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Introduction
About Centro

The Central New York Regional Transportation Authority (“CNYRTA” or “Authority”), through its various operating companies, is the public mass transportation provider in the Central New York region. The CNYRTA deploys regular route, commuter, and paratransit service within Onondaga, Cayuga, Oswego, and Oneida counties, which have a combined population of nearly 887,000 people.

The CNYRTA service features 3,200 bus stops, 155 passenger shelters, 3 transfer hubs, 3 surface parking areas, and a Regional Transportation Center. The CNYRTA operates a fleet of 238 revenue vehicles from five maintenance facilities - the largest being its full-service maintenance facility and administrative headquarters located in Onondaga County (Syracuse). The CNYRTA operates service on 90 different fixed routes, via a fleet of vehicles that travel more than 6.1 million miles annually, providing approximately 2,500 trips each weekday.

In 2020, the CNYRTA’s paratransit program provided approximately 158,140 trips to individuals unable to use its fixed route system. Until the onset of the COVID-19 pandemic in March of 2020, the CNYRTA had seen consistent ridership increases. Although ridership decreased in 2020, the number of runs provided remained constant due to social distancing requirements on both the paratransit and fixed route vehicles.

Since its formation in 1970, and the first day of publicly operated bus service in the Syracuse area on January 17, 1972 the CNYRTA has helped to make Central New York a better place in which to live and work. The CNYRTA has become a responsible and valued part of the region’s public infrastructure as a result of its continuous efforts to:

- Provide paratransit services in full compliance with the Americans with Disabilities Act of 1990 (ADA).
- Provide specialized services to the New York State Fair, and to and on the campuses of Syracuse University, Oswego State University, as well as Onondaga, Cayuga, and Mohawk Valley Community Colleges.
- Participate in dozens of events, services, and educational programs held throughout the year.
- Commit to cleaner air via its extensive fleet of clean-fueled, compressed natural gas buses and clean diesel buses.
- Partner with local police, fire, emergency responders, and the local chapter of the American Red Cross in emergency situations.
OUR MISSION

It is the mission of the Central New York Regional Transportation Authority (Centro) 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.
OUR VALUES & BELIEFS

For Centro to achieve its goals and execute its mission statement, we must manage well all resources. Our most important resource is our people. Therefore, we commit to a company environment where people are:

- Trusted
- Kept informed on matters regarding work, the organization and our business
- Treated with fairness, respect and consistency
- Given opportunities to use their creative talents to grow and to take pride in their work and accomplishments
- Supplied the tools, conditions, and training necessary for achievement
- Given the opportunity to share in setting expectations for performance
- Provided open accessible communication throughout all levels of the organization
- Empowered to make decisions to improve customer relations and service
- Recognized and rewarded for their achievements
- Given a clear understanding of their responsibilities and the authority to carry them out

www.centro.org
To Our Valued Customers

The past 12 months have been like none other in the history of the Central New York Regional Transportation Authority (Centro).

Since the COVID-19 pandemic engulfed our communities in March 2020, we, like everyone else, have been living life without a playbook. No one could foresee the effect the pandemic would have on our lives, jobs, and families, and we are saddened by the toll the pandemic has had on our country and neighborhoods. But through it all, we are also very proud. Proud of the work that our front-line essential employees continue to perform day-in and day-out during this pandemic.

Faced with the worst public health emergency in generations, our workforce responded in ways that were inspiring. While it was necessary to do things in ways we never could imagine, our bus services kept rolling through the streets delivering front-line essential workers to their jobs and others to wherever they truly needed to go.

We could never imagine the need to put fewer people on our buses; the desire to reduce, if not eliminate person-to-person contact; the fear of touching surfaces that others have touched. And we needed to continue to provide a human service given those realities. But we did and we are very proud.

We are proud of our bus operators who never skipped a beat and continued to show up through the pandemic as if it was just another day.

We are proud of our mechanics who did the same, ensuring that our buses were fit for service every day.

We are proud of our servicers, cleaners and facility personnel who continue to spend countless hours making sure every surface imaginable is wiped, cleaned, and disinfected.

We are proud of our customer service representatives who answered your phone calls and emails from their homes to clarify what seemed like daily service and operational changes.

And we are proud of those who performed tasks they never imagined or were trained for, to keep our buses rolling.

We’re tired, you’re tired, we’re all tired. But we will persevere. The good news is better days are ahead.

Bus services have essentially returned to normal, and we have plans to expand service in the near future. We’re going to add services that will get more people to jobs, including service to the soon-to-be-opened Amazon warehouse in Clay and its 1,200 jobs. We will increase frequency on our busiest routes – a request that we get most often. We will add services to help our growing downtown community and visitors to our city get from one end of downtown to the other. And we are planning to offer mobile ticketing to customers to make it easier and simpler to pay for our bus services.

Like everyone else, we are looking forward to what lies ahead in coming months. We are committed to improving our services and ensuring customers that our buses are safe, reliable, and easier to use than ever.

Brian M. Schultz
Chief Executive Officer

Nicholas F. Laino
Chairman
Organizational Overview
2020-21
CNYRTA
BOARD OF
MEMBERS

Nicholas F. Laino
Chairman
Oneida County

Darlene D. Lattimore
Secretary
Cayuga County

Tina Fitzgerald
Treasurer
Onondaga County

Robert F. Cuculich
Vice Chairman
Onondaga County

Louella Williams
Member
Onondaga County

Joseph A. Hardick
Member
Onondaga County

John Riley
Non-Voting Member
ATU Business Agent
RELATIONSHIP TO NEW YORK STATE

Background
The CNYRTA was created in 1970 by the New York State Legislature at a time when economic, demographic, and land use realities around the United States caused private bus companies offering public transit service to shut down or go bankrupt. Many bus companies were unable to sustain their operations and capital equipment replacements with fares, which were considered reasonable at the time. As a result, public transportation authorities were created in the late 1960s and early 1970s in major cities across New York State and in most other urbanized areas across the country.

Public transportation helps maintain local economic vitality in many ways. It creates mobility opportunities for people who choose not to drive or cannot drive; it helps reduce traffic congestion, oil consumption and air pollution; it provides opportunities for people by creating pathways to jobs; and provides an alternative means of getting to work, school, commercial enterprises, medical appointments, and to social and entertainment venues. Like roads and bridges, public transit is a critical part of the country’s surface transportation network.

Legal Status

The CNYRTA is a public authority and a public benefit corporation of New York State, created in 1970 by Title 11 D of Public Authorities Law. It can be thought of as an “agent” of the State, but not the State itself. Its legislated purpose is to continue, further develop, and improve transportation and related services in the Central New York Regional Transportation District. The legislation states that the CNYRTA’s mission is in all respects for the benefit of the people of the State of New York, and that the CNYRTA shall be regarded as performing “an essential governmental function.”

The Central New York Regional Transportation District originally included, by law, Onondaga County. The law also allowed participation in the CNYRTA by the counties of Cayuga, Cortland, Jefferson, Madison, Oneida, and Oswego, by specific election of their respective legislative bodies. To date, Oswego and Cayuga counties (1972, 1973) and Oneida County (2005) have elected to join the required original participant Onondaga County (1970) as members of the District, and hence, are member counties of the CNYRTA.

As noted above, the CNYRTA and each of its operating subsidiaries are considered governmental entities created for the public benefit, providing “an essential governmental function” under state law. As such, the CNYRTA and each of its subsidiaries are tax exempt (sales, excise, property, income, etc.).

For financial reporting purposes, the CNYRTA is a Component Unit of the State of New York, and its independently audited financial statements, including the audited financial statements of its subsidiaries, are incorporated into the Comprehensive Annual Financial Report (CAFR) of the State of New York. The CNYRTA is a “specified” transit system in the annual appropriations contained in the New York State Budget.
ORGANIZATION OVERVIEW

Governance Structure
The CNYRTA is governed by a Board of Members composed of thirteen positions including one non-voting member who represents the collective bargaining units. The current member breakdown is as follows: Onondaga County (5 seats); City of Syracuse (3 seats); Oswego, Cayuga, and Oneida counties (1 seat each); City of Rome (1 seat); and the Bargaining Unit (1 seat).

Members are appointed by the Governor and confirmed by the New York State Senate. Terms are for fixed but staggered seven-year periods, each beginning July 1, with members continuing to serve until their successors are appointed. Members may be reappointed for subsequent terms by the same process. Officers of the Board (Chairperson, Vice-Chairperson, Secretary, and Treasurer) are elected by the Board of Members.

While members are not compensated, they are entitled to reimbursement for necessary and actual expenses incurred during the course of performing their official duties.

The Board of Members meet monthly, generally on the fourth Friday of each month. All meetings are open to the public and are recorded and streamed live for viewing on the CNYRTA’s website (www.centro.org).

Committees
The CNYRTA has six standing committees that assist in carrying out the duties of the Board of Members. Committees are established via a resolution or by-law.

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>FREQUENCY</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>Audit &amp; Finance</td>
<td>Monthly</td>
<td>Established by the By-Laws to comply with Public Authorities Law. Includes independent audit discussion, financial statements and related financial information.</td>
</tr>
<tr>
<td>Governance</td>
<td>Semi-Annually</td>
<td>Established by the By-Laws to comply with the Authorities Budget Office. Includes best governance practices, internal control and related governance items.</td>
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<tr>
<td>Pension</td>
<td>Quarterly</td>
<td>Established by Board Resolution to oversee and review items relating to management of the CNYRTA pension funds.</td>
</tr>
<tr>
<td>Personnel</td>
<td>As Needed</td>
<td>Established by Board Resolution to discuss items relating to personnel, including personnel work history and salary information. Typically held in executive session.</td>
</tr>
<tr>
<td>Legal</td>
<td>As Needed</td>
<td>Established by Board Resolution to discuss any legal items. Typically held in executive session.</td>
</tr>
<tr>
<td>Nominating</td>
<td>Annually</td>
<td>Established by Board Resolution to nominate Board of Members officers. Typically held in executive session.</td>
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PUBLIC BENEFIT SUBSIDIARY CORPORATIONS

To fulfill its legislated purpose, the CNYRTA has created several public benefit subsidiary corporations over the past 50 years. The CNYRTA provides extensive public transit services through its five “Centro” bus subsidiary operations in Onondaga, Oswego, Cayuga and Oneida counties; three smaller subsidiaries were created to perform special functions or operations as follows:

**CNY Centro, Inc.** provides fixed route public transit services in Onondaga County utilizing approximately 146 heavy-duty transit vehicles, 131 of which are powered by compressed natural gas (“CNG”), and another 15 by diesel. CNY Centro is the largest Centro subsidiary, performing the broad spectrum of operational and support services for all subsidiaries, including heavy vehicle maintenance, technical route planning, scheduling, training, accounting, procurement, grant administration, payroll, human resource and benefit functions, management information systems, marketing, and other administrative and support functions.

**Centro Call-A-Bus, Inc.** provides demand response paratransit services in Onondaga County, which complement CNY Centro’s fixed route services as required by the Americans with Disabilities Act (ADA) passed in 1990. Call-A-Bus was originally created by the CNYRTA in the mid-1970s, and had been in place for nearly two decades when the ADA mandated it for all transit operations in the country. Call-A-Bus provides service to its clients using a combination of its own vehicles, CNY Centro fixed route vehicles, and private van operators and taxis. Its offices and approximately 24 buses, mostly small vehicles, are housed within the main CNY Centro facility in Syracuse.

**Centro of Oneida, Inc.** provides fixed route public transit services and ADA mandated disabled services in Oneida County utilizing approximately 29 large and 9 small buses. The Utica division operates in the City of Utica and surrounding towns of Kirkland, New Hartford, and Whitesboro and leases a garage/office facility from Oneida County. The Rome division operates in the City of Rome. Prior to the CNYRTA takeover in 2005, these municipal operations faced severe financial and operational challenges. The State of New York was a key financial partner in the successful regionalization of these operations by the CNYRTA through the Centro of Oneida subsidiary, which was created to serve Oneida County.

**Centro of Oswego, Inc.** provides fixed route public transit services and ADA mandated disabled services in Oswego utilizing approximately 13 large and 3 small buses. It provides extensive service to and within the SUNY Oswego Campus, service within the Cities of Oswego and Fulton, service between Mexico, Fulton, and Oswego, and regional service to and from Syracuse and the CNYRTA's Regional Transportation Center (described below). Centro of Oswego operates out of a light maintenance/office facility in the City of Oswego, which it owns.

**Centro of Cayuga, Inc.** provides fixed route public transit services and ADA mandated disabled services utilizing approximately 13 large vehicles and 1 small vehicle. It provides service within the City of Auburn, and commuter services between Auburn, Weedsport, Port Byron, and Syracuse to the CNYRTA's Regional Transportation Center via several different routes. It also offers extensive service to the New York State Fair. It operates from a light maintenance/office facility located in the City of Auburn, which it owns.
**Centro Parking, Inc.** was created by the CNYRTA in the 1970s to generate revenues to help offset the deficits of its public transit operations. Under contract, this subsidiary leases nearby surface lots to SUNY Upstate Hospital. Centro Parking also operates monthly permit parking lots located under Interstate Route 81 in the City of Syracuse, which are leased from the State of New York.

**Intermodal Transportation Center, Inc. (ITC, Inc.)** was created in 1995 to build, own, and operate the William F. Walsh Regional Transportation Center (RTC) located near the Destiny USA shopping mall in the City of Syracuse. This intermodal transportation facility, which opened in 1998, provides a direct link between Centro's local and regional transit services, intercity bus carriers (Greyhound and Megabus), and intercity passenger rail provider (Amtrak). Prior to the creation of this facility, there was no simple way for an intercity traveler to move between these modes of transportation, which had terminals dispersed throughout the Syracuse area and surrounding suburbs. This facility operates on a 24/7 basis, and has benefitted from several significant capital improvements made by the CNYRTA over the past 21 years.
2020:
The Year In Review
Centro Plays Essential Role in Battle Against COVID-19

As the COVID-19 public health emergency engulfed the world in early 2020, Centro, like many transit agencies, found itself on the front line of the pandemic. As cities, streets, and offices emptied across our communities, Centro's buses rolled on providing vital transportation services that other front-line workers – doctors, nurses, grocery store employees, to name a few - relied on to get to their essential jobs. Doing so required Centro to delicately balance the mission of getting people where they needed to go with the need to keep passengers, its employees, and the public safe from the spreading virus.

Initially, Centro ramped up its interior bus and facilities cleaning program, ensuring that all frequently touched surfaces were cleaned daily. This included its buses and facilities in Cayuga, Oneida, Onondaga, and Oswego counties and at the William F. Walsh Regional Transportation Center. Among the safety measures taken were:

- Bus interiors were wiped down daily with disinfectant.

- Seating, counter areas, entry and exit doors, and restrooms at the Syracuse and Utica downtown Transit Hubs were cleaned and disinfected more frequently and regularly throughout the course of the day and night.

- At the William F. Walsh Regional Transportation Center seating, counter areas, entry and exit doors, restrooms, and tabletops in the food court and throughout the facility in the bus and Amtrak waiting areas were cleaned and disinfected more frequently and regularly throughout the course of the day and night.

- Plexiglass doors were installed around the driver seating areas on most Centro buses.
As the pandemic took further grip on our communities in mid-March, Centro needed to take further action. Fare collection was suspended, and passengers were asked to board and exit using the rear doors of the buses to reduce contact between passengers, bus operators, and fare boxes. Bus operators and supervisors provided masks to passengers who were in need. Transit Center waiting areas were closed to the public, but bus operations continued, and passengers were still able to make their connections at the Hubs. Customer service representatives answered calls remotely instead of in a call center where social distancing was difficult. Other Centro staff continued to perform their jobs remotely, as did millions of other Americans.

Ultimately, Centro needed to modify its service levels as its operational workforce was affected by the COVID-19 pandemic. At first, Centro reduced its intercity and suburban bus routes, before switching to a modified Saturday schedule, which included some suburban bus services.

Critical Call-A-Bus services for individuals with disabilities, as well as shopper buses for seniors remained unchanged throughout the pandemic.

As the pandemic eased in the summer of 2020, Centro re-instated regular weekday service to nearly all of its bus routes, and buses began operating on a regular weekday service schedule. Fare collection was reinstituted as well.

While the Transit Hubs in Syracuse and Utica remain closed to the public, the majority of Centro’s service and operations have returned to normal.

It is impossible to tell the story of the ongoing COVID-19 pandemic without acknowledging the efforts of our colleagues who are out on the roads driving buses, maintaining vehicles, disinfecting surfaces, helping customers, sustaining facilities and more, so that other essential workers can get where they’re needed most. We are extremely proud of the dedication of our employees, and we’re honored that they are part of our team.

To Centro’s bus operators who show up every day, especially during a time of crisis, to transport those who have no other way to get where they need to go – to their jobs, medical appointments, and to the grocery store, we say “THANK YOU!”

To the Centro mechanics who work diligently behind the scenes to ensure that our vehicles are road-ready and safe 24 hours a day, seven days a week, we say “THANK YOU!”

To the Centro maintenance team who works hard to make sure that our buses and facilities are clean and safe for our customers, even in difficult times, we say “THANK YOU!”

To the Centro customer service representatives who answer calls, interact with customers in person, and help explain the ever-changing service levels, especially at the height of the pandemic, we say “THANK YOU.”

We are proud to have these hardworking men and women on our team as we continue to serve our local community.
Centro ‘Thank You’ Bus Pays Tribute to Local Essential Workers

Since the onset of the COVID-19 pandemic, Centro buses have continued to operate transporting customers where they need to go. But one of Centro’s buses is traveling throughout the county carrying a special message of thanks to a remarkable group of people – the essential workers.

Centro designed a wrap featuring everyday essential heroes on one of its buses to say “thank you” to the multitude of essential workers in Central New York who have selflessly sacrificed their time and safety so that our community could continue to operate as normally as possible during a global pandemic.

Following the installation of the wrap, Centro reached out to area employers to coordinate photo opportunities of their employees standing in front of the bus. The goal of the initiative was to recognize essential workers at local organizations and businesses for all they’ve done to help keep our community running during this pandemic.

A series of visits culminated in a photo and video tribute which is featured on Centro’s social media sites. The final product was well received, and sparked discussion on social media and received television coverage by local news outlets.

“This bus is a way for Centro to show that we really care about all of the essential workers and support them and what they’re doing every day,” Centro Senior Marketing and Public Outreach Manager Lynette Paduano said. “To let them know that we see them, that we understand what they’re going through, and that what they are doing really does make a difference. They're all our heroes, and we thank them.”

“The bus, in turn, became a mobile message board that’s traveled throughout the county spreading the message to essential workers about how much they are appreciated and valued, and to let them know we really understand the personal sacrifices and struggles that they’re making so our community can continue to function,” Paduano said.

There is only one bus in Centro’s fleet with the “essential worker” wrap, but it travels all over the area on different bus routes, spreading positivity all along the way. Centro calls the bus their positivity project, and plans to continue to keep the essential worker wrap on the bus until the COVID-19 pandemic ceases to affect our community.
For more than a year, one of the biggest challenges facing public transit agencies across the nation has been face mask compliance. Despite its commitment to providing safe public transportation to its customers, getting everyone to wear a face covering has been difficult.

Centro, with help from the New York State Public Transit Association (NYPTA), developed a “Mask Transit” campaign to help increase compliance. Decals were designed and a social media campaign was launched in support of the effort. A customized face mask decal, that is now present on the exterior of every Centro bus, reminds customers of the importance of wearing a mask.

Centro also produced a face mask video reminder which was posted to its social media channels, introduced automated announcements that play as customers board each bus, and added automated announcements that play inside the bus every 10 minutes to remind customers to wear a mask.

“Customer compliance on mask wearing has generally been excellent,” said Vice President of Communications & Business Planning Steven Koegel. “I think this campaign has been effective; compliance actually increased as the pandemic wore on. We have also instructed our drivers and supervisors to offer customers a mask and remind them of the reasons to wear a mask on our buses. The challenge has been enforcement. It is very difficult to monitor every passenger on every vehicle.”

In the end, Centro wants to remind customers that face masks should remain on and should cover their nose and mouth the entire time they are aboard Centro buses. “Safety works when people work together,” said Centro Deputy Chief Executive Officer Christopher Tuff. “Wearing a face covering and social distancing helps create a safer riding experience for everyone aboard Centro buses. We ask our customers to please do their part to help keep everyone safe and to protect their fellow passengers and our bus operators,” Tuff added.
On April 16, 2020, amidst a global pandemic, something special happened. Centro joined public transit agencies across New York State in launching a coordinated day of action to simultaneously sound their fleets of train, bus, and boat horns to honor their fellow transportation workers.

As a tribute to #HeroesMovingHeroes on the front lines during a public health crisis, Centro buses sounded their horns for 15 seconds at their transit hubs and transfer locations in all four of its county service areas in solidarity with partner transit agencies. Front-line transportation workers, including bus operators, mechanics, service cleaners and supervisors have been and continue to provide critical transportation services to help get healthcare workers, first responders, childcare workers, grocery store employees and other heroes who are performing critically essential work during the COVID-19 pandemic to their jobs.

“I want to thank the men and women who have helped keep our transit system running each day since the start of this pandemic,” said Centro Chief Executive Officer Brian M. Schultz. “You have served our fellow Central New Yorkers every day through your dedication of helping our communities return to normal. Your contributions are noticed and appreciated by many people inside and outside of Centro.”

Welcome Aboard Campaign Addresses Customer Safety Concerns

As Central New York began reopening in June 2020, Centro launched a #WelcomeAboard social media campaign telling customers about the health and safety measures being taken to keep them safe, and to thank them for their continued trust and support.
On February 28, 2020 Centro was among more than two dozen employers looking to fill hundreds of jobs at a job fair in downtown Syracuse. Human resource representatives from Centro were looking for bus operators and mechanics, positions that can be challenging to fill.

The event took place at the Marriott Syracuse Downtown and was free to everyone. It attracted hundreds of job seekers who handed out their resumes to employers from various business sectors.

The career event was sponsored by Jubilee Homes of Syracuse, Inc. in collaboration with the New York State Department of Labor, Onondaga County, and JOBSplus.

When Centro attends these types of job fairs, they have candidates fill out applications and provide on-the-spot interviews for qualified potential individuals.

If you’re interested in building a career with Centro visit us online at www.centro.org for details on current Centro openings.

NYPTA Transit Awareness Day 2020

On March 10, 2020 the New York Public Transit Association (NYPTA) once again brought together a coalition of people from all corners of the state who want to see greater investment in New York’s public transit systems. The coalition’s goal is to advocate State decision-makers on the enormous benefits of public transit. Speakers and panelists agreed on one very important issue - that a significant, long-term commitment to increased transit funding would be key to sustainable success in our economy, classrooms, medical centers, places of business, and homes.

Central New Yorkers are encouraged to join the coalition, sign the petition, and be a part of the movement that will strengthen New York’s communities for years to come.

To learn more about public transportation initiatives go to https://bit.ly/32Opiac
That’s A Wrap
Centro Helps Get the Word Out About Census 2020

2020 marked a very important year across the communities Centro serves. It’s a census year – an every 10-year population count that helps determine funding levels for local governments and other publicly supported services like public transportation.

Locally, the push to “count every person” kicked off in January at the Tomorrow’s Neighborhoods Today (TNT) Area 5-Eastside Meeting at Nottingham High School in Syracuse. The meeting was attended by approximately 25 community members and agency representatives from both the City of Syracuse and Onondaga County.

At the meeting, Syracuse City Census Coordinator Tory Russo discussed the approaches being taken to reach the hard to count populations within the City and informed the group that the City government lost approximately $50M in funding following the 2010 Census because many individuals were not counted. Russo emphasized how important it is that everyone is counted so the City receives adequate funding to address community needs over the next 10 years.

To help the City and other communities, Centro and Lamar Transit Advertising of Syracuse partnered with the Central New York Community Foundation to develop a census bus – a bus wrapped with messages urging individuals to fill out their census forms. The “rolling billboard” would travel throughout the Syracuse community and be brought to community events for the duration of the census data collection period.

In addition, Centro installed census messages inside each of its buses throughout its four-county service area for a 24-week information blitz. The railcard signs, which encouraged everyone to fill out their census forms, were produced in 7 languages: English, Vietnamese, Spanish, Somali, Arabic, French and Haitian/Creole, representing the languages spoken by a majority of our community.

“Census data affects programs that touch our lives in many ways, including transportation funding for the next 10 years,” said Centro Senior Marketing & Public Outreach Manager Lynette Paduano who facilitated Centro’s involvement. “Centro supports the U.S. Census Bureau and the 2020 Census, and we’re happy to help spread the message that accurate counts within our respective communities will help ensure that we receive an equitable portion of the funding that our communities so desperately need.”
Bus Wrap Messages Make Big Impact on Central New York Community

Centro bus operator Albert Anderson and mechanic Joe Incassati pose beside the bus during the “Stuff-A-Bus” event at Walmart.

Last winter, Centro embarked upon a mission to bring messages of inspiration, hope, and thanks to the Central New York Community. Centro teamed up with Lamar Advertising to create the “Season of Giving” bus to help support holiday donation campaigns at both The Salvation Army and Food Bank of Central New York.

Centro’s Marketing Department worked together with Lamar to come up with a design featuring inspirational messages encouraging the community to donate food or toys, or to make monetary contributions directly to the organizations where possible. The wrap was installed on one of Centro’s Syracuse buses, and was used at several local events to promote giving during the holiday season.

The bus made its debut at a Stuff-A-Bus event in Liverpool, where it was used to collect toy donations in front of Walmart. The community was asked to stop by and help event sponsors - Better Homes and Gardens Real Estate Select and Fulton Savings Bank - Stuff-A-Bus with holiday gifts for kids of all ages, which were then donated to The Salvation Army.

Next up, the bus was used to transport registered families to the Oncenter for the Salvation Army/United Way Annual Christmas Bureau Distribution Day, where portions of the contributions collected at the Stuff-A-Bus event were distributed to community members in need.

The final event took place at Tops in Airport Plaza, where the bus served as a backdrop during a WSYR NewsChannel 9 news report promoting the “Little Brown Bag of Hope” project. The project, which is sponsored by Tops on behalf of The Food Bank of Central New York, educates about the importance of fighting hunger in Central New York.

During the interview, Lynn Hy, Chief Development Officer for The Food Bank of Central New York, talked about the bus and the message it sends to the community – reminding them to “change a life” and be “a hero” with a donation during the holiday season.

We thank everyone who donated gifts and volunteered their time and resources during the Season of Giving events. Your contributions and generosity were greatly appreciated by many.
On October 8, 2020 Centro launched an online Rider Survey to collect important demographic, geographic, and service-related feedback from its customers. Customers were asked to share their general suggestions, comments, and ideas with Centro, and to let Centro know where there was room for improvement.

Centro posted notices on its website and social media channels encouraging customers to participate. The notices contained a link directing interested customers to an online survey site – SurveyMonkey – where they could complete the survey. At the end of the survey, customers had the option of being entered into a drawing for a chance to win one of four FREE MAX Passes. Passes were awarded to four randomly selected winners.

To create a customer profile, the survey asked respondents about their age, ethnicity, primary language, employment status and income level. In addition, the survey asked Centro customers a series of questions regarding routes and service, frequency of travel, and fare payment preferences. The survey also asked customers to rate Centro’s customer service and overall performance using a rating scale.
After analyzing the data responses from all four of Centro's service counties, here are a few key conclusions:

- 53% of the respondents have been riding Centro for more than 10 years

- Prior to the start of the pandemic, 29% of riders were traveling on Centro less than 1 or 1-3 days/week, and 71% were traveling on Centro 4-7 days/week

- Since the start of the pandemic 57% of riders are traveling on Centro less than 1 or 1-3 days/week, and 43% are traveling on Centro 4-7 days/week

- 62% of Centro riders pay their fare using Centro Ride Passes

- 78% of Centro riders do not have access to a car as an alternate form of transportation

When asked about their overall satisfaction with Centro, 82% of Centro riders stated that they are satisfied with Centro's overall service.

When asked about their experience interacting with Centro personnel, 83% of Centro riders stated that their expectations were met or exceeded.

“Surveys are an excellent way to collect feedback, opinions, criticism and suggestions from the general public and customers,” said Senior Marketing & Public Outreach Manager Lynette Paduano. “Good or bad, every comment provides value, and that’s extremely important to us,” Paduano added.

Centro thanks its customers for participating in the survey. The responses help Centro determine how best to serve customers and community, and to help evaluate the effectiveness of its current service and performance.

Every comment counts!
Take the Centro Rider Survey and tell us what matters to you.
Rome Transit Hub Open for Business

In 2020, the City of Rome completed construction of the new Centro Transit Hub located at 207 W. Liberty Street in the heart of downtown Rome. The Hub opened to customers on November 2, 2020 and serves as the main transfer location for Centro buses serving the City of Rome. The facility includes a climate-controlled waiting area, indoor seating, space for customers who use mobility devices, and a video monitor that displays live bus arrival information. It’s open to the public on the days Centro offers bus service: Monday – Friday from 6am to 6pm and Saturday from 9am to 6pm.

The Hub was built as part of Rome’s $10M Downtown Revitalization Initiative award from Governor Andrew M. Cuomo’s office. The City and Centro collaborated on its design. The Hub is just one piece of an overall strategic plan to help drive advanced manufacturing growth, transform public spaces, improve walkability, and improve transportation access in the City of Rome.

“This facility is a tremendous step forward for our Rome bus system,” said Centro Board Chairman Nicholas Laino. “We are thankful to the City of Rome for their leadership replacing our former transfer location at the Liberty Street garage which had become outdated.”
In the spring of 2020, following a 20-year career, Centro Chief Executive Officer Rick Lee announced his retirement from Centro effective August 1, 2020. In a statement to employees, Lee said, “After 36 years in management, 20 of which were at Centro, I have decided to retire and take more time to enjoy with my wife, children and grandchildren (who are arriving at a rapid pace!) and to take advantage of what life has to offer! I have decided to retire August 1, 2020.”

Centro wishes to thank Mr. Lee for his many years of great leadership. He possessed a rare combination of vision, fairness, and understanding--crucial qualities for an effective manager. His contributions throughout the years were many and we thank him for all he has done and all he has taught us. We extend our best wishes for a happy retirement.

Centro Employees Take Part in PTLI Graduation

On Friday, December 4, 2020 Centro Deputy Chief Executive Officer Christopher Tuff, Vice President of Fleet and Facilities Geoffrey Hoff, and Specialized Transportation Administrator and Analyst Joshua Gardner graduated from the Public Transit Leadership Institute (PTLI) – a program developed by the New York Public Transit Association to develop next generation transit leaders. The trio completed a six-part, year-long series of in-depth professional development sessions offered to select mid- to senior-level managers aspiring to advance their careers as senior and executive-level public transit professionals.

The curriculum, which included instruction and mentoring by experienced transit industry executives and other leaders, offered training in core areas of transit and leadership to assist participants with professional development and career expansion. Tuff, Hoff and Gardner started their classes in the fall of 2019. When the pandemic hit, classes migrated to an online format, and a final group presentation was made by the three to the New York Public Transit Association Board on Friday, December 4. We congratulate Christopher, Geoffrey and Joshua on their achievement.
Winter can be a gloomy time of year, so Centro took the opportunity to bring some happiness to its customers with a fun and creative winter tips campaign. Take a look at the helpful reminders Centro shared with its customers to prepare them for traveling during the winter months.
On September 29, 2020 New York State Senator Timothy Kennedy, the Senate’s Transportation Committee Chair, toured the Central New York Regional Transportation Authority Board Member, Donna Reese. Donna was a dedicated member of the board who represented the residents of the City of Syracuse with passion and loyalty. Her compassion, work ethic, and tireless enthusiasm to improve the community in which she lived will be missed. Her devotion to advocacy on behalf of persons with disabilities was second to none. Donna took a special interest in the delivery of our Call-A-Bus services, which she used on a regular basis. Her thoughtful insight and presence will be missed. Our thoughts and prayers are with Donna and her family.

On August 4, 2020 Centro Chief Executive Officer Brian M. Schultz was one of eight panelists asked to participate in the Greater Syracuse H.O.P.E. Citizens’ Town Hall: Anti-Poverty Work is Anti-Racist Work.

Schulz, along with his fellow panelists, discussed the intersections of poverty and racism. The heart of the discussion focused on how policies and procedures can be examined to ensure that systemic inequalities regarding poverty and racism are both addressed and resolved.
Unclaimed Lost & Found Items Donated to Deserving Community Organizations

If you’ve ever wondered what happens to all the unclaimed items from Centro's lost and found department, here’s the answer!

Of course, we want each and every one of the lost items to be returned to their proper owner. However, if we can’t connect an item to its owner and the owner never comes forward to claim their lost item there isn’t much Centro can do.

Centro holds all lost and found items (except for clothing items for health and safety reasons) for pickup for a period of 15 days. After 15 days, certain unclaimed items such as canes, eyeglasses, umbrellas, folding chairs and bicycles are donated to deserving community organizations.

We believe our customers will be happy knowing that their lost items are being used to do some good in our community.
In 2020, Centro added a new decal to the exterior of its fleet of buses – the American Flag.

Prominently displayed on both sides of every Centro bus, the Flag of the United States of America not only symbolizes respect, honor, patriotism, and unity - it serves as a continuous reminder of our great nation’s birth.

But some have asked why the flag is backwards on one side of the bus. The short answer is – it’s not. The flag should be displayed with the stars in the upper left-hand corner, with an important exception. A flag displayed on the passenger side of a vehicle should show the stars at the upper right-hand corner. The reason is that the field of stars should always be in the highest position of honor. On a vehicle that moves, that would be closest to the front, as shown in the photo. The flags are backward on the right side of the bus to mimic how a cloth flag would look if it were being flown from the moving bus.

One thing we can all agree on though is that it is a nice addition to the buses – one that we are certainly very proud of here at Centro.
Strategic Plan & Operational Initiatives
Strategic Plan

The CNYRTA values and respects its customers, employees, and the diverse communities in which it operates. Its leaders are committed to building a bright future by embracing change and innovation focused on growth and sustainability.

To meet its mission of providing safe, convenient, and reliable transportation services that are responsive to the transportation needs of the Central New York Community, including transit dependent customers, business partners, higher education facilities, employers, and elderly, disabled, and choice riders while remaining fiscally responsible, the Authority continues to strive for excellence by:

- Developing lasting and positive relationships with the communities and the public it serves through public forums, social media, customer and community outreach programs, and participation in various community groups such as the South East Gateway, Onondaga County Health Equity Coalition, and the Oswego County Transportation Committee.

- Responsibly managing funding sources and available resources through proactive capital asset management, budget review, lobbying, and financial management.

- Attracting, developing, and supporting a high quality work-force through dynamic workforce development and training.

This strategic plan aligns the CNYRTA’s mission, vision, values, and goals with opportunities and initiatives for growth and continuous improvement. It serves as a roadmap for maintaining and improving essential transit services in the Central New York region in a socially, environmentally, and fiscally responsible manner.

The CNYRTA’s management team routinely collaborates to assess organizational strengths, weaknesses, opportunities, and threats (SWOT). Resulting information, combined with the CNYRTA’s mission, vision, and values is used to identify and prioritize feasible initiatives within the following interdependent strategic goals:

1. Maintain Financial Stability & Sustainability
2. Improve Service Performance & Increase Ridership
3. Foster Employee Engagement & Development
4. Enhance Customer Focus & Community Partnerships
5. Modernize Technology & Infrastructure
Maintain Financial Stability & Sustainability

Although the CNYRTA collects fares and advertising revenues, it is primarily funded through various NYS and Federal operating and capital assistance. Revenue sources are unpredictable by nature and sensitive to economic and legislative factors; therefore, the CNYRTA practices continued financial planning, management, and discipline while accounting for the fiscal challenges specific to transit and the Central New York Region.

The CNYRTA, like many public transit agencies, is challenged by the need to absorb the rising costs of fixed route operations, infrastructure maintenance and enhancements, paratransit services, and ongoing operating losses. Therefore, the CNYRTA continuously evaluates ways to maintain financial stability for its system while continuing to meet increasing community demands and implementing service enhancements. To achieve ongoing short- and long-term financial management goals, this plan takes into consideration the following initiatives.

Revenue Expansion: In addition to continuing to secure grant funding, the CNYRTA will continue to research new and creative funding streams, and expand its partnerships with local organizations in an effort to increase system-wide operating recovery ratios.

Healthcare Cost Containment: By nature, healthcare costs are unpredictable; however, the average increase in cost both nationally and at the CNYRTA has been significant in recent years. During the past three fiscal years, the CNYRTA has experienced an average annual increase in healthcare costs of 7.23%, which significantly exceeds any increase in operating assistance or farebox revenues. The CNYRTA will continue its efforts to contain the cost of health insurance; including researching employee wellness initiatives and establishing health insurance reserves to absorb ongoing increases.

The CNYRTA will continue to conduct financial planning exercises focused on improving operational efficiencies, process improvements, and cost (cash or resource) saving measures throughout the organization.
Improve Service Performance & Increase Ridership

To ensure that its service aligns with community needs while remaining fiscally sustainable, the CNYRTA will continue its focus of improving service design and performance. Ridership is a significant indicator used to evaluate service performance and design. While ridership trends are often affected by external social and economic factors such as increases in minimum wage, gas price fluctuations, ride sharing options, and environmental consciousness – core ridership trends are also impacted by quality, availability, and convenience of transit service.

Although consistently providing over 10 million rides annually, over the past decade, the CNYRTA has experienced an overall ridership decline. In fact, total ridership between FY 2011 and FY 2019 decreased by 23%, or roughly 3 million rides. This reduction in ridership can be attributed to various external economic factors and funding restraints which, in turn, led to fare increases and service cuts in 2011.

Service Design

As a socially and economically responsible partner, the CNYRTA's goal is to be responsive to the changing needs of the community, and to provide quality, safe, convenient, and reliable transportation. To succeed, the CNYRTA's service must align with the needs of the community.

To improve its service standards, the CNYRTA is committed to working with the public via community partnerships and customer outreach sessions to find, create, and implement fiscally sustainable transportation services for the public, educational institutions, employers, medical facilities, and recreational and consumer locations.

As part of its ongoing strategic plan, the CNYRTA continuously seeks out opportunities to enhance its service by committing to such projects as the:

1. Interstate 81 project
2. Central Business District models & Park-N-Ride options
3. Downtown Syracuse service loop
Service Improvements
In addition to improving its service to better align with community needs, the CNYRTA is committed to refining the quality, convenience, and reliability of its current services. In combination with other plan goals, the CNYRTA explores initiatives focused on harnessing developments in transit technology, both to enhance the customer experience, and to assist the organization in using data, analytics, and technology to improve service decision making, on-time performance, and strengthen customer relations.

Foster Employee Engagement & Development
The CNYRTA recognizes that the key to success is a strong, diverse, and dedicated workforce. By empowering individuals with diverse ideas, strengths, interests, and cultural backgrounds, the CNYRTA is better able to meet the needs of the communities it serves. The CNYRTA cares about its employees and is committed to embracing a culture that not only provides employees with a positive environment in which to work, but instills in them a sense of pride as a result of providing quality service to the community.

Wellness
Wellness is the key to maintaining a consistent, high performing workforce. Occupational wellness concerns are high within the transportation industry due to the combined physical and sedentary job requirements associated with the various positions. The CNYRTA is committed to enhancing occupational and total wellness resources offered to its workforce through efforts such as:

1. Expanding health and wellness information and programs available to employees.
2. Researching outcome/rewards based wellness programs.
3. Distributing internal campaigns and surveys to help increase participation in currently available benefit programs.

Recognition
The CNYRTA believes that recognizing and appreciating employee performance is a critical component for the continued success of the organization. By recognizing the accomplishments of its employees, the CNYRTA is well-positioned to increase productivity, reduce turnover levels, spark innovation, and improve the overall organizational culture. As such, the CNYRTA is committed to evaluating current methods used to evaluate productivity and recognize employee accomplishments to ensure such methods are fair and equitable, and that they align with established corporate culture goals.
Training
The CNYRTA recognizes the importance of having a skilled and knowledgeable workforce in order to meet the evolving technology demands within the public transit industry. To remain adaptable and innovative while continuing to provide high quality service – especially while implementing changes in technology or business processes – the CNYRTA provides its employees with ongoing training and resources. The CNYRTA is committed to enhancing its training programs by expanding its training offerings and resources offered to employees, and by improving its training record management initiatives.

The CNYRTA will continue to look for ways to invest in its employees. By investing in its employees and providing them with the tools needed to be successful, the CNYRTA is well-positioned to uphold its commitment of providing high-quality service to the community.

Enhance Customer Focus & Community Outreach
Public transportation services are a critical component for economic growth and development opportunities within the community. As such, the CNYRTA is committed not only to improving the public transportation experience of its diverse ridership, but also to increasing its outreach, participation, and presence within the communities it serves.

Customer Experience
The CNYRTA strives to provide its riders with professional transportation services. By offering enhanced technologies such as mobile Wi-Fi, a responsive website, an interactive mobile app, and maintaining a strong social media presence and customer relationship management system, the CNYRTA has been able to significantly improve the
To continue its efforts of improving the customer experience, the CNYRTA has begun to explore alternative fare collection methods using mobile ticketing technology.

Community Involvement
To be responsive to the needs of the community, the CNYRTA has been an active participant with a number of community groups such as the Syracuse South East Gateway Committee, Onondaga County Health Equity Coalition, and InterFaith Works in order to explore new ways to improve service.

In addition, the CNYRTA continues to conduct regular customer feedback sessions and surveys to help evaluate service and performance in the eyes of the community. The CNYRTA is committed to ensuring that its customers and community are actively heard, and will continue to take customer and community feedback into account when making decisions.

Modernize Infrastructure; Keeping up with Technology
The demand for infrastructure improvements to facilities, equipment, software, and vehicles is ever increasing. Two of the more significant tasks to be performed at the CNYRTA are:

1. Maintaining assets to ensure they remain in a state of good repair while in service, and that they reach the end of their useful life.
2. Planning for asset replacement or new asset acquisition while considering current and future business demands, financial constraints, and technological advancements.

Emerging technologies in both software and physical assets are transforming the transit industry on a continuous basis. The CNYRTA's goal is to take advantage of modern technologies to help improve operational efficiencies while balancing the need for financial sustainability.
As part of this plan, the CNYRTA will focus on improving software functions within specific business processes in order to increase the control and efficiency of transit operations, maintenance, inventory, and fare collections. Improvements will include:

- Replacing antiquated inventory and maintenance work order tracking software with new software that will allow more control over inventory, and reduce processing time for work order and storeroom management tasks.

- Researching upgrades to farebox technology such as mobile ticketing options. This will allow for an easier and quicker boarding experience for customers, while enhancing fare reporting and reducing cash collection tasks.

- Researching changes and upgrades made to Trapeze (operations management and service building software) to determine which additional modules will best provide increased efficiencies and control at the lowest cost.

In 2019, the garage at the Centro of Utica facility experienced a devastating flood that necessitated a significant number of repairs to the facility and a loss of inventory and assets. Due to the location of the facility, there is a high risk of a similar event occurring in the future. To address this concern, the CNYRTA has begun the process of securing funding and searching for an alternative location to house the Centro of Oneida main transit facility.

The modernization and improvement of infrastructure is an ongoing goal that will continue to help the CNYRTA achieve its mission of providing safe, convenient, and reliable transportation services.

**Performance Measurements**

In addition to monitoring progress on strategic initiatives, the CNYRTA uses the following measurements to evaluate service performance. Measurements are calculated on a consolidated and per company basis.

Management routinely reviews measurements against CNYRTA historical data and comparable transit agencies using data from the National Transit Database. Measurements and performance results are reviewed by the CNYRTA Board of Members annually.

### Performance Measurements

<table>
<thead>
<tr>
<th>RIDERSHIP &amp; SERVICE EFFICIENCY</th>
<th>OPERATING PERFORMANCE &amp; CUSTOMER SERVICE</th>
<th>SAFETY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farebox Recovery</td>
<td>Passengers Per Revenue Hour</td>
<td>Number of Non-Preventable Accidents</td>
</tr>
<tr>
<td>Subsidy Per Passenger</td>
<td>Operating Cost Per Revenue Vehicle Hour</td>
<td>Preventable Accidents Per 100K Miles</td>
</tr>
<tr>
<td>Average Fare Per Passenger</td>
<td>Operating Cost Per Passenger</td>
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<tr>
<td></td>
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<tr>
<td>Call-A-Bus Ride Denials</td>
<td>% Pull-Outs Met</td>
<td></td>
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<tr>
<td>Call-A-Bus Call Waiting Time</td>
<td>Complaints Per 1,000 Riders</td>
<td></td>
</tr>
<tr>
<td>% of Scheduled to Unscheduled Maintenance Costs</td>
<td>Mean Distance Between Service Interruptions</td>
<td></td>
</tr>
</tbody>
</table>

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FINANCIAL PLANNING

ANNUAL OPERATING BUDGET PROCESS

The CNYRTA uses a zero-based budget approach. We start at zero and build the budget based on need and cost versus the traditional incremental budgeting method which justifies only variances over prior year assuming that the “baseline” is automatically approved. Zero-based budgeting can lower costs by avoiding blanket increases or decreases to a prior period's budget and forces us to evaluate costs and their relationship to overall goals. The budget process is when staff evaluates year-to-date budget performance, compares prior year actual revenue and expenses for the same period, and other external economic factors and trends. In addition, known factors such as collective bargaining agreements, fuel lock-ins and other commitments are considered to develop estimates for the subsequent fiscal year. Other operational initiatives, such as revised transit services or necessary maintenance initiatives are also factored in. Department heads and others are solicited for input and ideas. By the beginning of November, a draft proposed budget is discussed with the Chief Executive Officer, including assumptions regarding costs, revenues and possible operational initiatives. The draft proposed budget is then presented to the Board of Directors for adoption in November so the numbers can be entered into the Public Authorities Reporting and Information System (PARIS) by December 31 for compliance with Section 2801 of Public Authorities Law.

Between November 30 and the following March, any changes to the proposed budget because of the Governor’s Executive Budget (usually made public in the middle of January) and any other revised assumptions or known occurrences or changed conditions are compiled for incorporation into the final budget. In March, the Board of Members will formally review any changes to the proposed budget and adopt a final budget. This adopted budget becomes part of the Final Budget and Financial Plan required under Comptroller Regulation Part 203, and is posted on the CNYRTA website by March 31.

Several key operating and capital revenue sources are beyond the CNYRTA’s direct control, namely transit operating assistance funding contained in the New York State budget, Federal formula and discretionary capital funding programs, and the locally levied mortgage recording tax (MRT) dedicated to transit. Several important expense items are also, to a great degree, beyond the CNYRTA's direct control and
present budgetary risks, such as healthcare costs, risk management and worker compensation insurance. Recently, the price risk associated with fuel costs has been significantly reduced through price lock-ins for both natural gas and ultra-low sulfur diesel fuel, in addition to the procurement of fuel-efficient vehicles.

New York State operating assistance (STOA), which makes up a sizable portion (about 45%) of the CNYRTA’s operating budget, is determined on a year-to-year basis based on need as determined by the New York State Department of Transportation (NYSDOT) and the New York State Division of the Budget (NYSDOB), and is not “known” with certainty until a state budget is passed and signed into law by the Governor. That can occur prior to the beginning of the April 1 fiscal year, but has also not occurred until late summer in some years. There is no long-term operating funding plan by New York State that the Authority can use for future planning. The Governor’s Executive Budget contains a good (although not always final) indication of what the ultimate funding level will be for the CNYRTA and other transit authorities across the state- this number is used in the final budget presented to the Board for approval in March. The Legislature can choose to add or withdraw from the Governor’s proposal before the budget is sent back to the Governor to sign into law.

The Authority and other upstate transit authorities continue to advocate for a multi-year state operating assistance funding plan, which would provide stability and predictability in the level of appropriations so that changes in service levels and fares can be better planned and executed. Much of this effort is being undertaken collectively with other transit agencies across the state under the aegis of the New York State Public Transit Association (NYPTA). The CNYRTA Executive Staff has been actively evaluating the entire system to determine the best adjustments to make to close budget deficits and replenish reserves.

The Mortgage Recording Tax (MRT), in particular, is highly unpredictable and can fall or rise 15% - 40% or more in one year depending on national and local economic conditions, the regional housing market and values, business mortgage activity, mortgage interest rates (highly influenced by federal monetary policy), and the activities of local Industrial Development Agencies (IDAs) in issuing mortgage financing which was unilaterally exempted from the mortgage recording tax up until recently when legislation was enacted prohibiting exemption of MRT.

**COVID-19 Budget Impact**

These are unprecedented times for the transit industry due to the COVID-19 outbreak. Our employees are doing heroic work critical to helping first responders, healthcare workers, other critical service providers, and people who need to access healthcare and jobs. Centro has worked tirelessly to provide safe and efficient service with the health and well-being of our riders, employees, and public the primary focus. At the same time, there has been a dramatic reduction in ridership as a response to the pandemic. Additionally, the increase in operating costs to purchase supplies and labor to do the additional cleaning and disinfecting of vehicles and facilities that keep the public and our employees safe, is expensive.

It is difficult to predict how or when our community will recover from this pandemic with no clear end in sight. However, the Authority will continue to monitor and evaluate COVID-19 costs and legislative requirements, and make necessary management decisions to keep the public and our employees safe while continuing to provide access to essential transit. The Authority created a Pandemic Operations Plan to be adopted April 1, 2021 as required by the Pandemic Operations Law. The plan is designed to maintain a safe environment for our employees, vendors, and the public during declared public health emergencies related to communicable diseases.
FINANCIAL POLICIES

Cash Management
The Authorities cash management process and investment program are designed to maximize earnings, manage shortfalls and ensure that adequate cash is available to continue to fund Authority operations. Available cash balances are invested in accordance with the CNYRTA Investment Guidelines. The Authority and its subsidiaries’ investment policies are governed by New York State. Permitted investments are subject to various conditions and include bank certificates, certificates of deposit, and obligations of the State of New York or the United States government, certain repurchase agreements and permitted bonds and notes.

Reserves
A general fund balance, which the Authority had previously established, is a mechanism to buffer any year’s budget against such inherent budgetary risks, protecting both service and fares from sudden adverse changes in revenue streams or expenses. With Board approval, Authority funds are transferred to reserves as needed to mitigate risk. Board Designated Reserves have been established by the Authority for certain large cost items as risk management, healthcare and insurance claims as, by their nature, are highly unpredictable from year to year. The Authority has an established Insurance Reserve for auto and general liability claims currently in the amount of $4 million. In 2021, the Authorities Board of Directors authorized the establishment of a Health Insurance Reserve in the amount of $1.5 million to mitigate healthcare costs in the future.

Debt Management
There is no limit on the Authority’s legal ability to issue debt, but it has never issued bonds in its 49-year history. Due to declining reserves and no means to replenish, commencing January 2018, the CNYRTA Board of Directors approved a Line of Credit with its bank. The Authority is authorized to use the Line of Credit for temporary operating and capital expenditures. The Line of Credit will be reimbursed upon receipt of New York State Operating Assistance and State or Federal Transit Capital funding.
Unsubsidized Locally Generated Revenue

Regular Line Passenger Revenues include farebox revenues, sales of fare media, revenues accrued through a Purchased Transportation agreement, and NYS Fair Park-N-Ride revenues.

Special Line Revenues include revenues from contracted service to local city schools, colleges, shopping centers, and the NYS Fair.

Advertising and Other Revenue include revenues generated through Transit Advertising on buses and shelters, Parking Revenue, and Regional Transportation Center Tenant Lease Revenues, as well as parking revenue.

Governmental Subsidized Revenue

Federal Sources of Funds for Operating Costs

Section 5307 - CNYRTA has become reliant on the federally funded operating assistance through Capital Grant Program 5307. These funds are to aid with allowable preventive maintenance costs on buses and facilities for CNY Centro Inc. In addition to the preventive maintenance operating assistance, CNYRTA receives specific Federal operating assistance only available to non-urban and small-urban areas through Program 5307 for Centro of Oneida, and Program 5311 for Oswego and Cayuga counties, and the Tully service in Onondaga County. The Authority has been compelled to use far higher amounts of capital grant funds to offset eligible maintenance operating costs, in lieu of “banking” them for future major capital purposes.
New York Regional Transportation Authority (currently Onondaga, Cayuga, Oswego, and Oneida), a mortgage recording fee of ¼ of 1% (with a small exemption for single- and two-family residences) is levied and payable by the mortgagee to the recording officer of the county in which the mortgaged property is located. Under State Finance law, this is known as the “additional” mortgage tax. It is remitted to the CNYRTA monthly by the respective counties. The revenue is used for the local matching share of capital grants (generally 10% of project cost), to establish necessary insurance, capital, and general fund reserves, to pay off debt (currently CNYRTA has no debt), for other expenses, and although not specifically required by law, to subsidize any operating deficits of the bus operating subsidiaries, which is largely where the MRT has been directed in recent years. The amount of revenue received can be, has been, and is volatile and unpredictable from year to year. While New York State is the only state that uses this type of tax as a transit-funding source, it is the only transit funding dedicated at the local level and is crucial to the CNYRTA’s overall financial health.

State Sources of Funds for Operating Cost

Statewide Mass Transit Operating Assistance (STOA) - The majority of CNYRTA’s operating assistance is funded by the NYSDOT under its Statewide Mass Transportation Operating Assistance program. The funding level of the STOA program is determined by the Commissioners, the Director, NYSDOB and/or the State Legislature annually, with increases and/or decreases published in the New York State Executive Budget. The New York State Executive budget deadline is April 1st annually. Due to the unpredictability of future funding levels, it is CNYRTA’s budget practice to budget STOA flat annually until a final budget is provided by the NYSDOB. In 2020-21 the STOA program saw an approximate 27% unbudgeted reduction in funding because of the COVID-19 pandemic.

Local Sources of Funds for Operating Cost

Local 18b Match to STOA - In addition to the operating assistance received by the NYSDOT, the CNYRTA is in receipt of state mandated 18b STOA match by participating counties. Onondaga, Cayuga, Oswego, and Oneida counties participate in the 18b match program. The assistance level of this state mandate has gone unchanged for approximately 15 years. In 2020-21, the Local 18b Match to STOA saw an approximate 20% unprecedented reduction in funding because of the COVID-19 pandemic.

Local Voluntary Funds - CNYRTA is also in receipt of voluntary aid from municipalities (about $15,000 annually).

Dedicated Funding

Mortgage Recording Tax (MRT) - In the counties which participate in the Central
The Authority is pleased to present a balanced operating budget for 2021-22, given the continuing uncertainties caused by the COVID-19 pandemic. The realization of the continuation of less locally generated revenue and increased expenses are echoed throughout the 2021-22 budget.

### CONSOLIDATED SUMMARY 2021-22 OPERATING BUDGET COMPARISON

<table>
<thead>
<tr>
<th></th>
<th>2020-21 BUDGET</th>
<th>2021-22 BUDGET</th>
<th>CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unsubsidized Locally Generated Revenue</td>
<td>$18,424</td>
<td>$10,949</td>
<td>($7,475)</td>
<td>-40.6%</td>
</tr>
<tr>
<td>Governmental Subsidized Revenue</td>
<td>52,424</td>
<td>61,892</td>
<td>9,468</td>
<td>18.1%</td>
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<tr>
<td>Mortgage Recording Tax and Other</td>
<td>5,517</td>
<td>7,150</td>
<td>633</td>
<td>9.7%</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>77,365</strong></td>
<td><strong>79,991</strong></td>
<td><strong>2,626</strong></td>
<td><strong>3.4%</strong></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>59,892</td>
<td>61,613</td>
<td>1,721</td>
<td>2.9%</td>
</tr>
<tr>
<td>Non-Personnel</td>
<td>18,774</td>
<td>18,378</td>
<td>(396)</td>
<td>-2.1%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>78,666</strong></td>
<td><strong>79,991</strong></td>
<td><strong>1,325</strong></td>
<td><strong>1.7%</strong></td>
</tr>
<tr>
<td><strong>Operating Income (Loss) Before Reserves</strong></td>
<td>($1,301)</td>
<td>$0</td>
<td>$1,301</td>
<td></td>
</tr>
<tr>
<td><strong>Use of Operating Reserves</strong></td>
<td>$1,301</td>
<td>$0</td>
<td>(1,301)</td>
<td></td>
</tr>
<tr>
<td><strong>Operating Income (Loss) After Use of Reserves</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

The Authority's 2021-22 revenue plan considers expected customer fare revenue, transit revenue generated through route subsidy agreements with community partners, lease and parking revenue, governmental subsidies, and mortgage recording tax revenue. All revenue sources have been greatly impacted by the COVID-19 pandemic and those effects have been reflected throughout the revenue plan. The budgeted operating revenue for 2021-22 is $11 million, a decrease of $7.4 million compared to the prior year budget plan.

Non-Operating Revenues (subsidies) are the largest revenue category of the Authority and are expected to support approximately 85% of the total operating expenses for 2021-22. Non-Operating revenue sources consist of Federal Operating Assistance, New York State Operating Assistance, Local Assistance from each member county, and the sale of capital assets. The budgeted non-operating revenue for 2021-22 is $66.8 million, an increase of $10.1 million compared to the 2020-21 year budget plan. The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) has provided the Authority with the funding and the ability to meet operating revenue shortfalls for 2021-22.

The Authority's operating spending plan for 2021-22 was developed with the key concept of providing our customers with high quality service which is safe, convenient, and reliable while limiting cost increases whenever possible. The budgeted operating expenses for 2021-22 are $80 million, an increase of $1.3 million compared to the prior year budget plan.
## CONSOLIDATED 2021-22 OPERATING BUDGET

### ($ Thousands)

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2019-20 ACTUALS</th>
<th>2020-21 BUDGET</th>
<th>2020-21 PROJECTION</th>
<th>2021-22 BUDGET</th>
<th>VARIANCE 2020-21 PROJECTION</th>
<th>VARIANCE 2020-21 BUDGET</th>
<th>% BUDGET CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular Line Passenger Revenue</td>
<td>$7,162</td>
<td>$7,606</td>
<td>$2,587</td>
<td>$3,553</td>
<td>$976</td>
<td>($4,043)</td>
<td>-53.2%</td>
</tr>
<tr>
<td>Special Line Passenger Revenue</td>
<td>7,689</td>
<td>8,616</td>
<td>4,548</td>
<td>5,926</td>
<td>1,378</td>
<td>(2,690)</td>
<td>-31.2%</td>
</tr>
<tr>
<td>Advertising &amp; Other Revenue</td>
<td>2,670</td>
<td>2,202</td>
<td>1,591</td>
<td>1,480</td>
<td>(131)</td>
<td>(742)</td>
<td>-33.7%</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>16,921</strong></td>
<td><strong>18,424</strong></td>
<td><strong>8,726</strong></td>
<td><strong>10,949</strong></td>
<td><strong>2,223</strong></td>
<td><strong>(7,725)</strong></td>
<td><strong>-40.6%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2019-20 ACTUALS</th>
<th>2020-21 BUDGET</th>
<th>2020-21 PROJECTION</th>
<th>2021-22 BUDGET</th>
<th>VARIANCE 2020-21 PROJECTION</th>
<th>VARIANCE 2020-21 BUDGET</th>
<th>% BUDGET CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>32,110</td>
<td>33,470</td>
<td>31,300</td>
<td>33,984</td>
<td>2,684</td>
<td>514</td>
<td>1.5%</td>
</tr>
<tr>
<td>Other Employee Benefits &amp; Payroll Taxes</td>
<td>3,416</td>
<td>3,541</td>
<td>3,616</td>
<td>3,655</td>
<td>39</td>
<td>114</td>
<td>3.2%</td>
</tr>
<tr>
<td>Healthcare Benefits</td>
<td>13,539</td>
<td>14,665</td>
<td>13,580</td>
<td>14,989</td>
<td>1,409</td>
<td>324</td>
<td>2.2%</td>
</tr>
<tr>
<td>Pension Benefits</td>
<td>3,608</td>
<td>4,004</td>
<td>5,889</td>
<td>5,946</td>
<td>57</td>
<td>1,942</td>
<td>48.5%</td>
</tr>
<tr>
<td>Workers Compensation</td>
<td>3,573</td>
<td>4,212</td>
<td>3,008</td>
<td>3,039</td>
<td>31</td>
<td>(1173)</td>
<td>-27.8%</td>
</tr>
<tr>
<td>Risk Management</td>
<td>1,681</td>
<td>1,910</td>
<td>2,425</td>
<td>2,661</td>
<td>236</td>
<td>751</td>
<td>39.3%</td>
</tr>
<tr>
<td>Purchased Transportation</td>
<td>3,365</td>
<td>4,197</td>
<td>2,333</td>
<td>2,962</td>
<td>629</td>
<td>(1,233)</td>
<td>-29.4%</td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>4,227</td>
<td>4,649</td>
<td>3,405</td>
<td>4,507</td>
<td>1,102</td>
<td>(142)</td>
<td>-3.1%</td>
</tr>
<tr>
<td>Services</td>
<td>4,747</td>
<td>5,353</td>
<td>4,638</td>
<td>6,046</td>
<td>1,348</td>
<td>693</td>
<td>12.9%</td>
</tr>
<tr>
<td>Fuel</td>
<td>889</td>
<td>1,700</td>
<td>1,144</td>
<td>1,376</td>
<td>232</td>
<td>(324)</td>
<td>-19.1%</td>
</tr>
<tr>
<td>Utilities</td>
<td>552</td>
<td>590</td>
<td>594</td>
<td>611</td>
<td>17</td>
<td>21</td>
<td>3.6%</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>274</td>
<td>375</td>
<td>221</td>
<td>215</td>
<td>(6)</td>
<td>(160)</td>
<td>-42.7%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>72,081</strong></td>
<td><strong>78,666</strong></td>
<td><strong>72,213</strong></td>
<td><strong>79,991</strong></td>
<td><strong>7,778</strong></td>
<td><strong>1,325</strong></td>
<td><strong>1.7%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-Operating Revenue</th>
<th>2019-20 ACTUALS</th>
<th>2020-21 BUDGET</th>
<th>2020-21 PROJECTION</th>
<th>2021-22 BUDGET</th>
<th>VARIANCE 2020-21 PROJECTION</th>
<th>VARIANCE 2020-21 BUDGET</th>
<th>% BUDGET CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistance and Other Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Assistance</td>
<td>10,352</td>
<td>9,713</td>
<td>25,667</td>
<td>23,858</td>
<td>(1,819)</td>
<td>14,155</td>
<td>145.7%</td>
</tr>
<tr>
<td>State Assistance</td>
<td>37,874</td>
<td>39,518</td>
<td>32,316</td>
<td>35,116</td>
<td>2,800</td>
<td>(4,402)</td>
<td>-11.1%</td>
</tr>
<tr>
<td>Local Assistance</td>
<td>3,229</td>
<td>3,193</td>
<td>2,554</td>
<td>2,908</td>
<td>354</td>
<td>(286)</td>
<td>-9.9%</td>
</tr>
<tr>
<td>Mortgage Tax Revenue</td>
<td>6,321</td>
<td>6,442</td>
<td>6,765</td>
<td>7,100</td>
<td>(1,665)</td>
<td>655</td>
<td>10.2%</td>
</tr>
<tr>
<td>Gain/Loss on Disposal of Capital</td>
<td>42</td>
<td>75</td>
<td>50</td>
<td>50</td>
<td>0</td>
<td>25</td>
<td>-33.3%</td>
</tr>
<tr>
<td><strong>Total Assistance and Other Revenue</strong></td>
<td><strong>68,418</strong></td>
<td><strong>68,941</strong></td>
<td><strong>69,322</strong></td>
<td><strong>69,042</strong></td>
<td><strong>(200)</strong></td>
<td><strong>16,101</strong></td>
<td><strong>17.1%</strong></td>
</tr>
</tbody>
</table>

**Operating Income (Loss) Before Reserves** | $3,258 | ($1301) | $5,845 | $0 | $(5,845) | $(1301) |

**Use of Operating Reserves** | $0 | $1,301 | $0 | $0 | $0 | $0 |

**Operating Income (Loss) After Use of Reserves** | $3,258 | $0 | $5,845 | $0 | $(5,845) | $1301 |
REVENUE ASSUMPTIONS

Operating Revenue

Regular Line Revenue
The budgeted regular line passenger revenue for 2021-22 is $3.6 million, representing a decrease of 53% from the prior year budget plan, but is an increase of 38% compared to the 2020-21 revised fiscal year end projections. Regular line passenger revenue is driven primarily by fares and the sale of various fare media offered to our riders depending on their needs. The COVID-19 pandemic has had a significant impact on ridership, and although the Authority expects ridership to continue to turn over the next year, it does not expect that ridership will return to pre-COVID-19 levels. Ridership revenue associated with the functionality of the Great New York State Fair, caused by the COVID-19 pandemic, has also been considered in the 2021-22 passenger revenue budget.

Special Line Revenue
The Authority’s revenue generated by subsidy agreements with community partners is budgeted at $5.9 million for 2021-22, representing a decrease of 31% from the prior year budget plan; however, an increase of 30% compared to the 2020-21 revised fiscal year end projections. The service request of our community partners has been considered as well as the impacts of the COVID-19 pandemic and how it may continue to influence service needs into the coming years. Uncertainty caused by the COVID-19 pandemic and the functionality of the Great New York State Fair has also contributed to the variance in the expected revenue for 2021-22.
Advertising & Other Revenue
The advertising and other revenue for 2021-22 is $1.5 million, representing a decrease of $34% from the prior year budget plan, and an 8% decrease from the 2020-21 revised fiscal year end projections. Parking Revenue at both the Regional Transportation Center and at the Rt. 81 parking lot, tenant vacancy, and a budgeted decrease in transit advertising revenue, which have all been affected by the COVID-19 pandemic, are all driving factors for the budgeted decrease in revenues.

Non-Operating Revenue

Non-Operating Revenue

- Local Assistance: 4%
- Mortgage Tax Revenue: 10%
- Gain/Loss on Disposal of Capital: 0%
- Federal Assistance: 35%
- State Assistance: 51%
Federal Assistance
Federal Assistance for 2021-22 is budgeted at $23.9 million, representing an increase of $14.2 million from the prior year budget plan, and a $1.8 million decrease from the 2020-21 revised fiscal year end projections. The additional funding provided through the CARES Act, CRSSA, and the American Rescue Plan Act (ARPA) have played an integral role in the Authority's ability to present a balanced budget. Federal CMAQ funds are also included in the 2021-22 budget, which will support the Authority's plans for expansion of service.

State Assistance
The anticipated State Assistance for 2021-22 is $35.1 million, representing a decrease of $4.4 million from the prior year budget plan, and a $2.8 million increase from the 2020-21 revised fiscal year end projections. Reductions in the annual STOA allocation is a direct result of the negative impacts that COVID-19 has had on New York State. The Authority's 2021-22 anticipated budgeted STOA allocation is a decrease of approximately 9% compared to the 2020-21 budgeted state allocation of STOA.
**Local Assistance**
The local assistance budgeted for 2021-22 is $2.9 million, representing a decrease of $0.3 million from the prior year budget plan, while the 2020-21 revised fiscal year end projections present a 20% reduction in the County 18b match to STOA. The 2021-22 budget assumes a 9% reduction in the County 18b match to STOA.

**Mortgage Recording Tax Revenue**
Mortgage Recording Tax (MRT) revenue is anticipated to be $7.1 million, representing an increase of $0.7 million from the prior year budget plan. The Authority experienced record breaking MRT levels in 2020-21 because of commercial development, and the legislation that was developed to prohibit the exemption of MRT for IDAs in Onondaga County. Mortgage Recording Tax is the only revenue source that has not been affected by the COVID-19 pandemic. All four counties have continued to perform over the 2020-21 and the 2019-20 actuals.
EXPENSE ASSUMPTIONS

Salaries and Wages
The budgeted salaries and wages expense for 2021-22 is $34 million, representing an increase of 1.5% from the prior year budget plan. The budget increase was driven by organizational changes due to the new employee incentive program, the proposed union wage increase, NYS Fair service, annual COLA increase, as well as all departments being fully staffed and operational in 2021-22.

Other Employee Benefits & Payroll Taxes
Other employee benefits and payroll taxes are largely impacted by the number of employees employed by the Authority during the fiscal year. The budgeted expense for other employee benefit and payroll tax for 2021-22 is $3.7 million, representing an increase of 3% from the prior year budget plan. The Authority has experienced higher than normal unemployment benefit expenses due to the impact of COVID-19 and expects this trend to continue into 2021-22.

Healthcare Benefits
The Authority anticipates that healthcare costs will continue to be affected by COVID-19 in 2021-22. Considering all known impacts, including increases to healthcare plans, prescription drug cost, and dental coverage, the 2021-22 healthcare benefit budget is $14.9 million, representing an increase of 2% from the prior year budget plan.
Pension Benefits
The budgeted pension benefit expenses for 2021-22 is $5.9 million, representing an increase of 1% from the 2020-21 revised fiscal year end projections. The Authority sponsors four benefit plans, providing pension benefits for various groups of employees among its subsidiary companies. The budget takes into consideration the rules of each plan, and the Authority’s annual actuarial recommendation for maximum contributions to ensure all plans are appropriately funded.

Workers Compensation
The collaboration between internal staff and external risk managers has afforded the rigorous management of claims, promotion of safety in the workplace, and successful management of light and modified duty programs. These measures have resulted in a favorable impact on the Authority’s budget. The budgeted worker compensation expenses for 2021-22 is $3 million, representing a decrease of 28% from the prior year budget plan, and an increase of 7% from the FY2021 revised projections. The 2021-22 budget assumes more exposure to worker compensation claims as employees receive the COVID-19 vaccine, and in-office staffing levels return to pre-COVID-19 levels.

Risk Management
The budgeted risk management expenses for 2021-22 is $2.7 million, representing an increase of 39% from the prior year budget plan; however, in line with the 2020-21 revised fiscal year end projections. The significant increase is due to higher industry costs for liability insurance premiums.

Purchased Transportation
The Authority contracts third party vendors to assist with the paratransit program, providing transportation for people with disabilities who are unable to ride Cento transit buses. The budgeted purchased transportation expense for 2021-22 is $3.0 million, representing a decrease of 29% from the prior year budget plan. The COVID-19 pandemic has significantly impacted ridership, and these ridership trends are believed to also affect ridership in 2021-22.

Materials & Supplies
Materials and supplies include bus parts, fluids, lubricants, supplies to maintain the facilities, to operate the New York State Fair, and to combat the COVID-19 virus, as well as various other supplies. The Authority anticipates a 2021-22 budgeted materials and supplies expense of $4.5 million, representing a decrease of 3% from the prior year budget plan. The budget assumes annual cost increases of regularly purchased supplies, continued purchases of PPE supplies to combat the COVID-19 virus, and organizational needs for computer hardware.

Services
Services include expenses related to contracted and one-time service requests. Contracted services include legal, audit, pension, marketing, maintenance services for various building systems, vehicles, software, and custodial and security services. The budgeted service expense for 2021-22 is $4.7 million, representing an increase of 12.9% from the prior year budget plan. The 2021-22 budget includes an increased marketing budget to highlight bus service expansion, and the 50th anniversary of the Authority.
Fuel
The Authority's fleet is comprised of vehicles that operate using gasoline, diesel, and compress natural gas (CNG). The budget is based on historical usage and anticipated future pricing. Fuel costs are budgeted at $1.3 million for 2021-22, representing an increase of approximately 20% from 2020-21 revised projections, and a decrease of 19% from the prior year budget plan.

On December 27, 2020, the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA), which included a five-year extension of the Alternative Fuel Credit, was enacted. The extension of the Alternative Fuel Credit has significantly affected the fuel budget for 2021-22 and will in future years. The Authority's fleet is comprised of 55% CNG vehicles, which will result in an approximate $450 thousand CNG Fuel Tax Credit annually.

Other Expenses
Other expenses are budgeted at $215 thousand, representing a decrease of 3% from the 2020-21 revised projections. The variance is mostly associated with the Authority staff's ability to travel for training and conferences. The Authority is hopeful that training opportunities will resume to some level during the 2021-22. Revised projections reflect a reduced travel expense caused by the impacts of COVID-19.
All of the above employees are funded from the operating budgets of the CNYTRA and its subsidiary operating companies, which means that wages are funded with a combination of fees charged for mass transit services, miscellaneous income, Federal, State, Local transit Operating Assistance, and CNYRTA funds. The above totals include all employees of the CNYRTA and each of its subsidiary public benefit corporations.

*Note: Projected 2020-21 does not include NYS Fair employees due to cancellation of the NYS Fair. Final Budget assumes staffing NYS Fair in 2021.*
OPERATING BUDGET PROJECTIONS

Sound fiscal management practice and regulation for public authorities requires the development of a multi-year budget projection to alert the Authority’s Board of Members, customers, and Federal and State members of future challenges and opportunities that may affect the Authority’s ability to meet its mission and vision. The Authority updates fiscal projections to maintain its relevance in the event of economic impacts and changes in necessary funding levels of critical governmental subsidies.

It is critical to understand the uncertainties inherent in any projections. The Multi-Year Operating Budget Projection takes into consideration anticipated expense increases, and known facts regarding estimated revenue, historical trends and educated predictions.
## MULTI-YEAR OPERATING BUDGET PROJECTIONS

($ Thousands)

<table>
<thead>
<tr>
<th></th>
<th>2021-22 BUDGET</th>
<th>2022-23 PROJECTION</th>
<th>2023-24 PROJECTION</th>
<th>2024-25 PROJECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular Line Passenger Revenue</td>
<td>3,563</td>
<td>4,454</td>
<td>5,345</td>
<td>6,235</td>
</tr>
<tr>
<td>Special Line Passenger Revenue</td>
<td>5,926</td>
<td>6,015</td>
<td>6,105</td>
<td>6,197</td>
</tr>
<tr>
<td>Advertising &amp; Other Revenue</td>
<td>1,460</td>
<td>1,996</td>
<td>2,150</td>
<td>2,236</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>10,949</strong></td>
<td><strong>12,465</strong></td>
<td><strong>13,600</strong></td>
<td><strong>14,668</strong></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>33,984</td>
<td>34,664</td>
<td>35,357</td>
<td>36,064</td>
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<tr>
<td>Other Employee Benefits &amp; Payroll Taxes</td>
<td>3,655</td>
<td>3,728</td>
<td>3,803</td>
<td>3,878</td>
</tr>
<tr>
<td>Healthcare Benefits</td>
<td>14,989</td>
<td>15,738</td>
<td>16,525</td>
<td>17,351</td>
</tr>
<tr>
<td>Pension Benefits</td>
<td>5,946</td>
<td>6,124</td>
<td>6,308</td>
<td>6,497</td>
</tr>
<tr>
<td>Workers Compensation</td>
<td>3,039</td>
<td>3,100</td>
<td>3,162</td>
<td>3,225</td>
</tr>
<tr>
<td>Risk Management</td>
<td>2,661</td>
<td>2,741</td>
<td>2,823</td>
<td>2,908</td>
</tr>
<tr>
<td>Purchased Transportation</td>
<td>2,962</td>
<td>3,229</td>
<td>3,519</td>
<td>3,835</td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>4,507</td>
<td>4,642</td>
<td>4,781</td>
<td>4,925</td>
</tr>
<tr>
<td>Services</td>
<td>6,046</td>
<td>6,227</td>
<td>6,414</td>
<td>6,607</td>
</tr>
<tr>
<td>Fuel</td>
<td>1,376</td>
<td>1,404</td>
<td>1,432</td>
<td>1,460</td>
</tr>
<tr>
<td>Utilities</td>
<td>611</td>
<td>629</td>
<td>648</td>
<td>668</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>215</td>
<td>221</td>
<td>228</td>
<td>235</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>79,991</strong></td>
<td><strong>82,447</strong></td>
<td><strong>85,000</strong></td>
<td><strong>87,654</strong></td>
</tr>
<tr>
<td><strong>Non-Operating Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistance and Other Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Assistance</td>
<td>23,868</td>
<td>24,809</td>
<td>25,257</td>
<td>11,380</td>
</tr>
<tr>
<td>State Assistance</td>
<td>35,116</td>
<td>35,116</td>
<td>36,086</td>
<td>36,098</td>
</tr>
<tr>
<td>Local Assistance</td>
<td>2,908</td>
<td>2,908</td>
<td>2,908</td>
<td>2,908</td>
</tr>
<tr>
<td>Mortgage Tax Revenue</td>
<td>7,100</td>
<td>7,100</td>
<td>7,100</td>
<td>7,100</td>
</tr>
<tr>
<td>Gain/Loss on Disposal of Capital</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total Assistance and Other Revenue</strong></td>
<td><strong>69,042</strong></td>
<td><strong>69,983</strong></td>
<td><strong>71,401</strong></td>
<td><strong>57,536</strong></td>
</tr>
<tr>
<td><strong>Operating Income (Loss) Before Reserves</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td><strong>(15,450)</strong></td>
</tr>
</tbody>
</table>
FUNDING PROFILE - CAPITAL

Capital Funding Sources
The CNYRTA takes full advantage of capital grant programs from both federal and state sources; primarily those provided by the Federal Transit Administration (FTA) and NYSDOT. The current capital programs available to the CNYRTA are as follows:

Federal Programs
Section 5307 (The Urbanized Area Formula Funding Program) of Federal Transportation Law, which makes Federal resources available to urbanized areas and to Governors for transit capital, operating assistance, and for transportation related planning in urbanized areas. The Governor or Governor’s designee is the designated recipient for urbanized areas with a population between 50,000 and 200,000.

* Section 5307 – CMAQ (Congestion Mitigation and Air Quality Improvement Program) of Federal Transportation Law, which offers a flexible funding program to transit related activities. Eligible activities under CMAQ include transit system capital expansion and improvements that are projected to realize an increase in ridership; travel demand management strategies and shared ride services; pedestrian and bicycle facilities and promotional activities that encourage bicycle commuting.

Section 5339 (The Grants for Buses and Bus Facilities Program) of Federal Transportation Law, which makes Federal resources available to State and designated recipients to replace, rehabilitate and purchase buses and related equipment, construct bus-related facilities including technological changes or innovation to modify low or no emission vehicles or facilities.

Section 5311 (The Rural Area Formula Funding Program) of Federal Transportation Law, which makes Federal resources available, providing capital funds to States to support public transportation in rural areas with populations of less than 50,000. The CNYRTA receives these funds, which are administered by the NYSDOT for Centro of Oswego and Centro of Cayuga.

FTA, Federal Grant Programs fund 80% of project costs, while NYSDOT funds 10%, leaving the CNYRTA with a 10% match. The 10% CNYRTA match is funded through mortgage recording tax receipts.
* FTA, Federal Flexible Funding Program funds 80% of the project cost, while the CNYRTA funds 20% of the project cost.

**State Programs**

**State Dedicated Funds (SDF)** provide State resources for the improvement of transit systems to include the replacement of buses, facilities and garage modernization, transit related equipment (bus washers, service vehicles) and other federally eligible projects.

**Accelerated Transit Capital Funds (ATC)** provide State resources to upstate public transportation sponsors for capital projects that, in combination, have a minimum service life of no less than (10) years. Eligible projects include FTA activities, meeting the minimum service life threshold, including vehicle rehabilitation and/or replacement, fleet enhancement, deployment of modern technologies, passenger amenities and maintenance facilities.

**Modernization and Enhancement Program (MEP)** supplies State resources to capital projects that in combination, have a minimum service of no less than ten (10) years. Eligible activities include any Federal Transit Administration (FTA) activity, meeting the minimum service life threshold, including vehicle rehabilitation and/or replacement, fleet enhancement, deployment of innovative technologies and passenger amenities, and maintenance facilities.

State Grant Programs fund 100% of the project costs.
Capital Budget Overview

The Authority’s Capital Improvement Plan is a compilation of proposed capital investments needed to support and improve the infrastructure and operations of the Authority. Key components of the Capital Improvement Plan are to support and improve the Authority’s vehicles, facilities, equipment, and service; thereby allowing the CNYRTA the ability to strive for financial stability, improved service and customer experience, and increased ridership, while modernizing infrastructure and technology in Onondaga, Oswego, Cayuga and Oneida counties.

The Capital Improvement Plan is fiscally limited by the available funding sources. Management decisions about the priority of capital improvements take into consideration the level of Federal and State capital funding that is allocated to the Authority. In limited instances, capital improvements are funded 100% locally.

The CNYRTA plans to complete the following capital projects in fiscal year 2021-22. The projects listed are funded with a mix of Federal, State and Local funding that is shown on the capital budget:

Rolling Stock – Fixed Route Transit Buses

Replace Eight (8) 40ft Diesel Buses $4,240,000:

Replace eight (8) 2008/2009 Gillig diesel 40ft low floor heavy duty transit buses for the Syracuse service. The buses will have reached the end of their 12 year useful life as defined by the Federal Transit Administration. The new buses will be covered under warranty for one year, and will be less costly to maintain and more fuel efficient.
Replace Four (4) 35ft Diesel Buses $1,900,000:
Replace four (4) 2009 Gillig diesel 35ft low floor heavy duty transit buses for the Utica service. The buses will have reached the end of their 12 year useful life as defined by the Federal Transit Administration. The new buses will be covered under warranty for one year, and will be less costly to maintain and more fuel efficient.

Rolling Stock – Paratransit Buses
Replace Eight (8) Call-A-Bus Vehicles $640,000:
Replace eight (8) Call-A-Bus vans in Syracuse that have reached the end of their five year 100,000-mile life as defined by the Federal Transit Administration. The new vehicles, which will be covered under warranty for their 5 year life, will be less costly to maintain, thereby reducing operating costs.

Facilities
Rehabilitation of the Compressed Natural Gas (CNG) Fueling Station $3,000,000:
The current station was completed in 1997 and is 23 years old. The project will replace the facility equipment (engines, compressors, controls, dispensers, etc.) with new equipment. The Centro fleet is 75% CNG and the service requires a reliable fueling system to keep that service on the road for our customers.

Maintenance Facility Improvement Projects $970,000:
Repave the lots and drive lanes at the Centro of Oswego and Centro of Cayuga facilities. Install emergency backup generators at the Centro of Oswego and Centro of Cayuga garages. Repair and install new trench drains in the Syracuse garage. Repair and install new tank tops for the bulk fluid storage tanks at the Syracuse garage. Install replacement combustible gas detectors at the Syracuse garage.
Fare Collection System
Purchase a Contactless Fare Collection System
$784,000:
Providing an option for our customers to pay their fare or validate a pass or ticket without physically touching a farebox will help improve social distancing and reduce the potential spread of COVID-19. It will improve safety for our drivers with reduced interaction with fare collection and the farebox. The new system will also provide real-time fare collection data that can be used for analyzing routes and stops to direct service where needed and for potential growth of service.

Computer Hardware and Software
Purchase Replacement Maintenance System Software and Hardware $500,000:
The current AS/400 Maintenance Software system has been in use for over 30 years. The system is custom software that is difficult to maintain and update. The new system will meet current Microsoft standards and will allow for use with current computer hardware. The new system will allow for greater flexibility and improved reporting of maintenance work orders, vehicle preventive maintenance, parts inventory and maintenance history.

Support Vehicles
Replace Several Supervisory and Service Vehicles
$260,000:
Replace eight (8) supervisory vehicles and service trucks that have reached the end of their useful life of 4 years or 80,000 miles as defined by the Federal Transit Administration. Vehicles are for the Syracuse and Utica locations.

Other Projects
Purchase Replacement Bus Passenger Waiting Shelters
$100,000:
Bus Passenger Waiting Shelters need to be replaced over time due to wear and tear and damage. Also, new shelter locations are identified when necessary. These funds will purchase ten (10) to fifteen (15) shelters to be constructed at various locations.
# CONSOLIDATED 2021-22 CAPITAL BUDGET

($) Thousands

## ONONDAGA COUNTY PROJECTS

<table>
<thead>
<tr>
<th>Project</th>
<th>Grant</th>
<th>Federal</th>
<th>State</th>
<th>Local</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Improvement</td>
<td>Federal 5311</td>
<td>$160</td>
<td>$20</td>
<td>$20</td>
<td>$200</td>
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<tr>
<td>Building - Facility Upgrades/Repairs</td>
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<td>Equipment - Facility</td>
<td>Federal 5311</td>
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<td>30</td>
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<td>300</td>
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<td>Office Equipment - Computer Hardware/Software</td>
<td>5311 CARES ACT</td>
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<tr>
<td>Office Equipment - Computer Hardware/Software</td>
<td>Federal 5307</td>
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<td>50</td>
<td>50</td>
<td>506</td>
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<tr>
<td>System - Fare Collection System</td>
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<tr>
<td>Rolling Stock - Fixed Route Buses</td>
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<td>216</td>
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<td>Rolling Stock - Paratransit</td>
<td>Federal 5307</td>
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<td>64</td>
<td>640</td>
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<tr>
<td>Service Vehicles - Supervisory</td>
<td>Federal 5307</td>
<td>91</td>
<td>12</td>
<td>12</td>
<td>115</td>
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<tr>
<td>Shelters &amp; Signs</td>
<td>Federal 5307</td>
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<td>10</td>
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<tr>
<td><strong>Total Capital Projects Onondaga</strong></td>
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<td><strong>$5,561</strong></td>
<td><strong>$508</strong></td>
<td><strong>$11,161</strong></td>
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</table>

## ONEIDA COUNTY PROJECTS

<table>
<thead>
<tr>
<th>Project</th>
<th>Grant</th>
<th>Federal</th>
<th>State</th>
<th>Local</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rolling Stock - Fixed Route Buses</td>
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<td>$190</td>
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<td>Service Vehicles - Service Trucks</td>
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<tr>
<td>Service Vehicles - Supervisory</td>
<td>Federal 5339</td>
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<td><strong>Total Capital Projects Oneida</strong></td>
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<td><strong>$199</strong></td>
<td><strong>$1,990</strong></td>
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## UNFUNDED FY 2021-22 PROJECTS

<table>
<thead>
<tr>
<th>Project</th>
<th>Federal</th>
<th>State</th>
<th>Local</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building - Facility Upgrade - RTC</td>
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<td>$0</td>
<td>$1,555</td>
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<tr>
<td>Building - Facility Upgrade - Syracuse</td>
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<td>1,365</td>
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<tr>
<td>Building - Facility Upgrade - Oswego &amp; Cayuga</td>
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<td>Building - Facility Upgrade - Oneida</td>
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<tr>
<td>Equipment - Facility - Syracuse</td>
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<tr>
<td>Equipment - Facility - Oswego &amp; Cayuga</td>
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<td>33</td>
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<td>33</td>
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<tr>
<td>Equipment - Facility - Oneida</td>
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<td>70</td>
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<tr>
<td>Service Vehicles - Syracuse</td>
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<td>150</td>
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<tr>
<td><strong>Total Unfunded Capital Projects</strong></td>
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<td><strong>$3,997</strong></td>
<td><strong>$0</strong></td>
<td><strong>$3,997</strong></td>
</tr>
</tbody>
</table>

*Unfunded Capital Projects are contingent on the release of 100% State dedicated funds for 2021-22.*
MULTI-YEAR CAPITAL BUDGET PROJECTIONS

Planned asset replacement allows management to identify capital funding needs while: keeping operating costs predictable; maintaining the reliability of service; increasing energy efficiencies; and ensuring the safety of our customers and employees.

### MULTI-YEAR CAPITAL BUDGET PROJECTIONS

($ Thousands)

<table>
<thead>
<tr>
<th></th>
<th>2022-23 PROJECTION</th>
<th>2023-24 PROJECTION</th>
<th>2024-25 PROJECTION</th>
</tr>
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<tbody>
<tr>
<td>Funds Available for Capital Projects - Syracuse</td>
<td>$18,625</td>
<td>$9,093</td>
<td>$12,075</td>
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<tr>
<td>Building - Facility Upgrades</td>
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<tr>
<td>Office Equipment Computer Hardware/Software</td>
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</tr>
<tr>
<td>Rolling Stock - Fixed Route Buses</td>
<td>9,900</td>
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<td>41,350</td>
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<tr>
<td>Rolling Stock - Paratransit Buses</td>
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<td>0</td>
<td>935</td>
</tr>
<tr>
<td>Service Vehicles</td>
<td>221</td>
<td>46</td>
<td>69</td>
</tr>
<tr>
<td>Bus Shelters</td>
<td>0</td>
<td>100</td>
<td>0</td>
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<tr>
<td><strong>Total Capital Projects Syracuse</strong></td>
<td><strong>10,841</strong></td>
<td><strong>146</strong></td>
<td><strong>42,354</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Total Surplus/(Deficit) - Syracuse (100% Project Cost)</th>
<th>7,784</th>
<th>8,947</th>
<th>(30,279)</th>
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</thead>
<tbody>
<tr>
<td>Funds Available for Capital Projects - Oneida</td>
<td>5,575</td>
<td>72,112</td>
<td>8,591</td>
</tr>
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<td>Rolling Stock - Fixed Route Buses</td>
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<td>0</td>
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<tr>
<td>Rolling Stock - Paratransit Buses</td>
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</tr>
<tr>
<td>Service Vehicles</td>
<td>0</td>
<td>0</td>
<td>75</td>
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<tr>
<td><strong>Total of Capital Projects Oneida</strong></td>
<td><strong>0</strong></td>
<td><strong>320</strong></td>
<td><strong>9,100</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Surplus/(Deficit) - Oneida (100% Project Cost)</th>
<th>$5,575</th>
<th>$71,792</th>
<th>($509)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated Local Share (10%)</td>
<td>$637</td>
<td>$113</td>
<td>$260</td>
</tr>
<tr>
<td>Unfunded Capital Projects (100% SDF)</td>
<td>$1,740</td>
<td>$0</td>
<td>$15,000</td>
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