CDTA COMMITTEE AGENDA
Strategic and Operational Planning Committee
Via Microsoft Teams & 110 Watervliet Ave, Albany
Thursday, September 24, 2026 | 11:00 AM

Committee Item	**Responsibility**
Call to Order	Michael Criscione
Approve Minutes of Thursday, July 23, 2026	Michael Criscione
Administrative Discussion Items	
• Rensselaer DRI and JLB Station Update	Chris Desany
• Amsterdam FLEX Conversion and November Pick Changes	Mike Williams
• Lessons in STAR	Rich Cordero

Next Meeting: Thursday, October 22, 2026, at 11:00am via Microsoft Teams and 110 Watervliet Ave.

Adjourn	Michael Criscione

Capital District Transportation Authority
Strategic and Operational Planning Committee
Meeting Minutes – July 23, 2026, at 10:47am; via Microsoft Teams and 110 Watervliet Ave.

In Attendance: Jayme Lahut, Denise Figueroa, Michael Criscione, Peter Wohl, Patrick Lance; Frank Annicaro, Chris Desany, Trish Cooper, Jaime Kazlo, Amanda Avery, Lance Zarcone, Sarah Matrose, Jon Scherzer, Gary Guy, Dave Williams, Jack Grogan, Mike Williams, Rich Cordero, Thomas Guggisberg, Steve Wacksman, Meghan Gonyo, Keosha Miles, Ethan Warren

Meeting Purpose

Regular monthly meeting of the Strategic and Operational Planning Committee. Board Member Pat Lance noted that a quorum was present. Minutes from June 18, 2026, meeting were reviewed and approved.

<u>Consent Agenda Item</u>

Approve Proposed August Service Changes

- Mike Williams presented the August 2026 service changes, continuing CDTA's service rebalancing effort initiated in August 2025, November 2025, and May 2026. The proposal includes seasonal adjustments, targeted frequency and span changes, run-time recalibrations, and Phase II of the Glens Falls route adjustments, generating an estimated 15,000 annual platform-hour savings.

- The changes support our realignment strategy by improving operational efficiency, reducing costs, eliminating redundancies, and maintaining service quality and reliability.

- Regular service adjustments include frequency reductions or run-time calibrations on Routes 13, 85, 114, 117, 125, 370, 910, and 922/923, restoration of Route 190 service levels, and reconfigured run times on Albany routes.

- Phase II of the Glens Falls route adjustments was reviewed, following Phase I schedule and travel-time improvements implemented in May 2026. Phase II introduces service changes based on ridership data, service performance, and community feedback.

- Following Board approval, staff will conduct outreach to the public and elected officials before implementation on August 23, 2026.

- A resolution to approve the proposed August 2026 service changes will be recommended to the board.

<u>Administrative Discussion Item</u>

Route Performance Report

- Mike Williams presented the Fiscal Year 2026 Route Performance Report, which evaluates route productivity, ridership, on-time performance, and the impacts of recent service rebalancing initiatives.

- Total ridership was 18.0 million boardings, a 2% decrease from FY25 following service rebalancing efforts. Despite lower ridership, system productivity improved 6% to 22.9 boardings per revenue hour, reflecting more efficient deployment of service. Frequent routes and the BusPlus network continued to be the strongest performers.

- On-time performance improved by 1.9% compared to FY25, driven by schedule optimization efforts implemented across Albany, Troy, Schenectady, Amsterdam, and Glens Falls. By FY26, the system achieved sustained improvements in reliability and schedule adherence.

- The Committee reviewed the impacts of FY26 service changes, including service rebalancing, FLEX adjustments, and Glens Falls route modifications. More than 90,000 platform hours were reduced systemwide to support financial sustainability while preserving service where demand and productivity are highest.

- Also highlighted was continued growth in the Universal Access Program, which generated 5.6 million rides and accounted for 31% of total annual ridership through partnerships with 56 organizations.

- FY27 service rebalancing initiatives were outlined, including the August 2026 service changes and Phase II of the Glens Falls route adjustments, which will increase service on the most productive routes while reducing service on the least productive routes.

Next Meeting
Thursday, September 24, 2026 at 11:00am via Microsoft Teams and 110 Watervliet Ave.

Memorandum

September 24, 2026

To: Strategic and Operational Planning Committee
From: Christopher Desany, Chief Operating Officer
Subject: Rensselaer DRI award and JLB Rail Station

State Funding Source and Award

On March 26, 2026, New York State announced that the City of Rensselaer would receive $10 million as the Capital Region winner of Round 9 of the New York State Downtown Revitalization Initiative, commonly referred to as the DRI. The Rensselaer award was part of a combined $200 million statewide investment through Round 4 of the NY Forward program. The State identified the Albany-Rensselaer station area, the Columbia Street corridor, and the Broadway business district as priority areas for revitalization.

The award was made to the City of Rensselaer, not to CDTA or an individual developer. The DRI is led by the New York State Department of State with support from other State agencies and the Capital Region Economic Development Council. The program combines a community planning process with funding for selected projects intended to create a catalytic effect within the designated downtown area.

The $10 million announcement does not mean that each project submitted through the City's open call has been funded. Proposed projects are first reviewed by the City's Local Planning Committee for possible inclusion in the City's Strategic Investment Plan. The committee will recommend a slate of projects to New York State, and the State will then determine which individual projects receive funding. Inclusion in the Strategic Investment Plan does not guarantee a grant award.

East Street Proposal

The East Street proposal is a transit-oriented, mixed-use development concept centered on underutilized properties around the Albany-Rensselaer Rail Station. The proposal is being sponsored by the Gilbane Development and Milestone Development joint venture, with Amtrak and CDTA participating as station-area stakeholders and property owners. The design team includes Architecture+ and LaBella Associates.

The current preliminary concept considers the station area as a coordinated district rather than as a series of isolated parcels. It contemplates approximately 900 affordable and mixed-income residential units developed in phases, together with ground-floor commercial and community-serving uses, parks and public spaces, pedestrian and bicycle improvements, an East Street Greenway, and a transit-oriented development entry plaza in front of the rail station. Community priorities reflected in the concept include access to a grocery store, banking and other neighborhood services; improved connectivity; diversified housing; and stronger multimodal access.


Uber
CAFE


HUDSON RIVER
DUNN MEMORIAL BRIDGE
BROADWAY
2ND AVENUE
ACADEMY STREET
WASHINGTON STREET
WALKER STREET
GREEN STREET
EMPIRE STATE TRL
4TH AVENUE
HERRICK STREET
NEW BROADWAY
AMTRAK
EAST STREET
ADAMS STREET
PLUM STREET
ELM STREET
LAWRENCE STREET
DUBUQUE
WENDELL STREET
WILLOW STREET
WILSON
LANSING PLACE
PARTITION STREET
3RD STREET

The proposal identifies an estimated overall development value of approximately $400 million and requests $4 million from the City's DRI allocation. The balance of the development financing has not yet been secured and would need to be assembled from private financing, housing programs, tax credits, bonds, State subsidies and other sources as individual phases advance. The $4 million request represents a proposed allocation from the City's $10 million DRI award and remains subject to the local and State selection processes.

CDTA's Role

CDTA's role at this point is cooperative, exploratory and non-binding. CDTA has participated in prior station-area planning, provided information on transportation operations and property considerations, reviewed planning concepts, and offered a letter supporting the project's consideration through the DRI process. CDTA will continue coordinating with the City, Amtrak, the development team and the project consultants to ensure that the concept appropriately considers transit service, station access, customer circulation, parking, pedestrian safety and potential long-term mobility needs.

The current implementation approach allows work on Amtrak-controlled parcels to move forward while CDTA conducts its own review of the broader proposal. If a future phase were to involve CDTA property, the parties would need to negotiate separate site-control and development arrangements. Such arrangements could include a ground lease or another approved structure, but no specific transaction has been authorized or agreed to.

Most importantly, the application does not constitute approval to dispose of or develop CDTA property. It does not establish the value of CDTA's property, identify final replacement parking requirements, authorize a ground lease, or define the allocation of costs, revenues, liabilities or operating responsibilities. Those matters would require substantial additional due diligence and separate consideration by CDTA. Potential federal requirements, including Federal Transit Administration joint-development or property-disposition review, would also have to be addressed before any CDTA-controlled property could be committed.

CDTA Senior Planner Ethan Warren serves on the City of Rensselaer's Local Planning Committee, which is responsible for reviewing candidate projects and recommending a final slate for State consideration. Because CDTA is participating in the East Street proposal and could have a direct interest in its advancement, Ethan will recuse himself from the Committee's discussion, evaluation, scoring and recommendation of this specific project to maintain the independence and integrity of the selection process.

Next Steps

Following submission, the DRI consultant team and Local Planning Committee will review and further develop the proposal. The Local Planning Committee is expected to evaluate candidate projects and recommend a final slate for inclusion in the Strategic Investment Plan, after which New York State will make individual funding decisions.

During this period, staff will remain engaged so that CDTA's operational and property interests are understood and protected. If the project advances to a point where a defined role for CDTA or use of CDTA property is proposed, staff will return with a more detailed analysis of the anticipated benefits, operational effects, parking and access requirements, financial terms, risks, federal requirements and necessary governance approvals.

At present, staff's recommendation is that CDTA continue to cooperate with the project team and support consideration of the concept through the DRI process, while expressly reserving all decisions concerning CDTA property and any future financial or contractual commitment.

Memorandum

September 24, 2026

To: Strategic and Operational Planning Committee

From: Christopher Desany, Chief Operating Officer

Subject: November Pick Service and Amsterdam FLEX Conversion

August Pick Recap

The August pick rolled out on August 23rd of this year. In addition to enhancing service quality and implementing the second phase of route adjustments in Glens Falls, staff aimed to advance the service rebalancing initiative with another round of targeted service reductions.

Based on the sum of all planned service reductions included in the August pick, we projected annual savings of approximately 15,000 platform hours (-290 hours per week). Following completion of scheduling and implementation of the service changes, the final production schedule resulted in a net increase of 2,923 annual platform hours (+56 hours per week).

The anticipated savings associated with the planned service reductions were realized as expected. However, during development of the pick, we also took the opportunity to recalibrate scheduled run times within the Albany Division to better reflect current operating conditions. Albany was prioritized for this review because recent changes in the traffic environment, including reduced speed limits, speed camera enforcement, and red-light camera implementation, have had a measurable impact on travel times and route reliability.

Adjusting run times to more accurately match real-world conditions is an important component of maintaining on-time performance, reducing operator stress, and improving service reliability for customers. While previous service rebalancing picks incorporated similar runtime adjustments without affecting vehicle requirements, the scale of the Albany recalibration resulted in additional vehicle requirements that offset the savings generated through the planned service reductions.

While the August pick did not produce the net platform-hour reduction originally anticipated, it established a more realistic and sustainable operating plan that better aligns scheduled service with actual roadway conditions. The upcoming November pick will focus on identifying additional efficiencies and resource adjustments to recapture these hours while maintaining the service reliability benefits achieved through the runtime recalibration.

November Pick Service Proposal

To build on the reliability improvements achieved through the August implementation, we are proposing a combination of targeted headway adjustments, refined run times, and a more efficient blocking strategy. In some cases, modest frequency changes may be introduced on select routes, such as operating Route #1 every 17 minutes on weekdays instead of every 15 minutes, where customer impacts are expected to be minimal. On routes where frequency changes would be more noticeable, run times will be re-evaluated to balance service reliability and resource utilization.

Additionally, in partnership with CSched, we will implement enhanced blocking and interlining strategies to improve vehicle productivity across the network. Collectively, these refinements represent the next phase of the service rebalancing process and are expected to save approximately 15,600 annual platform while maintaining the reliability benefits achieved through the August runtime recalibration.

Amsterdam FLEX Conversion
For the November pick rolling out on November 23rd, we propose to convert two fixed routes in the City of Amsterdam to FLEX microtransit service, like the FLEX conversion implemented in Saratoga Springs in November 2025.

Since we began operating fixed-route transit service in Montgomery County in August 2022, neighborhood routes #600 and #601 have consistently experienced low ridership outside of peak-hour school trips. The current route structure requires buses to follow fixed alignments through neighborhoods where travel demand is dispersed, resulting in limited flexibility for customers and relatively infrequent service.

We propose replacing Routes #600 and #601 with a 3.5-square-mile FLEX zone serving the same geographic area within the City of Amsterdam. Customers would be able to request on-demand rides through the Navigator app or by phone between any two designated FLEX stops within the zone.

To maintain the existing span of service, FLEX would operate from 6:00am-9:30am on weekdays, from 9:00am-7:00pm on Saturdays, and from 9:00am-6:00pm on Sundays. Peak-hour school trips, the Thruway Xpress commuter service, and Neighborhood Route #605 would continue to operate as fixed routes, preserving regional connections to Albany and Schenectady.

Replacing Routes #600 and #601 with FLEX service is expected to provide the following improvements for Amsterdam residents:

- **Trips Built Around Customer Needs:** FLEX service provides service where and when customers want to travel, creating direct connections between destinations, reducing the need for transfers, and better accommodating the varied travel patterns of residents.
- **Greater Certainty and Control Over Travel Experience:** Customers can request rides through the Navigator app or by phone, receive ride confirmations, view estimated pickup times, and track vehicle arrivals in real time. These tools enhance customer confidence and help them coordinate travel plans with their daily schedules.
- **More Convenient Service:** Wait times are expected to average approximately 30 minutes, compared to 60-80 minute headways on current fixed routes.
- **Faster, More Direct Trips:** Rather than traveling along a predetermined route with multiple intermediate stops, customers would be able to travel directly between destinations within the FLEX zone, reducing travel times.
- **Expanded Access Throughout the City:** Additional FLEX pick-up and drop-off locations would extend transit access beyond today's fixed-route network, making more destinations convenient to reach. CDTA plans to add new FLEX points in the Glen Avenue and Forest Avenue neighborhoods.
- **Expanded Service Availability.** FLEX would provide all-day, 7-day-a-week service on Locust Avenue and in South Amsterdam, where only weekday peak service exists today.

A robust public outreach initiative for this project is planned for October, including in-person open house events in downtown Amsterdam and at the Amsterdam High School. The revised service package would commence on November 29th, 2026 with the remainder of changes planned for the November pick.

November 2026 Pick & Amsterdam FLEX

Strategic & Operational Planning Committee 09.24.2026

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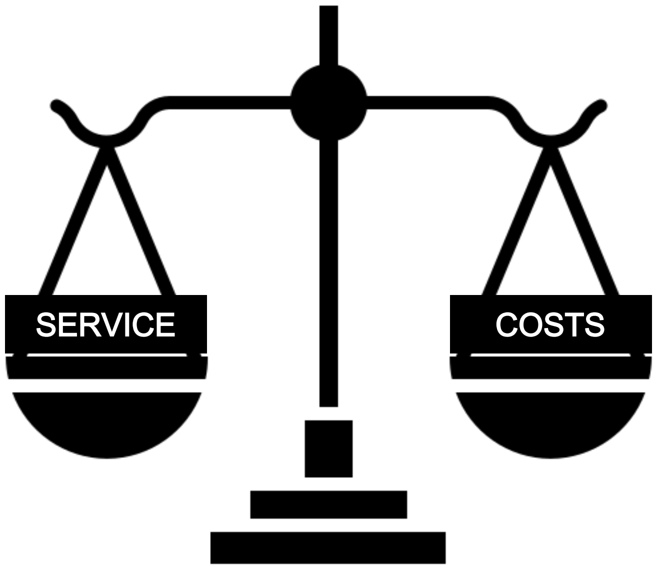
August 2026 Pick Recap
& November 2026 Pick Proposal

August Pick – Recap

Goal: Service Rebalancing

- Ongoing effort to reduce operational costs and fiscal deficit
- Estimated savings of approximately **15,000 annual platform hrs**



Goal: Enhance Service Quality

- Ongoing effort to improve on-time performance
- Run times updated in Albany division (first time since 2025)
  - Traffic changes in Albany since last update

Goal: Implement Glens Falls Route Adjustments Phase II

- Follow-up on schedule improvements implemented May ’26`

August Pick – Actual Service Hours

Planned savings from rebalancing:

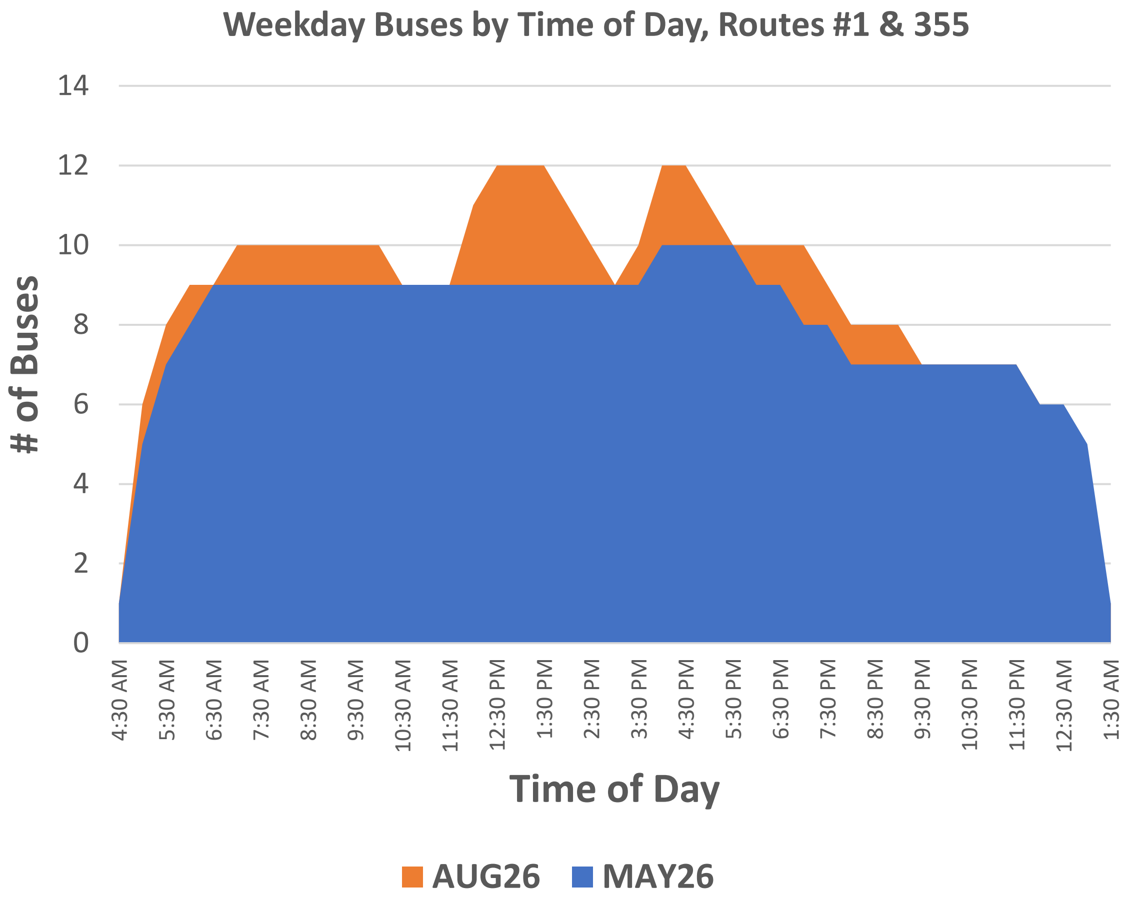
- **-15,100 annual hrs** (about -292 / wk)

Actual change after roll -out:

- **+2,900 annual hrs** (about +56 / wk)

Cause for discrepancy

- Run time increases led to bus increases on multiple frequent routes
  - See #1 / #355 example
- Same scheduling procedure used as in previous picks did not cause increase



November Pick – Proposed Solution

Minor headway adjustments to reverse bus increases

- **Example -** Route #1: 17 min weekday headway (currently 15)
- **Example -** Route #18: 35-50 min weekday headway (currently 30-45)
- **Example -** Purple Line: 13 min weekday headway (currently 12)

Revert to old run times where necessary to avoid significant headway disruptions

Improved blocking solution with more efficient interlining (CSched)

Recovered annual savings: **-15,600 hrs** (-300 weekly)

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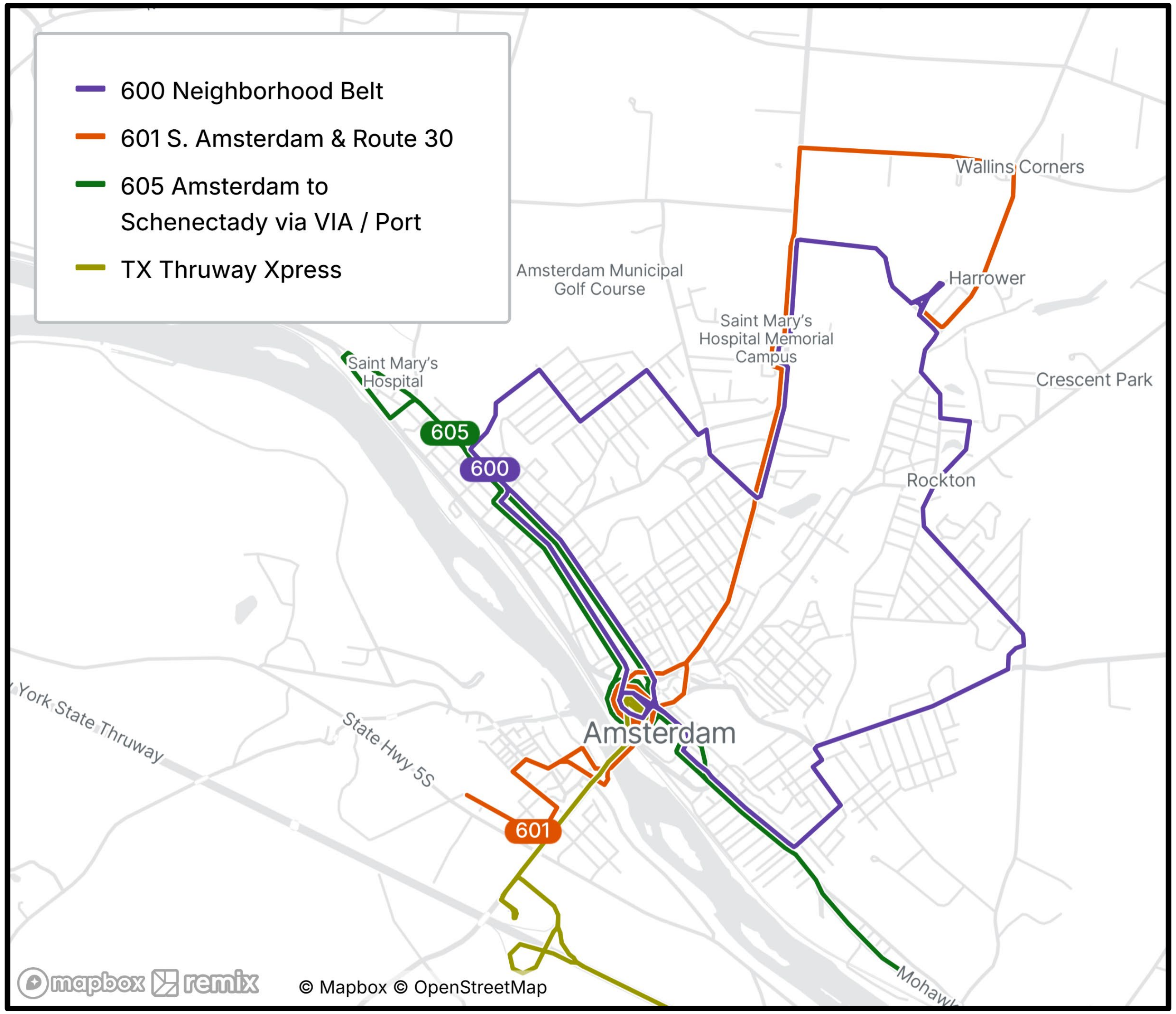
Amsterdam
FLEX Conversion Proposal

Amsterdam Service

Current Routes

- **3 neighborhood routes** 600 601 605
- **Thruway Xpress** TX
  - Commuter service to Albany
  - Operated by Brown
- **School trips to Amsterdam HS**
- **Since 2022, low ridership on all routes (except school trips)**



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Amsterdam FLEX

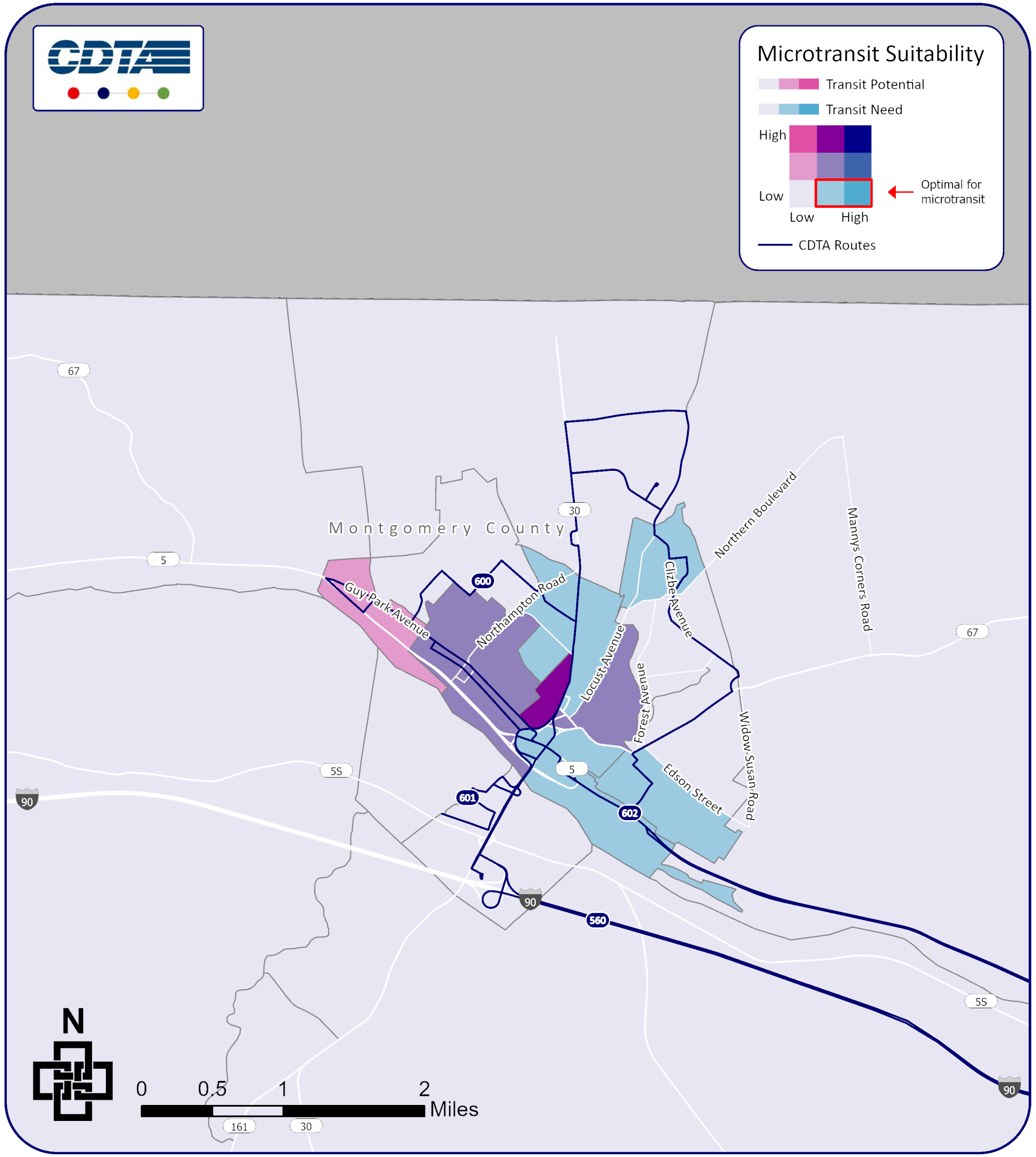
Urban form of Amsterdam

- **Small community** (population: 18.2k)
  - Compare to Saratoga Springs (28.4k)
- **Transitioning downtown** with few major ridership generators
- **Origins and destinations** dispersed throughout neighborhoods
  - Few sustained dense corridors

Amsterdam FLEX

Suitability for Microtransit

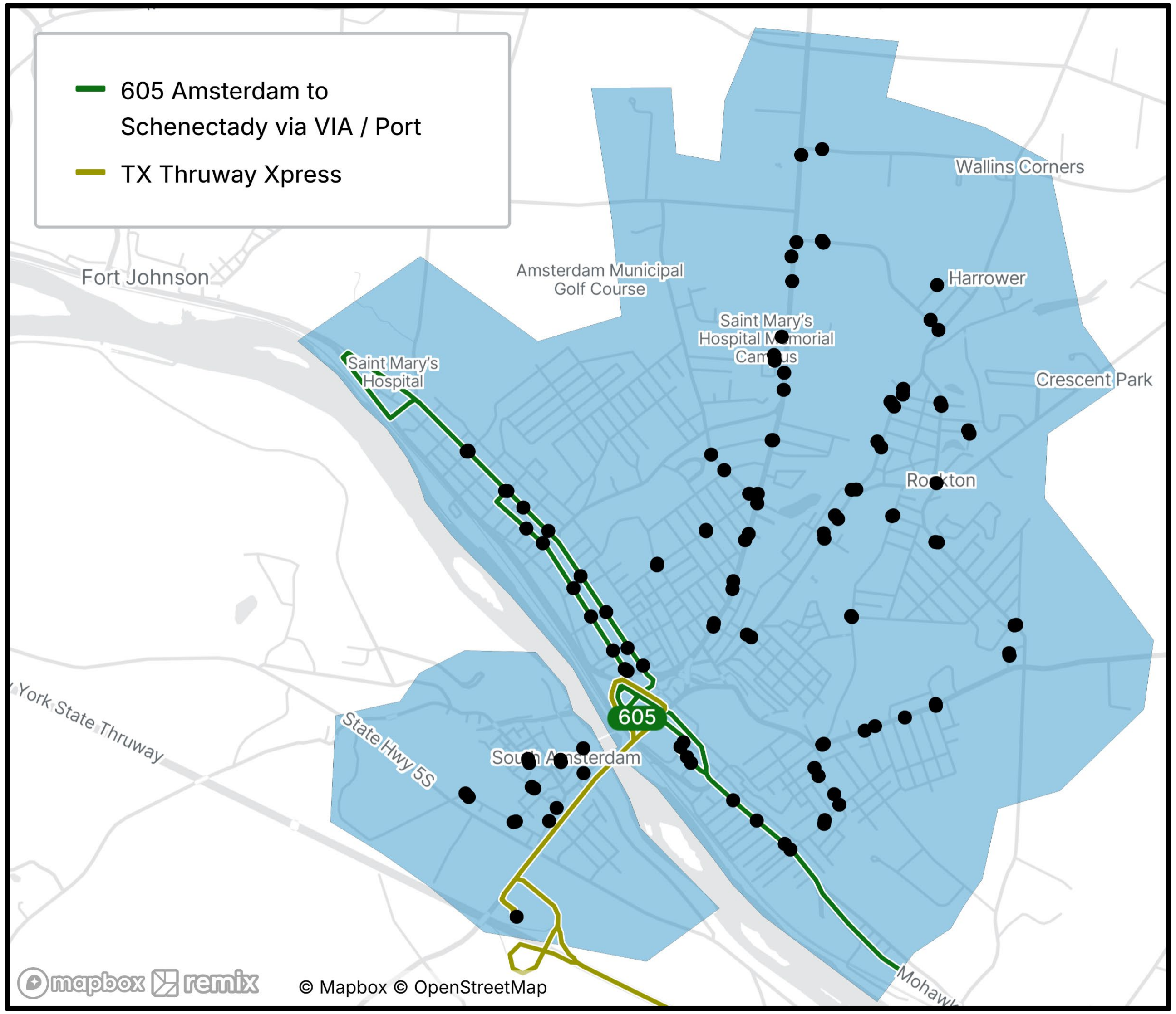
- **TDP** recommends microtransit for areas with **low transit potential** but **medium or high transit need**
- **Multiple low-income neighborhoods** just outside of downtown
  - Not clustered along a single corridor
- TDP **Suitability Analysis** showed Amsterdam as a good potential match for microtransit



Service Proposal

Add FLEX zone covering #600 / #601 stops and…

- **Routes #600 and #601**
  - Eliminate regular trips
- **School trips**
  - No change
- **Route #605**
  - No change (like #450 in Saratoga)
- **Thruway Xpress (Route #560)**
  - No change (like NX in Saratoga)



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Service Proposal

Duplicate current fixed -route service levels

Weekdays

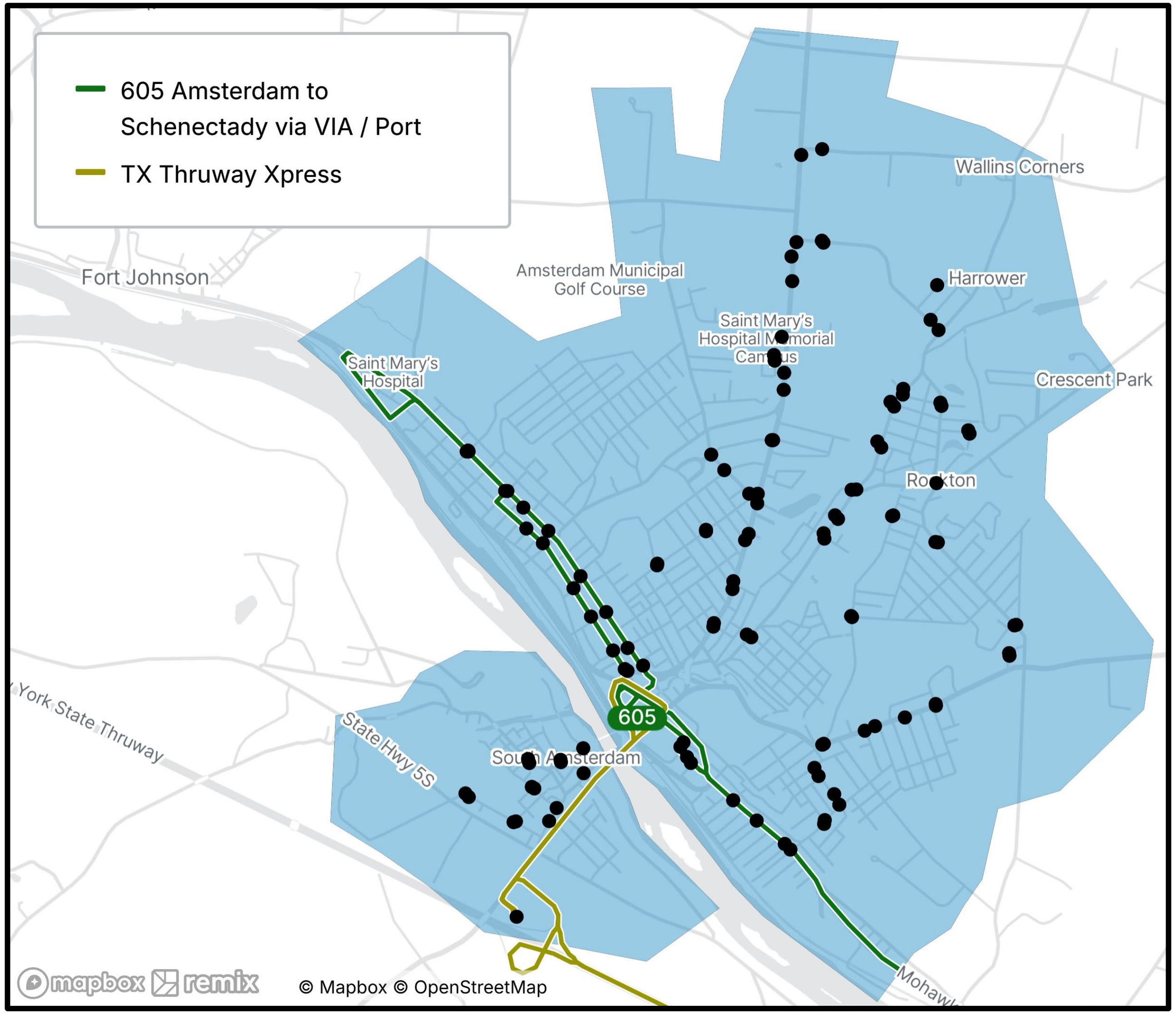
- **FLEX** operates from **6:00am-9:30am**

Saturdays

- **FLEX** operates from **9:00am-7:00pm**

Sundays

- **FLEX** operates from **9:00am-6:00pm**



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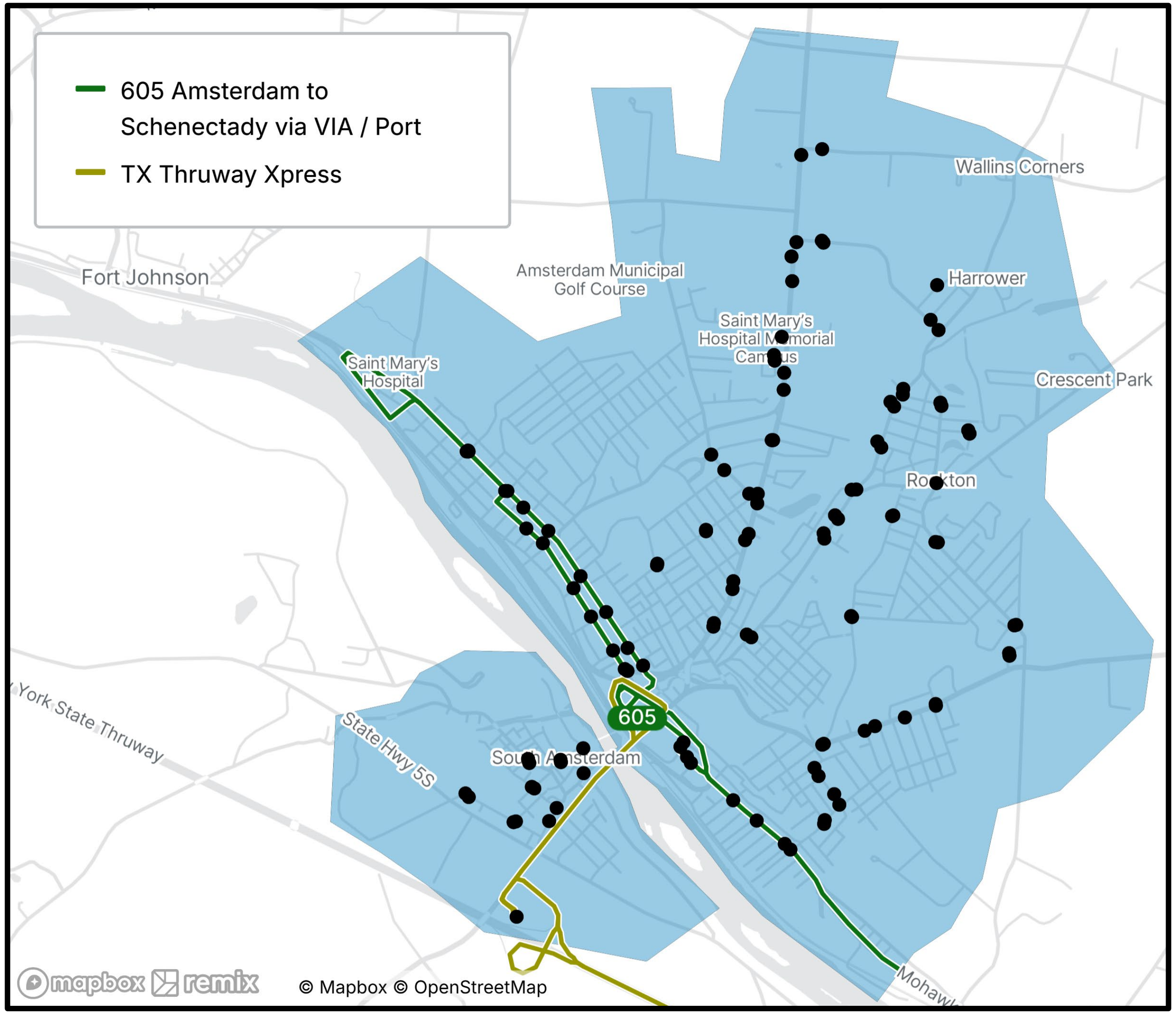
Customer Benefits

- Trips built around customer needs
- More convenient service
- Faster, more direct trips
- Expanded access throughout the city
  - New points on Glen Ave & Forest Ave
- Expanded service availability
  - Locust Avenue
  - South Amsterdam
  - Exit 27 P&R



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Implementation

Changes in development

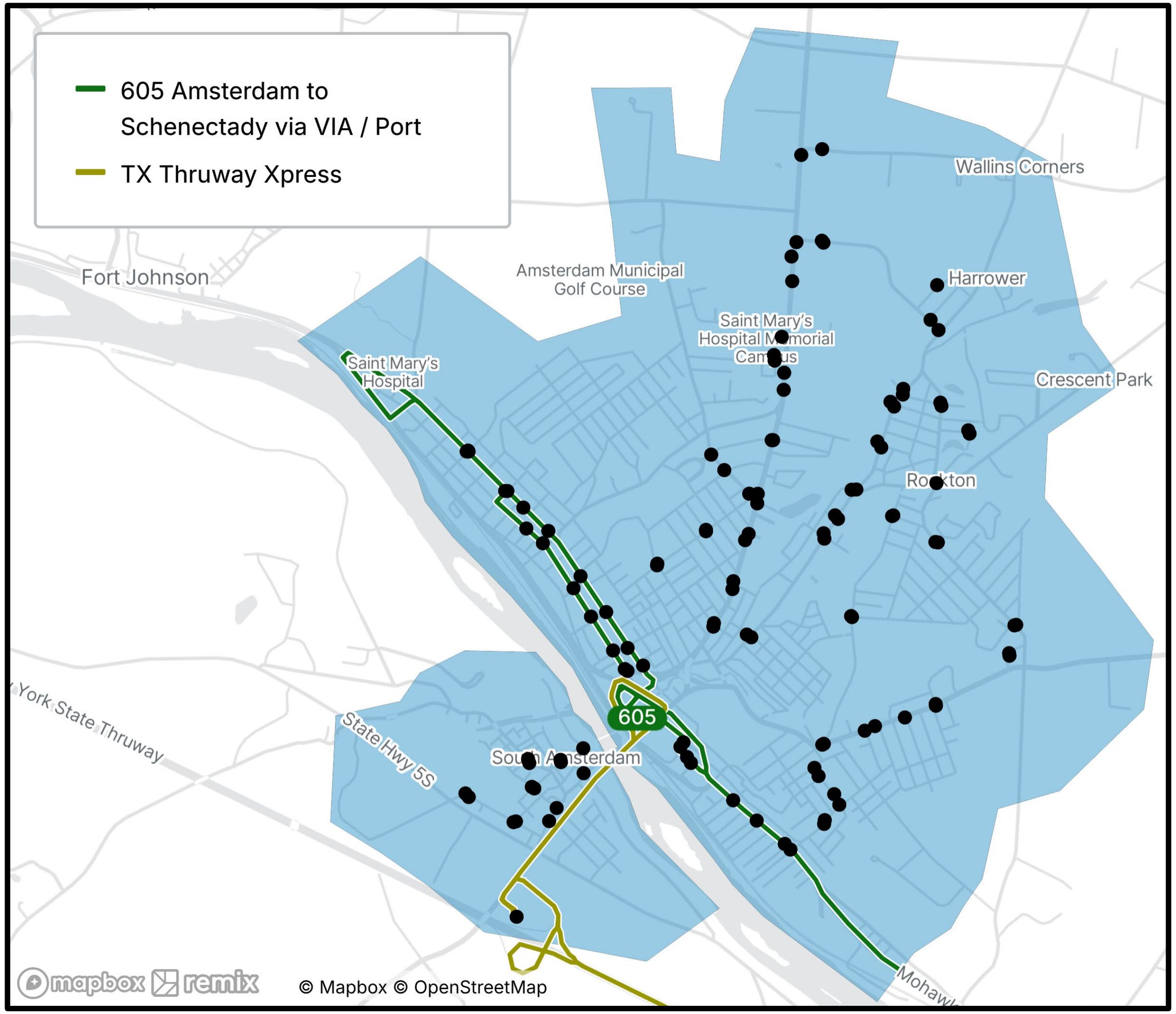
- Working with Moovit on Flex Zone
- Working w/ Facilities stop adjustments

Public outreach

- Announcement by mid-October
- Open houses near Downtown Amsterdam and Amsterdam High School (dates TBD)

Roll out on Nov. 29, 2026

- Same date as November pick



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THANK YOU!

Questions? | Comments? | Next Steps.

Lessons in STAR

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STAR Program Overview

Special Transit Available by Request

CDTA's ADA complementary paratransit service provides shared-ride, origin-to-destination transportation for customers who cannot use fixed route service for some or all trips because of a disability or impairment.

SERVICE PARAMETERS

- Operates within ¾ mile of fixed route service
- Available on the same days and hours as fixed-route service

STAR Service Delivery Process

1. Certification
2. Reservation
3. Scheduling
4. Day-of-service delivery

Transit Development Plan Guidance for STAR

The TDP provides planning and operating principles for each CDTA mode of service. As with fixed route, STARs guiding principle focuses on efficiency and cost saving. STARs objective is to preserve service reliability and remain in compliance with ADA by controlling costs

TDP Planning and Operating Principle for STAR:

*"**Control costs** and **ensure reliable service** for people with disabilities by making operational improvements and not stretching operations too thin"*

Cost per Trip
$64.71
FY 2024 | vs $6.29 Fixed Route

Farebox Recovery
3%
FY 2024 | vs 20% Fixed Route

Rides per Revenue Hour
1.8
FY 2026 | vs 23.6 Fixed Route

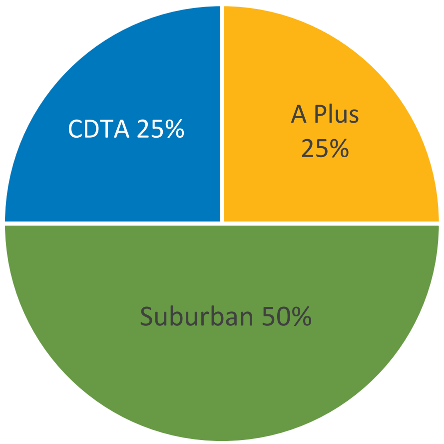
Share of CDTA Operating Costs
20%
FY 2024 | vs 10% ~2005

Above values are mostly taken from the TDP and based on Demand Response as a whole (STAR + FLEX)

STAR Program Trips Provided and Performance

Data covers April through July versus the same timeframe last year

~30,000 trips per month
1,250 trips per weekday
700 trips per Saturday
500 trips per Sunday



Ridership	0-10 Minute OTP	0-25 Minute OTP	NT Missed Trips	Customer Complaints
132,093 ↑	69.0% ↓	91.4% ↓	7,343 ↑	291 ↓
FY 2027 | +8.6% vs FY2026	FY 2027 | 80.2% in FY2026	FY 2027 | 96.0% in FY2026	FY 2027 | 2,787 in FY2026	FY 2027 | 318 in FY2026

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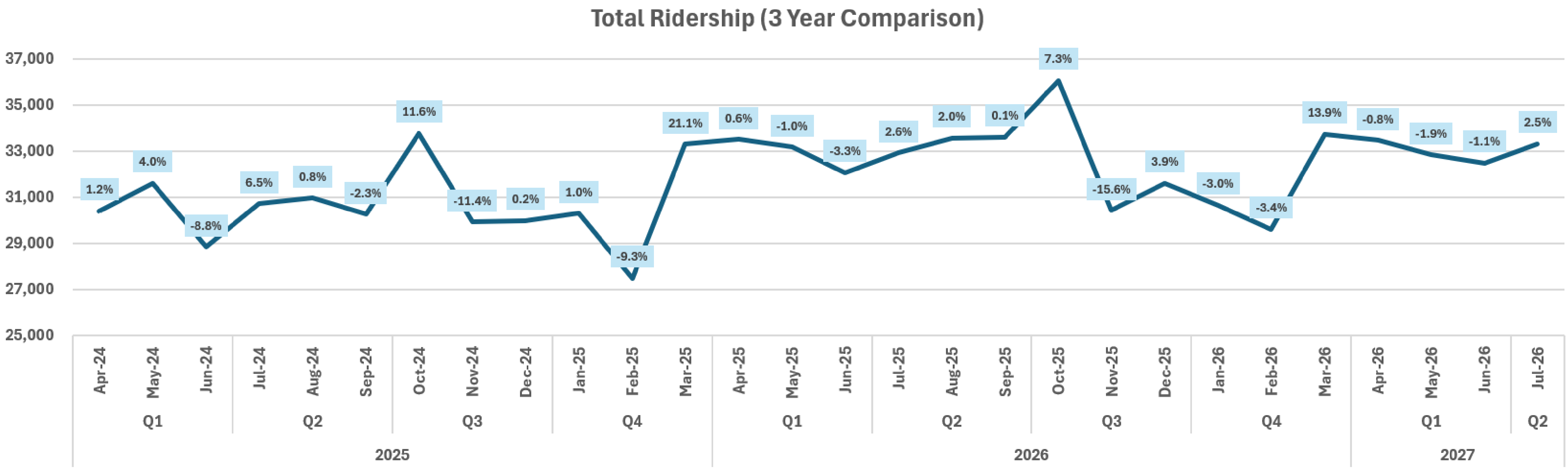
Three-Year Performance Trend



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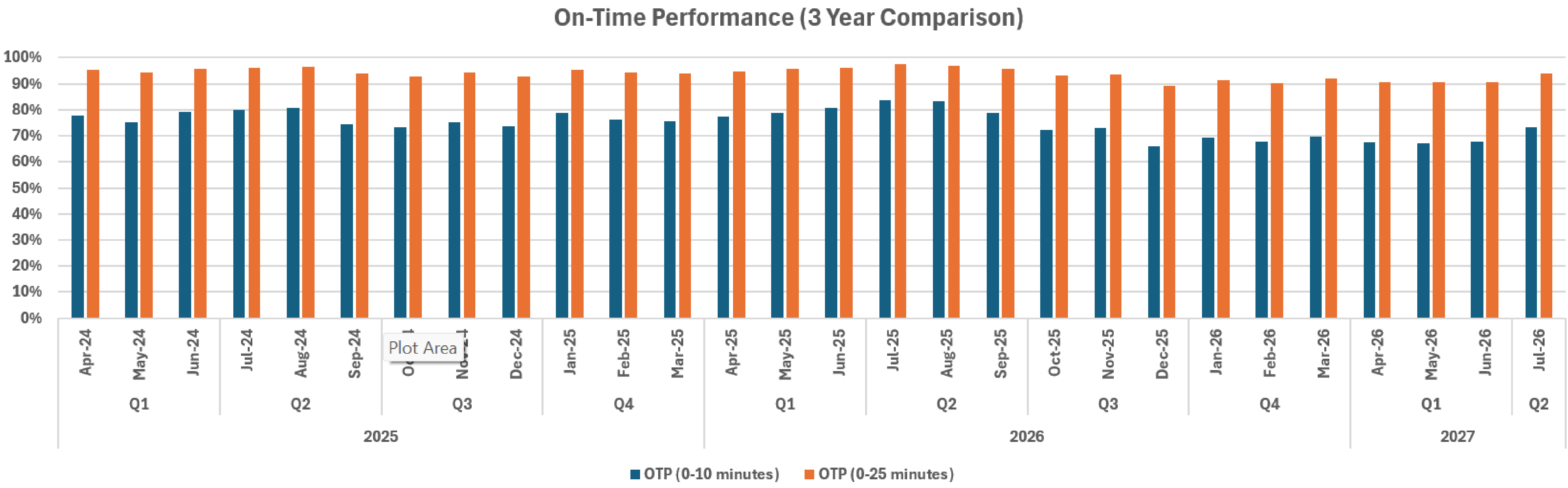
Three-Year Performance Trend



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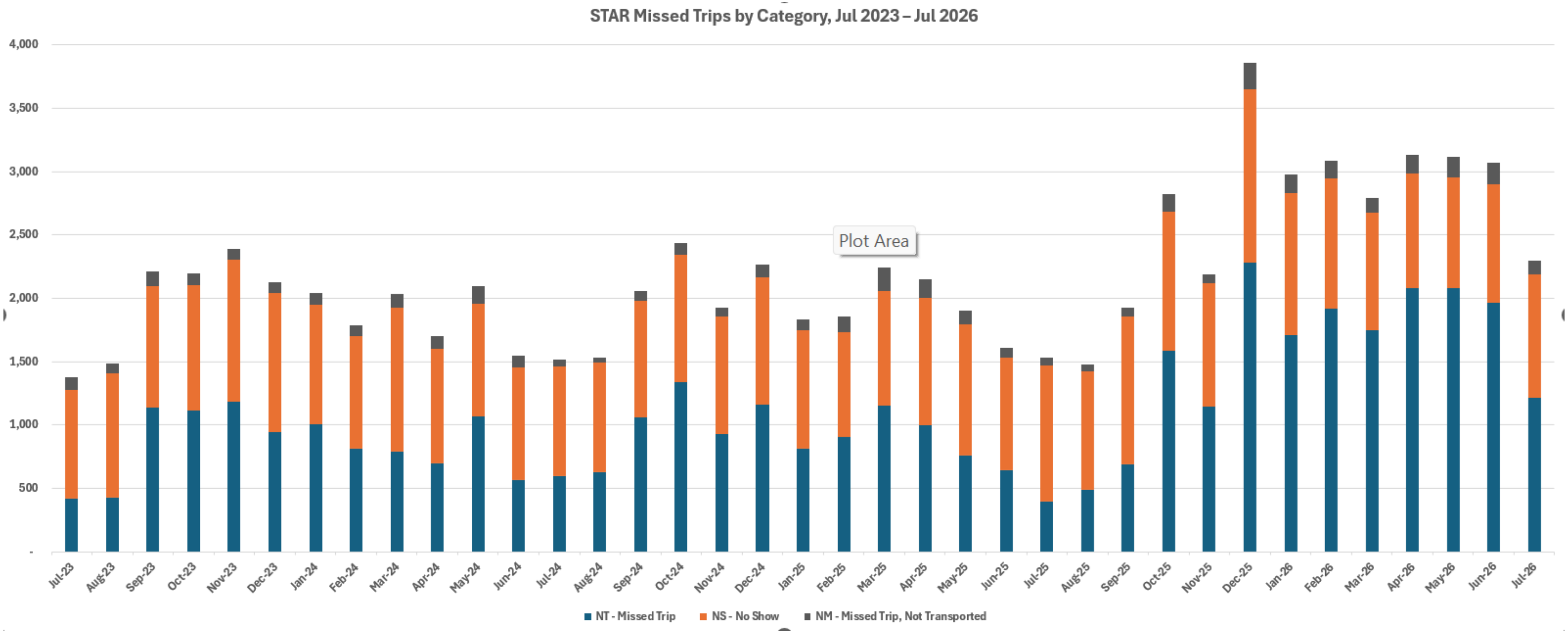
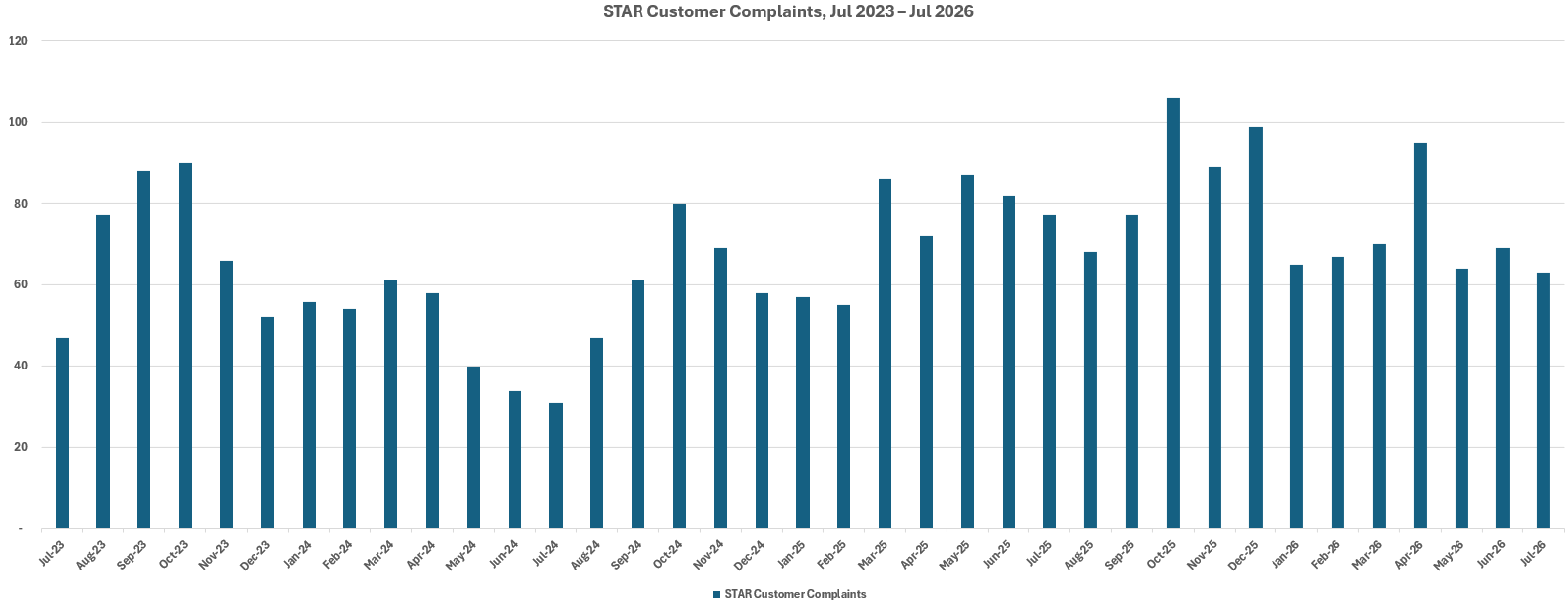
Three-Year Performance Trend



Three-Year Performance Trend



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Short-term Priorities

Operational improvements and additional mobility options

SCHEDULING

Improve scheduling and trip alignment

VISIBILITY

Strengthen routing, mapping and dispatch visibility

OVERSIGHT

Enhance KPI reporting and supervisory oversight

COORDINATION

Improve coordination between STAR and FLEX

Additional initiatives:

- Introduce Uber & Lyft as additional service options
- Add additional Supervisory support for STAR operations
- Continue work with external partners / SME's on STAR service improvements

STAR and FLEX Coordination

Using available capacity across services

STAR/FLEX trip co-mingling

BENEFITS

- Increase vehicle utilization
- Reduce cost per trip
- Expand coverage without adding vehicles
- Use available capacity more effectively

Current Constraints

STAR and FLEX operate on separate platforms, requiring dispatchers to manually coordinate trips.

Performance Monitoring Enhancements

Options for core paratransit Key Performance Indicators

KPI	Why it Matters	KPI Type
On-time pickup	As on fixed route, STAR riders rate OTP as the most important driver of satisfaction	
Missed trips	Excessive missed trips represent a potential ADA violation	
Trip denials	Excessive trips denied due to capacity represent a potential ADA violation	
Trips negotiated outside ±1 hour	A trip booked over an hour off from the requested time is considered a denial	
Excessive ride time	Compared to comparable fixed-route travel time	
Passenger no-show rate	Important operationally, but shouldn't be confused with agency missed trips	
Vehicle productivity	Measures how effectively vehicles/operators are being utilized	
Cost per passenger trip	Captures financial efficiency. Demand response is a large share of CDTA costs	
Passengers per revenue hour	Another indicator of efficiency	
Appointment times	Ensures riders arrive in time for critical medical, employment, educational, and other scheduled commitments, making it a key measure of service reliability.	

Exploring New Software and Provider Solutions

Seeking to enhance efficiency, quality, and the rider experience

Long-term Direction and Board Discussion

Protect the core service while improving reliability

LONG-TERM DIRECTION:

- Update mobility software
- Expand customer service quality reporting beyond the comment database
- Capture direct “How was your trip?” feedback

CLOSING DISCUSSION

- Protect the core service
- Improve reliability
- Board Discussion: How should STAR performance be reported moving forward — 10-minute OTP, 25-minute OTP, or both?

Desired Outcome: Consistent reporting that supports better operational decisions and service quality.

THANK YOU!

Questions? | Comments?

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