdays

Overview of Regular Changes



Minor Span Reductions

- Eliminating trips carrying < 5 passengers at start or end of the day
- BRT and Trunk Routes
 - #1, #10, #12, #13, #18, #22, #87, #910 (Purple Line)
- Neighborhood Routes
 - #100, #106, #214, #355, #402, #404, #600, #601

Schenectady, Saratoga, Glens Falls Routes

- Schedules recalibrated to improve efficiency and on-time performance
- Glens Falls optimization sets the stage for route adjustments in August 2026

Next steps

- **Board approves Service Plan**
- **Outreach to public & elected officials**
- **Pick rolls out on May 24th, 2026**



THANK YOU!

Questions? | Comments? | Next Steps.