



2023-24 YEAR IN REVIEW
2024-25 COMPREHENSIVE STRATEGIC PLAN
2024-25 FINANCIAL PLAN

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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. CNYRTA deploys regular route, commuter, and paratransit service in Onondaga, Cayuga, Oswego, and Oneida counties with a population of nearly 902,000 people.

Our service features 5,000 bus stops, 200 passenger shelters, 3 transfer hubs, 3 surface parking areas, and a Regional Transportation Center. We operate a fleet of 240 revenue vehicles, from five maintenance facilities, with the largest being our full-service maintenance facility and administrative headquarters located in Onondaga County (Syracuse). CNYRTA operates service on 90 routes traveling more than 5.9m miles annually, providing approximately 2,500+ bus trips each weekday of regular service.

Our paratransit program provided over 200,000 rides last year for people who cannot use our regular route system. Until the onset of the COVID-19 pandemic in March of 2020, we had seen consistent ridership increases. Call-A-Bus is nearing pre-pandemic ridership levels and continues to see a steady increase in ridership month over month.

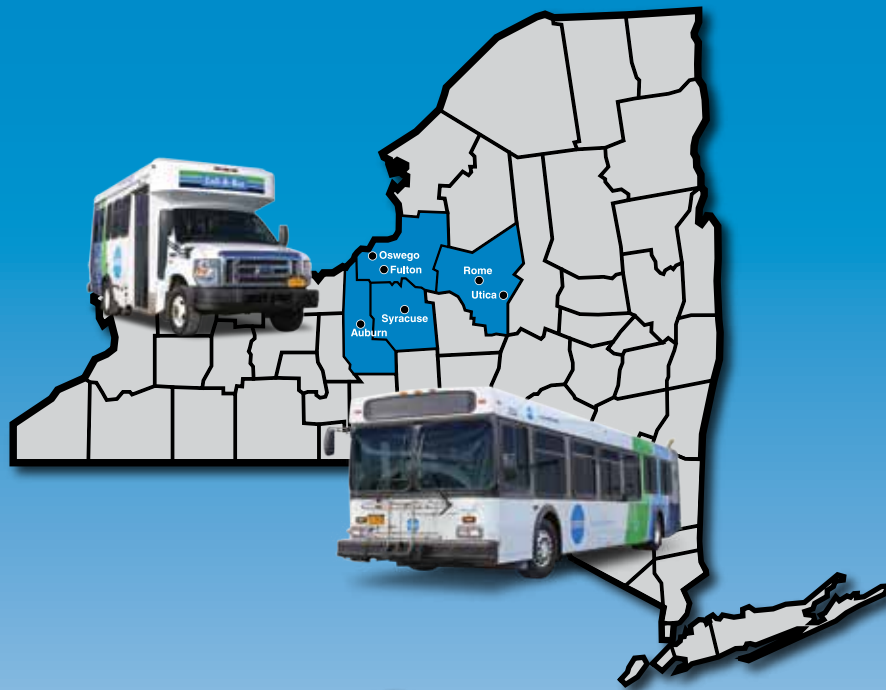
Since our formation in 1970, and the first day of publicly operated bus service in the Syracuse area on January 17, 1972, CNYRTA has made Central New York a better place in which to live and work. CNYRTA is a responsible citizen and a valued part of the public infrastructure of the region through its continuous efforts, which include:

- Providing paratransit services in full compliance with the Americans with Disabilities Act of 1990 (ADA).
- Providing specialized services to the New York State Fair, and to and on the campuses of Syracuse University, Oswego State University, Onondaga Community College, and Cayuga Community College.
- Participation in dozens of events, services, and educational programs held throughout the year.
- Committing to cleaner air via its extensive fleet of clean-fueled compressed natural gas buses and clean diesel buses.
- Partnering 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.*



www.centro.org

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 seen an evolution of the Authority from a bus company to an organization providing different types of transportation solutions. We believe that in order for our communities to prosper, transportation has to be a key element. For more than 50 years, we've been synonymous with traditional bus services that our communities have relied on. Over the years we've utilized those services to meet the needs of individuals with disabilities, seniors, shoppers, state fair and concertgoers, and students, among others.

This past year we began two different types of mobility services: On-Demand microtransit and bike and scooter share. In the summer of 2023, we contracted with Veo Bike Share to expand the city of Syracuse's existing program to Onondaga Community College. This provided a new way for students to get to and around the OCC campus. Tens of thousands of rides were taken in the first few months after the bikes and scooters became available.

In March, Centro debuted MOVE, its new microtransit service in the city of Rome. MOVE is a bus service that customers can order with an app or by phone and have a bus show up and take them where they want to go. And it's a service that people can afford - just \$4 each way compared to more expensive taxis or transportation network companies like Lyft or Uber. The initial feedback from customers has been outstanding, with the service earning nothing but 5-star reviews.

The success of these programs makes them candidates for expansion. We'd like to bring these new transportation options to all of the areas we serve. They help fill transportation gaps in our communities.

We've also taken another step toward making riding easier. Mobile ticketing is now available on our buses. Customers can buy their passes on their smartphones and simply scan the phone on the farebox to pay their fare. The number of riders using mobile ticketing is going up every day.

In coming years, we expect to debut Bus Rapid Transit (BRT) in Syracuse. We've recently taken a fresh look at the original proposed corridors from Eastwood to OCC and from DestinyUSA to the University Hill. We've decided to add another BRT line along South Salina Street. The target for rollout of all of these in 2026-27.

More service and more creature comforts for our customers – we're working hard to improve the options available to those who want and need to use Centro. We thank our riders and stakeholders for supporting public transportation.



Nicholas F. Laino
Chairman

A handwritten signature in black ink, appearing to read "Nicholas F. Laino".



Christopher Tuff
Deputy Chief Executive Officer

A handwritten signature in black ink, appearing to read "Chris Tuff".

Organizational Overview





Nicholas F. Laino
Chairman
Oneida County



Darlene DeRosa Lattimore
Secretary
Cayuga County



Robert F. Cuculich
Vice Chairman
Onondaga County



Neil Burke
Member
City of Syracuse



Tina M. Fitzgerald
Treasurer
Onondaga County

Central New York Regional Transportation Authority 2023-24 Board of Members



Monty Flynn
Member
Oswego County



Anthony Q. Davis, Sr.
Member
City of Syracuse



Julius L. Lawrence Jr.
Member
City of Syracuse



Joseph A. Hardick
Member
Onondaga County



Louella Williams
Member
Onondaga County



Francis S. Saya III
Non-Voting Member
ATU Business Agent



@GoCentroBus

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 Authority is governed by a Board of Members, currently made up of thirteen positions including one non-voting member representing 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 all have 1 seat each, the City of Rome and the Bargaining unit also have 1 seat each.

The Board of 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. The Board of Members elect Officers of the Board (Chairperson, Vice-Chairperson, Secretary, and Treasurer).

The Board of Members are not compensated but are entitled to reimbursement for necessary and actual expenses incurred in the performance of official duties.

The Board of Members schedule at least one meeting each month, generally on the 4th Friday, which is open to the public. All public meetings are recorded and streamed live for viewing on the Authority'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.

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

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 these are powered by compressed natural gas (“CNG”) and another 15 are diesel. CNY Centro is by far the largest Centro subsidiary, performing the broad spectrum of operational and support services for all subsidiaries, such as heavy vehicle maintenance, technical route planning, scheduling, training, accounting, procurement, grant administration, payroll, all human resources and benefits 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 25 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 28 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 14 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.

The Year In Review 2023-24



Centro Continues Its Mission to Reshape Public Transit Systems

In 2023-24, Centro continued its mission of reshaping its public transit systems and diversifying transit options for its customers by looking at more effective ways to serve the communities in the Centro bus system.

"Over the past year we made a considerable effort to reach out to both existing customers, as well as those that don't currently use our system, to see what transportation options and bus routes might be of interest in the future," said Centro Deputy Chief Executive Officer, Christopher Tuff. "There's a growing demand in Central New York to provide transportation options to employment centers across our communities. With major projects like I-81 and Micron in full swing, Centro needs to take an active role in ensuring that transportation is a key part of the conversations taking place with local decision makers."

In addition to evaluating the efficiencies of bus routes serving downtown employment centers served by its transit hubs, Centro launched its microtransit transportation service (MOVE) in Rome and expanded its bike/scooter-share services within Onondaga County.

"Our desire to be more than just a bus company in Central New York is evident as a result of these initiatives. We want to be recognized as the solution for individuals looking for non-traditional transportation options," said Tuff.

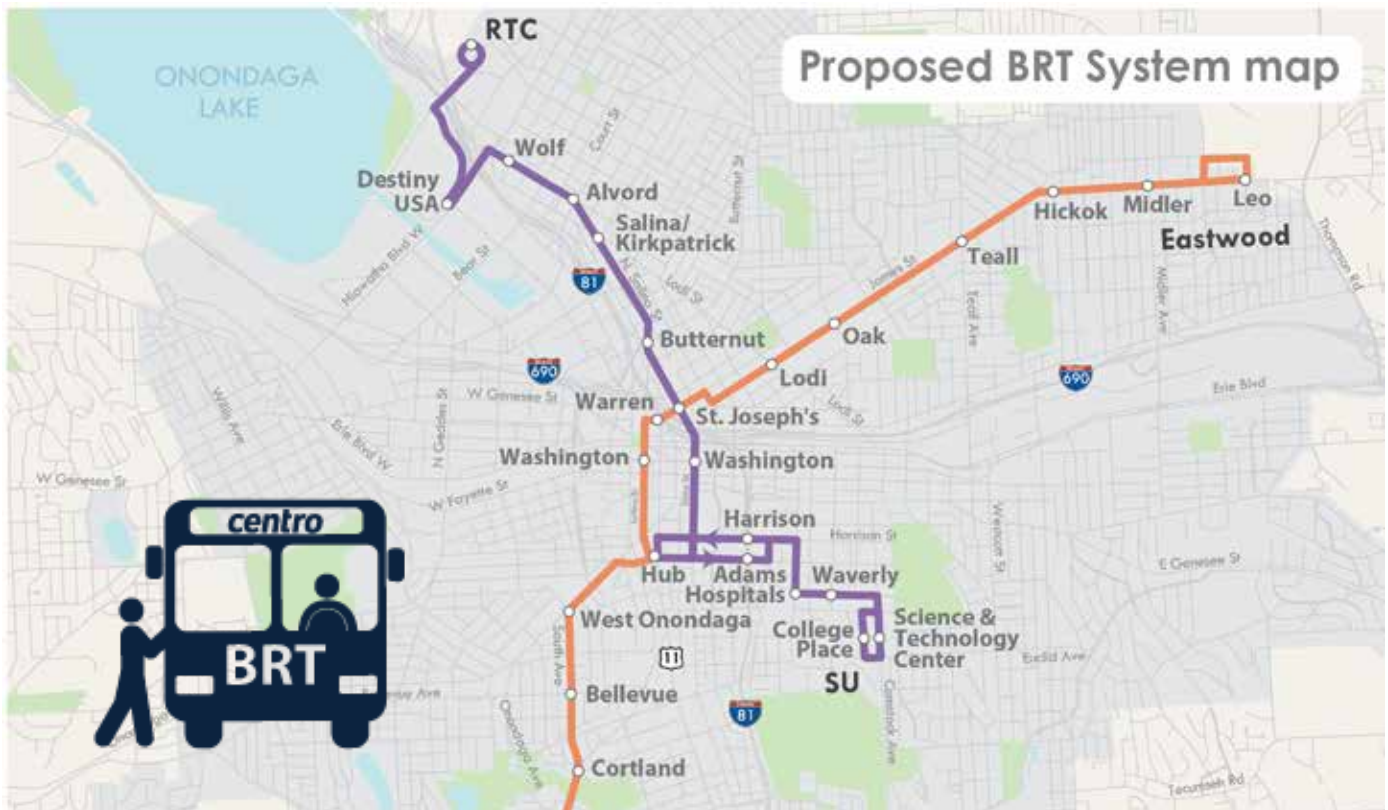
Here's an update on Centro's current mobility initiatives.

Exploring Tomorrow's Transit

In 2023-24, Centro continued its work with the Syracuse Metropolitan Transportation Council on a public engagement effort to explore the future of transit in Onondaga County. The effort, known as Exploring Tomorrow's Transit (ETT), included a series of online video presentations, public surveys resulting in over 1,000 rider and non-rider responses, pop-up and tabling events, open houses, and community discussions.

Throughout the public engagement process, Centro learned that both existing and future bus riders desire higher frequency service. Providing more frequent, timely service on some routes despite the possibility of having to reduce service on other routes or eliminate some stops, was included in the ETT survey and a topic of conversation at the public meetings. "Not only are people excited about the potential of adding BRT in Syracuse," said Centro Senior Director of Planning and Capital Projects, Bren Daiss. "They're interested in learning more about adding additional modes of transportation such as bike/scooter-share and microtransit service."

The feedback received from its outreach initiatives will prove invaluable as Centro continues exploring ways to improve efficiencies throughout the region. "This feedback will be instrumental to Centro as we proceed with service planning and system redevelopment efforts for the future," said Daiss.



Bus Rapid Transit

To enhance the mobility needs of our communities and provide a high-level transit experience, Centro is developing a Bus Rapid Transit (BRT) network plan for its Syracuse service area. Using the Syracuse Metropolitan Transportation Council's (SMTC's) 2018 SMART 1 Study as a foundation, Centro has outlined a BRT network that will reach key destinations citywide while delivering an enhanced transit experience for many of the city's transit riders.

The goal of this effort is to advance the experience for transit riders by improving travel speeds and reliability, increasing frequency, offering all-day service to key destinations, and refining the customer experience via stops, information, and accessibility. In addition, the BRT network will further community goals by supporting the revitalization of downtown and corridor neighborhoods; improving access to employment centers, schools, and service locations; and contributing to the mission of making Syracuse a vibrant, inclusive, and prosperous city.

Currently, Centro is focusing its efforts on BRT – Mixed Traffic along two corridors recommended in a previous study – 9.8 miles along an Eastwood to OCC corridor, and 5.5 miles along a Destiny-USA to University Hill corridor, plus a third corridor identified by the public during outreach efforts – along South Salina Street from Centro's Hub to Valley Plaza.

The proposed routes will offer more efficient transportation paths in the community while helping move people faster – not only in those locations, but throughout Centro's entire service area.

The next steps in Centro's planning process are to complete preliminary and final designs for the BRT corridor while continuing community and stakeholder outreach efforts. The goal, with a phased-in approach, is to start BRT revenue service in late 2026.

MOVE Microtransit Service – Centro’s Flexible Option

In 2022, Centro identified a need to review the City of Rome’s transit network with the objective of increasing the efficiency of providing service to its customers. Its Rome transit system hadn’t changed in nearly 20 years and was ready for a transformation that would improve access, flexibility, and options for riders. The outcome was the launch of Centro’s new MOVE service – an innovative form of transportation that connects riders with other transit services using app-based technology. The service, which matches multiple riders headed in a similar direction into a single vehicle, allows for quick and efficient shared trips.

On March 4, 2024, Centro launched MOVE and a new simplified fixed route network in the City of Rome, representing the largest upgrade to the City’s public transit system in two decades, and resulting in more vehicles and more drivers serving the citizens of Rome than ever before.

“We are thrilled about the upgrade to our transit network in Rome. MOVE will provide a convenient transportation option for more residents of the Copper City,” said Centro Deputy Chief Executive Officer, Christopher Tuff. “Our new system also provides a larger coverage area with more buses and more bus operators to get our residents to where they need to go.”

The newly redesigned bus routes have increased frequency and efficiency for riders and were paid for in part by \$1 million from New York Governor Kathy Hochul’s Innovative Mobility Initiative.

“Public transit that is safe, accessible and affordable will help grow our economy, protect our environment and improve quality of life,” Governor Hochul said. “The improvements in Rome are part of our commitment to modernizing our transportation systems across New York



ABOVE: Centro customers, Liann Murphy of Rome and her traveling companion make the first MOVE ride request on launch day, March 4, 2024.

to give riders more options and better service, which helps our local communities prosper.”

The Innovative Mobility Initiative provides funding to expand service offerings and support riders who face barriers to accessing traditional transit by funding the creation of new transit alternatives or technological products. Centro’s redesigned service for Rome came after extensive studies of the existing service structure and engagement with riders, stakeholders, and drivers to get their feedback on how best to serve the area.

The resulting service enhancements maintain three fixed routes that will increase frequency from 45 minutes to 30 minutes and continue to serve the most popular locations: including Griffiss Airpark, Rome Health Hospital and the Erie Boulevard corridor that includes retail locations and Walmart. Additionally, the MOVE zone creates a larger service area expanding public transportation into more neighborhoods.



"The enhancements being made to Centro's bus service are a complete win-win situation, helping this large upstate transit agency better serve its customers while putting the City of Rome on a path toward a cleaner, more sustainable future," said State Department of Transportation Commissioner Marie Therese Dominguez.

Centro's MOVE vehicles are requested via an app or by phone, with vehicles picking up riders within specified times. Trips are shared by multiple riders requesting rides within the same timeframe, and fares are paid ahead of time via the app or in cash upon boarding the vehicle. The service, which operates using accessible transit vehicles that are smaller than fixed-route buses, allows for more efficient trips and point-to-point connections across Rome.

Mayor Jeffrey M. Lanigan said, "Investing in public transit is crucial for the well-being and connectivity of our communities. This grant will enable Centro to expand its service offerings and ensure that all riders, including those facing barriers, have equitable access to reliable transportation."

Though still in the initial stages of deployment, Centro has already seen a positive impact on Rome's transit system. The transition to MOVE not only provides more attractive options serving more destinations, but it maximizes service effectiveness and efficiency while minimizing impacts on current customers and encourages economic development by improving customer quality of life via direct access to jobs, shopping, and services.



ABOVE: State Department of Transportation (NYSDOT) Commissioner Marie Therese Dominguez, NYSDOT Regional Director, Linda Lubey, City of Rome Mayor, Jeffrey M. Lanigan, Centro Deputy CEO, Christopher Tuff, and Centro staff pose following the MOVE launch press event at the Rome Hub.

Bike/Scooter-Share

The demand for bike/scooter-share in the Central New York region continues to rise. To address the demand at a regional level, Centro contracted with Veo, a point-to-point bike/scooter-share provider. The goal has been to facilitate first and last mile connectivity to and from fixed-route bus lines by allowing riders to complete their ride at their desired destination, rather than having to end early because of municipal boundaries.

Since entering its contract with Veo, Centro has initiated partnerships with specific municipalities across Onondaga County to expand this micromobility service. The expansion includes the Onondaga Community College (OCC) campus, which means that individuals using Veo can travel from inside the city limits all the way to, and around, the OCC campus.

"We are excited to expand one of the most successful bike/scooter programs in the country to OCC," said

Centro Deputy Chief Executive Officer, Christopher Tuff. "OCC's leadership has been eager to have bikes and scooters on campus for their students and employees. This is the first step in our expansion, and we intend on bringing the bikes and scooters to new locations very soon," said Tuff.

Twenty of the familiar looking green bikes and scooters made their way on to the OCC campus, in addition to about 850 that are based within the city. Veo provides hundreds of rides per day within the city limits. It's a service the city of Syracuse started about a year ago and quickly became one of Veo's top programs in the country.



"We expect a lot of usage around and within the OCC campus," said Veo of Syracuse Operations Manager, Paul Colabufo. "Students can use the bikes and scooters to get to campus, the store, and some will use them to commute from the city of Syracuse."

Veo's bikes and scooters are not powered outside their coverage area, meaning users often must leave the vehicles when they cross the city borders.

"We wanted to expand the service area to make it usable for more individuals," said Tuff. "The City could not legally

expand beyond its borders, so we decided to partner with Veo to increase our community's mobility options."

An estimated 5,000 rides per month were taken in and around campus during the initial semester in Fall 2023. Spring of 2024 will see an expansion of the bike/scooter-share program eastward from the city of Syracuse. Riders will be able to rent a bike or scooter and ride to popular eastside destinations such as Walmart in East Syracuse, Wegmans in DeWitt, and the Jamesville DeWitt Public Library.



Service to Syracuse Hancock International Airport Now Boarding

On September 5, 2023, Centro began a trial service, featuring 13 daily round trips each weekday to Syracuse Hancock International Airport from its Syracuse Transit Hub. The service is part of a redesigned Sy 84 Mattydale bus route which operates 5am – 7:30pm weekdays. The first trip arrives at the airport at 5:32am and the last trip of the day leaves the airport around 7pm.

“There has been tremendous growth at the airport in recent years and we believe there is an increased need, especially among airport employees for consistent public transportation to and from the airport,” said Centro Vice President of Communications and Business Planning, Steven Koegel. “Service to the airport has been the most common request we’ve received over the years. Most recently, Syracuse Regional Airport Authority leadership has reached out for solutions to meet their growing demand for their employees. We were able to respond by altering an existing bus route without adding additional resources to our system.”

“We’re incredibly excited travelers and airport employees now have a convenient and affordable means of transportation

to our airport thanks to this new Centro bus service,” said Syracuse Regional Airport Authority Executive Director, Jason Terreri. “As a major economic engine for Central New York and beyond, increased connectivity to the airport via public transportation is a key component to enhancing the prosperity of the region we serve.”

More than 2,500 people are currently employed at the Syracuse Airport. Buses now operate exclusively along Route 11 between North Salina Street in Syracuse to Lawrence Road in North Syracuse, discontinuing deviations into neighborhoods where ridership has not recovered since the pandemic.

The new service to the airport picks up and drops off passengers near the Arrivals A area, which is adjacent to the Terminal A baggage claim.

Limited service to Syracuse Hancock International Airport is also available on Saturdays, and Centro's standard fares of \$1 for adults, \$.50 for seniors, children 6-9, and individuals with a disability, apply.

The trial service will be evaluated as a potential permanent service change in summer of 2024.



GoCentroBus App Now Offers Digital Ride Pass Option

In 2023 Centro launched a new digital fare payment system using its GoCentroBus mobile app, which offers riders the option of using the app to plan their trips and pay for their rides within Centro's four county service area.

The GoCentroBus app is free in the Apple App and Google Play stores. Once downloaded, riders can create an account and enter their credit/debit card information to purchase ride passes. When ready to ride, riders open their app to display a dynamic QR code that serves as their fare product. As riders board the bus, they simply scan their app's QR code on the new farebox validator screen. The GoCentroBus app also provides riders with the ability to:

- Access real-time bus location and predicted arrival information
- View current bus schedules
- Identify stops near rider locations
- Create customized trip plans
- Save favorite routes, stops, and trip plans
- View active delay, detour, and general information alerts
- Access current fare and pass information
- Connect with Centro using the Feedback portal

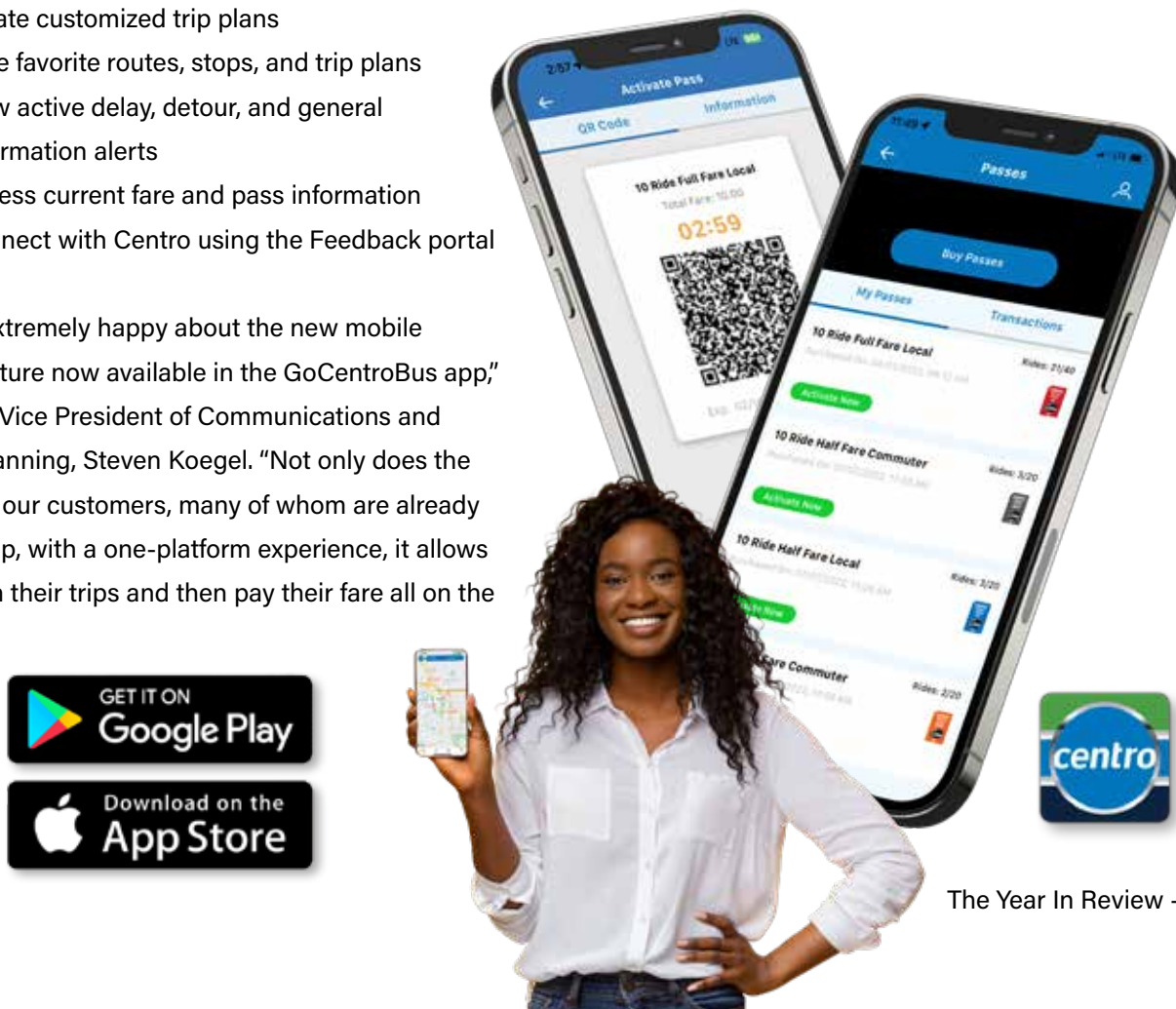
"Centro is extremely happy about the new mobile ticketing feature now available in the GoCentroBus app," said Centro Vice President of Communications and Business Planning, Steven Koegel. "Not only does the app provide our customers, many of whom are already using the app, with a one-platform experience, it allows them to plan their trips and then pay their fare all on the same app."

Mobile ticketing is rapidly becoming a popular choice for today's transit agencies. By placing the convenience and efficiency of instant pass purchasing and processing in the hands of our riders, we are providing a more positive customer experience.

Since 2016, Centro riders have relied on the GoCentroBus app to help plan their next trip and track their ride in real-time. Adding the ability to buy ride passes in 2023 is another big step towards giving riders everything they need in one application.

While Centro expects that most of its riders will find the new payment method to be the more convenient option, the agency will continue to accept cash in its fareboxes from riders who prefer that method of payment.

Additionally, the agency is exploring ways to integrate a tap to pay option on its fareboxes to offer riders another option to pay for their bus fare in the future.



Centro & City of Syracuse Partner to Offer Free Rides for Employees

In September 2023, Centro and the City of Syracuse formed a partnership to offer free bus rides to City of Syracuse employees.

Under the program, employees receive free rides which are fully subsidized and paid for by the city. The program not only supports the usefulness of public transportation but serves as a model for employers who provide similar benefits, such as free parking, to their employees that drive to work.

City of Syracuse employees may now ride Centro buses for free by showing a valid City Employee ID upon boarding. The free service applies to any bus line that services the City of Syracuse, including Centro's Auburn and Oswego commuter routes.



Show your City ID and ride for FREE!

**Program Effective:
Sept. 25, 2023**



Syracuse
New York

Centro's Travel Training Program Gaining Momentum



While it's no secret that transit systems can seem complicated and overwhelming to new customers, Centro offers a program that can help manage the angst some customers may encounter when attempting to use its service – its popular travel training program.

"Travel training is a way for Centro to help riders who may be having trouble understanding and navigating Centro's routes and schedules to feel more confident when using Centro's services," said Centro Vice President of Operations, Rahmin Azria. To date, the program has helped bridge the learning gap for new riders, especially seniors and persons with disabilities, looking to:

- Plan a trip
- Read route maps and schedules
- Locate nearby bus stops
- Purchase and use ride passes
- Obtain service updates
- Use the GoCentroBus mobile app

No matter how a travel training program is structured or conducted, the key to success depends on how well the program responds to community needs. "A successful travel training program needs to include a strong community outreach component. Centro has built

successful relationships within a number of local service providers, senior living facilities, social service agencies, and organizations that support people with disabilities, seniors, and international community members. Our partners have witnessed the benefits that individuals, agencies, and the community have received as a result of this program, which compels them to continue to refer people to our program," said Azria.

Since its inception in 2013, Centro's travel training program has grown immensely in popularity. To date, over 3,000 individuals have participated in the program with the goal of feeling comfortable and confident while using Centro's service to get to work, school, medical offices, the grocery store, and recreation sites – all on their own.

Centro's Travel Training Program is free-of-charge and is available to anyone located in Centro's four-county service area.

To learn more about Centro's Travel Training program or to schedule an appointment, email Centro at: cnyrta@centro.org or call (315) 442-3366.



Ridership On the Rebound

Ridership on Centro's bus services continues to grow. During the past 12 months, ridership jumped 10% from the previous year, surpassing 7,000,000 rides for the year. Significant increases were seen in Syracuse – Onondaga County (+12%) and the cities of Rome (+17%) and Oswego (+25%) as ridership increased in all service areas across the board.

Centro's paratransit Call-A-Bus services also reached all-time highs as more than 200,000 rides were provided during the past 12 months. Centro has been offering Call-A-Bus service for nearly half a century. It's the third consecutive year of ridership increases since the height of the COVID-19 Pandemic in 2020-21.

In addition, Centro also provided more than 25,000 rides during the initial year of its bike/scooter share program.



Workforce Shortages Continue to Challenge Transit Agencies

Centro is not alone when it comes to addressing shortages in its workforce. Coming up with potential solutions to address those shortages has been an ongoing challenge.

Over the last year, Centro took an aggressive approach to solving its problem by implementing changes to its recruiting, hiring, and training programs. In addition, it took a long, hard look at working conditions and policies as well as ways to build a better workplace culture and improve morale.

“Some of the most impactful initiatives at Centro have been in the areas of recruiting and hiring,” said Centro Vice President of Human Resources, Jacquelyn Musengo. “Over the past year we’ve focused on creating partnerships within the communities we serve in an effort to improve recruitment efforts, and we’ve modified our hiring processes, so we don’t lose potential hires to other opportunities.”

Through a series of discussions, surveys, and meetings Centro learned that the key obstacles preventing them from acquiring the workers it needs to effectively run service throughout its service areas center around pay rates and work schedules. So, the agency rolled up its sleeves and got to work finding solutions that would increase pay and provide better work-life schedules that would help attract and retain employees.

“Transit agencies are facing some pretty intense competition for workers,” said Musengo. In fact, a recent study conducted by the American Public Transportation Association revealed that applicants reject transit agencies’ employment offers 35% of the time — more

than twice the rate for jobs across all industries with many agencies reporting that more departing employees leave to take jobs outside the transit industry than those who retire or leave the workforce combined.

The pandemic also dramatically changed people’s priorities, especially among the younger generations. With a sizable percentage of the work force looking for better work-life balance, hours, and schedules – all of which are difficult to provide in transit operations – agencies like Centro must adapt to those needs to attract and retain employees.

“We’re doing everything we can,” said Musengo. “We increased the starting rate for our drivers, offer affordable health insurance and free dental coverage, implemented a set work schedule, provide extra money for employees working nights and weekends with plenty of available overtime opportunities, and increased our retirement match to a generous 8 percent.”

There are probably not many people within the Central New York area that have not seen or heard one of Centro’s TV, radio, or digital recruiting campaigns. Featuring Centro employees, they highlighted the recent changes the agency has made to its pay and benefit areas.

“Hopefully these changes will attract individuals who haven’t considered Centro as an employer option in the past,” said Musengo.

Individuals looking to build a career are encouraged to visit Centro’s website (www.centro.org) to learn more and apply online.



Welcome Centro's Newest Bus Drivers!

Throughout the past year, Centro welcomed 52 new drivers to its team. The 17 part-time and 35 full-time drivers who are currently on the road throughout Centro's four-county service area, graduated from one of Centro's four CDL training classes. Congratulations and welcome to the team!



The William F. Walsh Regional Transportation Center (RTC) Celebrates 25 Years

In August 2023, The William F. Walsh Regional Transportation Center (RTC) celebrated its 25th anniversary!

The William F. Walsh Regional Transportation Center (RTC) is Central New York's one-stop transportation center for intercity and local travel via Centro, Adirondack Trailways, Amtrak, and Greyhound. The RTC, which opened in 1998, serves the City of Syracuse and its neighbors, or approximately 153,000 people annually, by connecting customers to city landmarks such as NBT Bank Stadium (home of the Syracuse Mets) and Destiny USA shopping center. Frequent destinations to and from the RTC include Rochester, Niagara Falls, Boston, New York, Washington, D.C., and Philadelphia.

The RTC is open 24 hours a day, 7 days a week and parking is available in the paved parking lot located directly in front of the main entrance of the RTC. Happy 25th Anniversary RTC!

Upstate Mammography Van Stops at Centro Transit Hub

On April 19, 2023, the Upstate University Hospital Mammography Van rolled in to Bay A1 at Centro's Syracuse Transit Hub. Its mission was to provide a convenient location for women to get up to date with their mammograms.

"This event, which is the result of a partnership between Centro and Upstate, offers women a great option to get a mammogram in a location other than a hospital or breast screening center," said Centro Director of Marketing & Communications, Lynette Paduano. "Centro is happy to provide a space at its Transit Hub where women in our community can come and get screened for breast cancer."

The mobile van is equipped with a state-of-the-art 3D digital mammogram system, private exam room, dressing rooms, and a waiting room. It has the same state-of-the-art screening technology found in a clinic setting and all images are read by licensed radiologists.

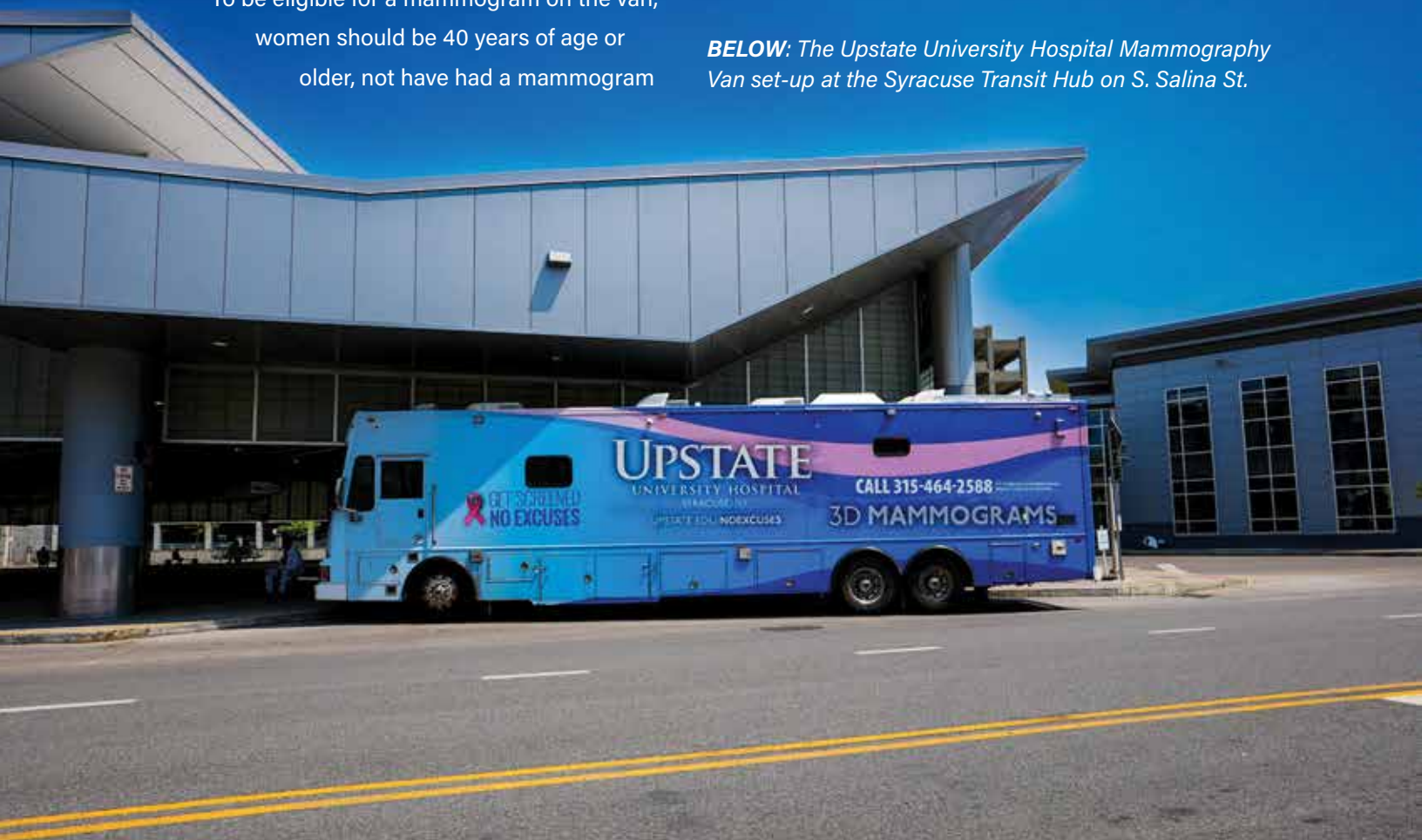
in the past 12 months, and not be experiencing any breast problems. Insurance is not needed.

The mobile mammography program was started through New York State's, "Get Screened, No Excuses" Breast Cancer Initiative, and continues with the support of Upstate University Hospital. The program aim is to get rid of obstacles to breast cancer screening for women in New York. The van is funded by Health Research Inc. and the State of New York and is a service of Upstate University Hospital.

"Breast cancer, which is one of the most common cancers in women, affects 1 in 8 women. It's also one of the most treatable cancers when detected early. Centro understands that mammograms are the most effective screening procedure for the early signs of breast cancer and we're happy to be a part of such an important community program," said Paduano.

To be eligible for a mammogram on the van, women should be 40 years of age or older, not have had a mammogram

BELOW: The Upstate University Hospital Mammography Van set-up at the Syracuse Transit Hub on S. Salina St.



Centro Partners with CNYSPCA & Second Chance Rescue to Stuff-A-Bus for Animals



The CNYSPCA, Second Chance Rescue, and Centro teamed up for the first time this past winter to host a Stuff-A-Bus campaign at the Cicero Walmart. On December 16, 2023, from 10 am to 5 pm, volunteers from all three organizations volunteered their time to collect items to benefit the dogs, cats, and other animals at both rescues.

"The holidays are a great time of year, and we like to make them as great as possible for the pets who will be spending them with us," said Director of CNYSPCA, Troy Waffner. "Doing this campaign along with Second Chance and Centro will ensure that all of our pets will have warm blankets, plenty of toys and lots of treats to share with Santa."

The Stuff-A-Bus campaign offered members of the community an avenue to drop off donations or purchase donations at Walmart to be stuffed into the bus. The most needed items of the season were cat and dog toys, blankets, cleaning supplies, paper towels, dog and cat beds, Nylabones and dog and cat treats.

"Second Chance is seeing huge numbers of animals that need care and fostering this year and Centro's Stuff-A-Bus campaign will go a long way to making sure that all of our animals have what they need," said Board President of Second Chance Rescue, Kimberly Smith-Ford.

"We get a lot of support from the community, and we like to return that support through campaigns like this one, where we're able to help everyone, including our animal friends throughout Central New York," said Centro Director of Marketing & Communications, Lynette Paduano.

"Every day with an animal is like a gift from Santa and we want to do everything we can to make sure we are giving those gifts to the animals in our care and the ones that will be in our care," Waffner concluded.

Earth Day 2023 Community Clean-Up



On Saturday, April 22 Centro employees along with a number of other local organizations came together to volunteer their time for the Southside Cleanup in honor of Earth Day.

About 60 Centro employees and their families, along with members of the Local 580 of the ATU teamed up with other local businesses and not-for-profit organizations to clean up more than five miles of Syracuse's Southside. This volunteer initiative was the third year of what has become an annual tradition at Centro.

Volunteers, outfitted in their sustainability T-shirts and safety vests, picked up their grabbers and gloves and filled over 100 bags with trash collected in and around downtown Syracuse.

"Centro employees take pride in working together with other local organizations to clean up the communities in which we live, work, and raise our families. Our organization is very proud to participate in this annual event as a way to give back to the community," said Centro Deputy Chief Executive Officer, Christopher Tuff.



Employee Recognition Program Promotes Positive Work Environment

Productivity incentives, recognition awards, and employee engagement activities were plentiful during the third year of Centro's employee recognition program, better known as the Reaching Productivity Milestone (RPM) program. The program, which recognizes Centro employees for their teamwork, communication, and diverse abilities, celebrated the accomplishments of four of its employees during its quarterly award ceremony.

The 2023 recognized award winners were:

- Rookie Operator of the Year, **Andrew Lupien**
- Rookie Maintenance Employee of the Year, **David Rudolph**
- Operator of the Year, **Manny Cotrich**
- Maintenance Employee of the Year, **Rob Wells**

"Recognizing the achievements of our employees and the jobs they do is very important to us," said Centro Deputy Chief Executive Officer, Christopher Tuff. "The RPM program empowers our employees, teams, and leaders to celebrate each other, creating an environment focused on achievement, appreciation, and business success within the communities we serve."

A number of employees were also presented with community commitment pins recognizing their years of service to Centro, including the following four employees who were acknowledged for 35 years of service: Mike Hyde, Teddy Knafelc, Neil Weaver, and John Weber. In addition, six Centro employees were recognized for 30 years of service: Bill Cerchia, Angela Gholston, Ethel Mcalpine, Steve Nichols, Daphne Nicholson, and Clifford Wright.

Congratulations to all our award-winning employees and THANK YOU for everything you do each day!



Community Outreach

Over the past year, Centro has proudly partnered with numerous organizations and groups across its four-county service area to help support various community initiatives. Whether Honor Flight shuttles for veterans, vehicle access for service dog training, story buses at local schools and libraries, buses to Lights on the Lake for student recreation and senior centers, donation drives for women battling breast cancer, or food and toy drives for local families – Centro was there.

Thanks to the generosity of the greater Central New York Community and Centro's employees each of these many events were a tremendous success.



Utica Comets Playoff Promotion
April 12, 2023



Honor Flight Shuttle – Mission 18
April 22, 2023



Take Our Daughters & Sons to Work Day
April 27, 2023



City of Syracuse Big Rig Day
May 20, 2023



Go Team Therapy Dog Training
May 20, 2023



Juneteenth Parade
June 17, 2023



Syracuse Workforce Run
June 20, 2023



Dr. Weeks Elementary Big Rig Day
June 21, 2023



ADA Celebration March
July 26, 2023



CNY Fair Housing Community Fair
July 26, 2023



Honor America Days Parade - Rome
July 29, 2023



Honor Flight Donation Presentation
August 21, 2023



The Great New York State Fair
August/September 2023



Literacy Parade & Book Festival
September 9, 2023



Story Bus at Liverpool Public Library
September 16, 2023



OCC Auto Tech Cruise & Views
September 23, 2023



Honor Flight Shuttle - Mission 19
September 30, 2023



Utica Comets Preseason Parade
October 6, 2023



Story Bus at Dr. King Elementary
October 16, 2023



OCM BOCES Service Fair
October 24, 2023



Breast Cancer Awareness Pink Out
Day October 27, 2023



Utica Veterans Day Ceremony Shuttle
November 11, 2023



Shades of Inspiration Donation
November 14, 2023



Lights on the Lake
November/December 2023



40th Annual Lights on Caravan
November 18, 2023



Stuff-A-Bus for The Salvation Army
December 9, 2023



The Salvation Army Distribution Day
December 15, 2023



Stuff-A-Bus for the CNY SPCA
December 16, 2023



Human Trafficking Awareness
January 11, 2024



Story Bus at Meachem Elementary
January 18, 2024



Transit Equity Event at Syracuse Hub
February 7, 2024



Winterfest Express Shuttle Service
February 2024



OCM BOCES Service Fair
March 27, 2024



Syracuse St. Patrick's Parade
March 16, 2024





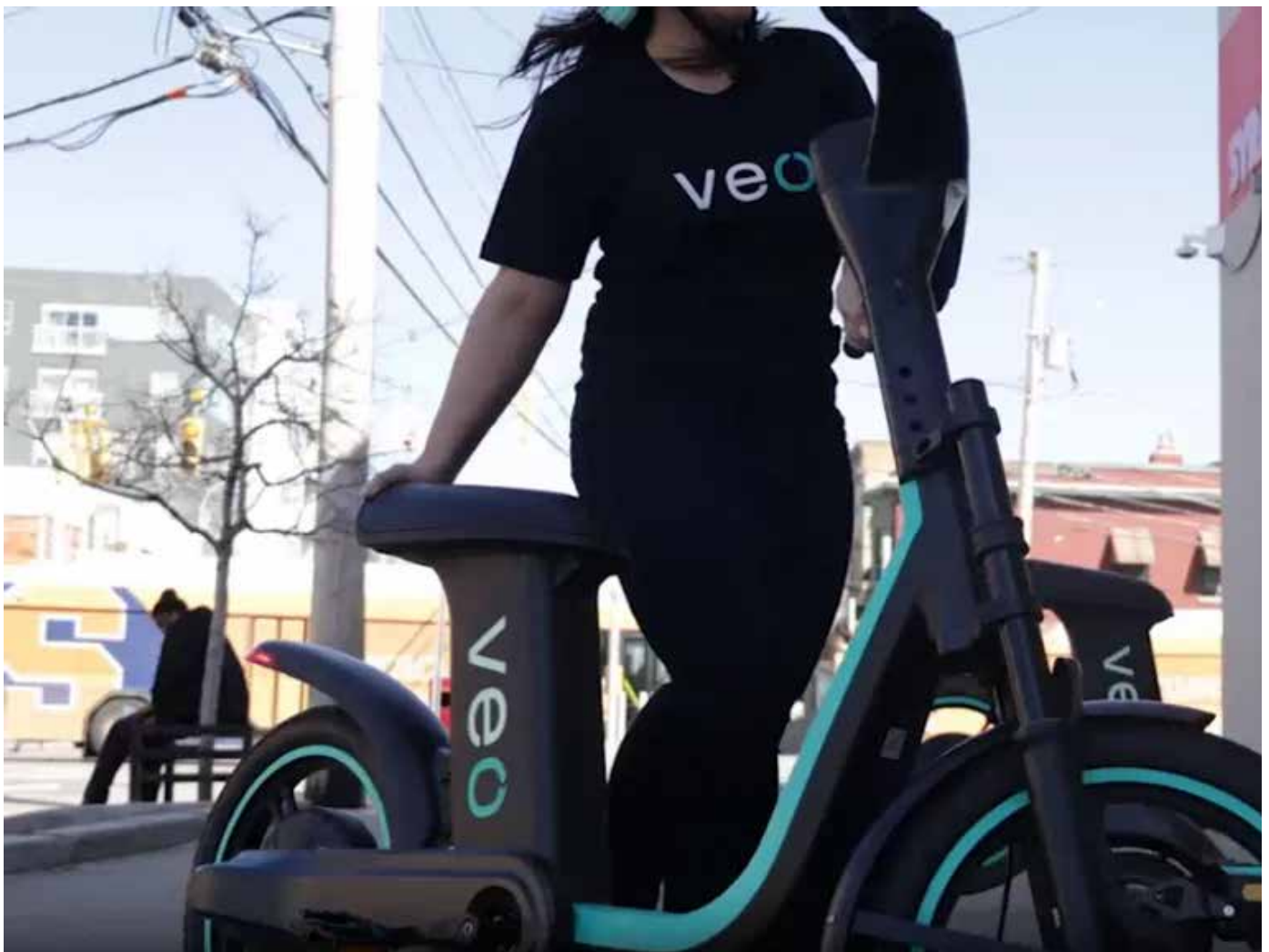
Comprehensive Strategic Plan 2024-25

STRATEGIC PLAN

Strategic Plan

The CNYRTA's strategic plan is the roadmap for aligning opportunities, initiatives, and solutions with the CNYRTA mission and includes the following key strategic focuses:

- **Financial Sustainability:** Proactive resource management to secure ongoing financial sustainability for current and future operating and capital projects.
- **Service Design:** Improve service performance, design, and mobility offerings in line with community needs and an evolving transportation landscape.
- **Community Partnership:** Partner and participate with community groups, outreach programs and public forums, developing lasting and positive relationships with community stakeholders.
- **Workforce Engagement:** Recruit, retain, and support a strong and professional workforce to provide safe and quality services.
- **Infrastructure Management:** Proactive infrastructure and technology management considering innovative and sustainable solutions to support business demands.



Financial Sustainability

Proactive resource management is essential in balancing the increasing costs of service operations, capital requirements and growth opportunities, with the uncertainties that exist in the legislated funding streams that support public transportation. Financial sustainability goals include increased financial stability, capitalizing opportunities for increase efficiencies, and management of capital project funding.

Goal Updates:

Stability: Improve financial stability against future funding fluctuations, unexpected expenses, and changes in the economy.

The CNYRTA continues to maintain its operating and capital reserve accounts. In addition to these accounts hedging against future deficits and extraordinary expenditures, the CNYRTA has been able to capitalize on favorable short-term investment options and increase rates of return on these reserved cash resources.

Efficiency: Continued assessment, review and implementation of improved controls and operational efficiencies maximizing the reach of available resources.

In addition to research and development of financial information analysis, reporting, and communication, the CNYRTA continues to conduct internal control assessments across all departments and processes to further identify new opportunities and for improvements in operational efficiency.

Project Funding: Manage funding for the long-term to support changes in the transit industry and business needs.

As the future of public transportation focuses on new mobility offerings such as Bus Rapid Transit

(BRT), bike/scooter-share, microtransit, and zero-emissions bus technologies, planning for the related increase in necessary operational and capital funding requirements is critical.

Through organization-wide capital planning procedures and working with a transportation consultant, the CNYRTA ensures the proper consideration for the necessary capital and ongoing operating funding is built into the planning process. The CNYRTA continues advocacy efforts for the funds to support this future growth and service offerings.

Service Design

To remain a responsible community partner, the CNYRTA must be responsive to changes in mobility needs of the community. Service planning must ensure that available resources are used to provide options that best align with current demands while considering the future community demand.

Goal Summary:

Design for Demand: Design and operate transit services that best meet current and anticipated needs of the community including employers, educational institutions, medical facilities, recreational and consumer locations.

The CNYRTA has a positive outlook on the ability to offer service design enhancements and continues to make service adjustments based on customer and community needs. Aggressive recruiting efforts remain in place to increase manpower to a level that will support larger service design enhancements and upcoming projects including Bus Rapid Transit (BRT).

Mobility: Ensure environmentally and fiscally responsible systems are in place allowing for optimal mobility and higher utilization of CNYRTA service offerings.

The CNRYTA continues to keep up with the changing public transportation landscape by identifying, researching, and implementing additional mobility options that may compliment fixed route and paratransit services – including a Bike Sharing program within Onondaga County and the recent MOVE microtransit ride sharing service in the City of Rome in Oneida County.

Community Partnership

Public transportation services are vital to the community, and the CNYRTA must be a responsible community partner.

Goal Summary:

Community Participation: Remain an active, responsive, and responsible community partner.

The CNYRTA regularly meets with various community groups to solicit feedback and discuss service options and community needs and recently launched a microtransit service MOVE in the City of Rome, following discussions and meetings with members of the community.

The CNYRTA also participates with the community it serves in many positive ways, including partnering with the City of Syracuse and Onondaga County Parks Department to bring the magic of Lights on the Lake to children and seniors, Centro employees participating in team building events to raise donations for Honor Flight - providing flights for veterans, and partnering with Shades of Inspiration to go **pink** in October, and donating items for individuals undergoing Breast Cancer treatment.

Customer Experience: Improve the quality and seamlessness of the customer experience.

The CNYRTA continues to research and identify ways to improve the customer experience - recently implementing Mobile Ticketing for convenience when boarding a Centro transit bus.



Workforce Engagement

The CNYRTA's commitment to the community would be unachievable without its workforce. The CNYRTA is committed to ongoing efforts to recruit and retain a professional, diverse, and engaged workforce, including embracing a culture where employees are valued, supported, and are confident in knowing what they do makes a difference.

Goals Summary:

Engagement: Prioritize employee recognition and appreciation of service, accomplishments, and dedication to the community.

The CNYRTA employee recognition and incentive program (Reaching Productivity Milestones – RPM), implemented in April 2021, has seen success in improving employee engagement and satisfaction. Through its various employee engagement activities and bonuses, the RPM program appreciates and recognizes employees for their teamwork, diverse skills, and their dedication to service to others and the community.

The CNYRTA continues evaluation and development of the RPM program and opportunities for employee engagement that ensure alignment with productivity goals and further progress in fostering a positive organizational culture focused on community.

Training: Foster adaptability and innovation by providing employees with the tools necessary to support success and high-quality service.

The CNYRTA is committed to further development and expansion of resources to support current and future operators, maintenance, and administrative employees, and continues to evaluate ways to improve training, including expanding offerings such as mentoring programs, elective training and continuing education, leadership, and management training and/or vendor training.



Wellness: Increase emphasis on employee occupational and overall wellness.

The CNYRTA continues to evaluate opportunities to expand health and wellness activities and resources for its employees – including evaluating partnership opportunities with community agencies such as the Onondaga County Department of Health. Current topics of focus include on-site wellness fairs, financial wellness education, nutrition, physical fitness, and stress management.

Infrastructure Management

Proper management of assets and infrastructure is critical to ensuring safe public transit service offerings. Emerging technologies are rapidly transforming the transportation industry and the ability to streamline and improve asset management, operational efficiencies, and infrastructure sustainability.

Goal Summary:

Systems: Improve controls, security, and efficiencies of technology solutions.

Enhancement of network systems and technology solutions is an ongoing effort. In addition to an increased focus on Cybersecurity, the CNYRTA is committed to creating new efficiencies in business processes through improvements in other major software solutions including Maintenance Connection, Trapeze, RISC, PDS Vista, and GenFare farebox technology.

Infrastructure: Prepare for future infrastructure needs, balancing environmental and fiscal sustainability.

As zero emissions vehicle technology evolves, the CNYRTA is researching the best path forward to a zero emissions fleet. The CNYRTA is committed to a sustainable future, and selects sustainable options whenever possible, starting its commitment to a lower emissions fleet over 30 years ago by introducing compressed natural gas transit buses.

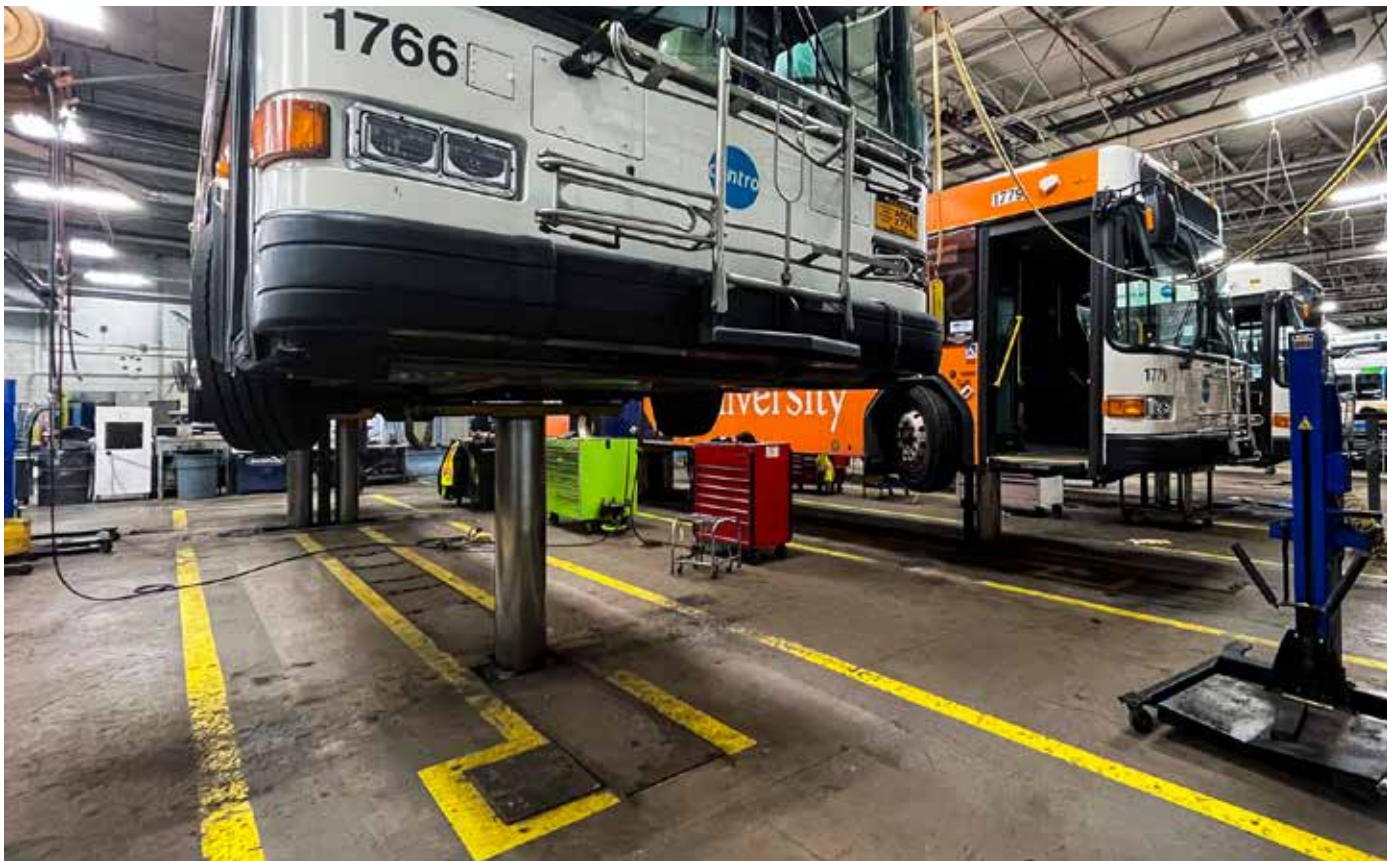
Upcoming significant infrastructure projects include the transition to a zero emissions fleet, Bus Rapid Transit (BRT), and a new Oneida County facility.



ABOVE: Bus Servicer Peter Moyko displaying his Maintenance Employee of the Quarter (Q4-2023) award.



ABOVE: Director of Service Planning, Ed Mueller, Transit Analyst, Emily Beck, and Service Development Data Analyst & Research Specialist, Paula Cutrone gear up for the Syracuse Workforce Run, one of Centro's many employee wellness initiatives.



Performance Measurements

In addition to monitoring progress on strategic initiatives, the CNYRTA uses the following measurements to evaluate how successfully it is achieving its mission. Measurements are calculated on a consolidated and per company basis. These measurements are reviewed by the CNYRTA Board of Members annually.

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



Financial Plan & Budget 2024-25

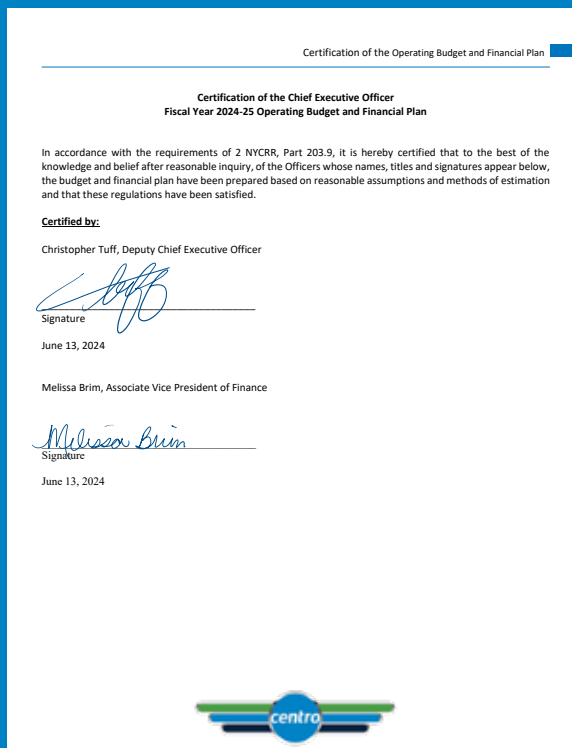
FINANCIAL PLANNING

ANNUAL OPERATING BUDGET PROCESS

The CNYRTA utilizes a zero-based budgeting approach, starting from scratch and constructing a budget based on necessity and cost, as opposed to the traditional incremental budgeting method. This method helps cut costs by avoiding arbitrary increases or decreases from a previous period's budget, compelling a thorough evaluation of costs and their alignment with CNYRTA's overall mission. The budgeting process kicks off with a collaborative effort among staff, assessing departmental needs and considering factors such as collective bargaining agreements, fuel lock-ins, contractual commitments, as well as the operating cost and revenue sources that are outside of the Authority's direct control. Operational initiatives, like revised transit services or essential maintenance efforts, are also considered.

The proposed budget undergoes evaluation, comparing it to the current year's budget, fiscal year-end projections, and prior year actuals, along with external economic factors and trends. The CEO, Deputy CEO, and Executive Team reviews assumptions regarding revenues, expenses, and potential operational initiatives. The proposed budget is then presented to the Board of Members for adoption in November. The adopted proposed budget is recorded in the Public Authorities Reporting and Information System (PARIS) by December 31, adhering to the guidelines outlined in Section 2801 of the Public Authorities Law.

The Authority's staff continuously examines the proposed budget, considering the Governor's Proposed Executive Budget (generally released mid-January) as well as any other revised assumptions, known occurrences, or changes in circumstances. The Board of Members formally reviews these changes and votes for the adoption of the final budget in March.



*Financial Certification of the
Deputy Chief Executive Officer*

THE AUTHORITY'S FINANCIAL PLAN
CONSISTS OF THREE ELEMENTS:

Planning & Policies

Operating Budget

Capital Budget

The adopted budget becomes part of the Final Budget and Financial Plan, mandated under Comptroller Regulation Part 203, and is posted on the CNYRTA website by March 31.

FINANCIAL POLICIES

CASH MANAGEMENT

The Authority's cash management process and investment program are designed to maximize earnings, manage shortfalls, and ensure 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 such as, healthcare, auto and general liability insurance, capital replacements, and paratransit service, which by their nature have large financial impacts on the organization from year to year.

INVESTMENT MANAGEMENT

The Authority invests in government securities and these investments are recorded at their fair value based on quoted market prices and valuations provided by external parties. Unrealized gains or losses on such investments result from differences between the cost and fair value of investments on a specified valuation date. Gains and losses in the fair value are reported in the statements of revenue, expenses, and changes in net position. Investment income is recognized on an accrual basis; dividends are recorded on the ex-dividend date.

INDEPENDENT AUDIT

On an annual basis, the Authority engages the services of an independent certified public accounting firm to conduct an independent audit and report for its end of fiscal year financial statements. The Audit & Finance committee recommends the selection of the independent auditor(s) to the full Board of Members and is responsible for oversight of the independent auditor.

DEBT MANAGEMENT

There is no limit on the Authority's legal ability to issue debt, but it has never issued bonds in its 50-year history.



OPERATING FUNDING PROFILE

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 and Ride revenues.

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

Advertising and Other Revenues 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 COST

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, Cayuga, and Oneida Counties, and the Tully service in Onondaga County.

STATE SOURCES OF FUNDS FOR OPERATING COST

Statewide Mass Transit Operating Assistance (STOA) – The majority of CNYRTA's operating assistance is funded by the New York State Department of Transportation (NYSDOT) under its Statewide Mass Transportation Operating Assistance program. The funding level of the STOA program is determined by the Commissioners, the Director, New York State Division of Budget (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 New York State Division of Budget.

LOCAL SOURCES OF FUNDS FOR OPERATING COST

Local 18b Match to STOA - In addition to the operating assistance received by NYSDOT, 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 since 2006.

Local Voluntary Funds - CNYRTA is also in receipt of voluntary aid from municipalities (about \$15,000 annually). dividends are recorded on the ex-dividend date.

DEDICATED FUNDING

Mortgage Recording Tax (MRT) - In the counties which participate in the Central New York Regional Transportation Authority (currently Onondaga, Cayuga, Oswego, and Oneida), a mortgage recording fee of $\frac{1}{4}$ 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 Mortgage Recording Tax (MRT), in particular, is highly unpredictable and can vary from year to 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.

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.



2024-25 OPERATING BUDGET OVERVIEW

The Authority is pleased to present a balanced 2024-25 operating budget. The total operating revenue required to sustain operations amounts to \$93.9 million, signifying a 4% uptick from the preceding year's budget. The projected revenues necessary to cover budgeted expenses consist of \$13.9 million from unsubsidized locally generated sources, \$72 million from government-subsidized revenues, \$7.5 million from mortgage tax and other income streams, and \$590 thousand in investment revenues.

The overall estimated operating expenses for the fiscal year 2024-25 budget are \$93.9 million, reflecting a 4% increase compared to the previous year's budget. Within this total, personnel costs amount to \$68.9 million, marking a \$2.1 million rise from the prior year's budget. Non-personnel costs are budgeted at \$25 million, indicating a \$1.1 million increase from the previous year's budget plan.

A comprehensive explanation of the key factors influencing the Authority's revenues and expenses is to follow. Additionally, a detailed comparison between the 2024-25 Operating Budget and the previous year is provided in the subsequent pages.

SUMMARY 2024-25 OPERATING BUDGET COMPARISON

(\$ Thousands)

	2023-24 BUDGET	2024-25 BUDGET	CHANGE	% CHANGE
Revenue				
Unsubsidized Locally Generated Revenue	\$13,038	\$13,890	\$852	7%
Governmental Subsidized Revenue	68,653	71,967	\$3,314	5%
Mortgage Tax and Other Revenue	8,850	7,465	-\$1,385	-16%
Investment Revenue	121	590	\$469	388%
Total Revenue	90,662	93,912	\$3,250	4%
Expenses				
Personnel	66,721	68,864	2,143	3%
Non-Personnel	23,941	25,048	1,107	5%
Total Expenses	90,662	93,912	3,250	4%
Operating Income (Loss)	\$0	\$0		

THE AUTHORITY'S FINANCIAL PLAN CONSISTS OF FOUR DISTINCT ELEMENTS

- 2024-25 Operating Budget
- Multi-Year Operating Budget Projections, covering budget years 2024-25 through 2027-28
- 2024-25 Capital Improvement Budget
- Five-Year Capital Funding Plan, covering budget years 2025-26 through 2029-30

2024-25 OPERATING BUDGET

(\$ Thousands)

	2022-23 ACTUALS	2023-24 PROJECTION	2023-24 BUDGET	2024-25 BUDGET	CHANGE 2023-24 PROJECTION	CHANGE 2023-24 BUDGET	% BUDGET CHANGE
Operating Revenue							
Regular Line Passenger Revenue	\$3,381	\$3,981	\$3,610	\$4,006	\$25	\$396	11%
Special Line Passenger Revenue	7,041	7,167	7,392	7,600	433	208	3%
Advertising & Other Revenue	2,820	2,274	2,036	2,284	10	248	12%
Total Operating Revenue	13,242	13,422	13,038	13,890	468	852	7%
Expenses							
Salaries & Wages	34,244	34,500	39,111	41,335	6,835	2,224	6%
Other Employee Benefits & Payroll Taxes	3,576	3,677	4,152	4,393	716	241	6%
Healthcare Benefits	11,944	12,314	14,793	15,593	3,279	800	5%
Workers Compensation	3,605	3,554	3,338	3,613	59	275	8%
Pension Benefits	5,169	4,649	5,327	3,930	(719)	(1,397)	-26%
Risk Management	2,691	2,926	3,294	3,543	617	249	8%
Purchased Transportation	4,235	5,804	4,598	6,149	345	1,551	34%
Materials & Supplies	4,546	4,104	4,872	4,956	852	84	2%
Services	5,515	6,049	7,715	6,949	900	(766)	-10%
Fuel	1,925	2,137	2,325	2,257	120	(68)	-3%
Utilities	741	682	762	741	59	(21)	-3%
Other Expenses	322	313	375	453	140	78	21%
Total Operating Expenses	78,513	80,709	90,662	93,912	13,203	3,250	4%
Non-Operating Revenue							
Operating Assistance	65,315	66,518	68,653	71,967	5,449	3,314	5%
Mortgage Tax Revenue	9,394	7,914	8,800	7,415	(499)	(1,385)	-16%
Gain/Loss on Disposal of Capital	58	46	50	50	4	0	0%
Investment Revenue	350	1,316	121	590	(726)	469	388%
Total Assistance and Other Revenue	75,117	75,794	77,624	80,022	4,228	2,398	3%
Operating Income (Loss)	\$9,846	\$8,507	\$0	\$0			



REVENUE ASSUMPTIONS

OPERATING REVENUE

Regular Line Passenger Revenue

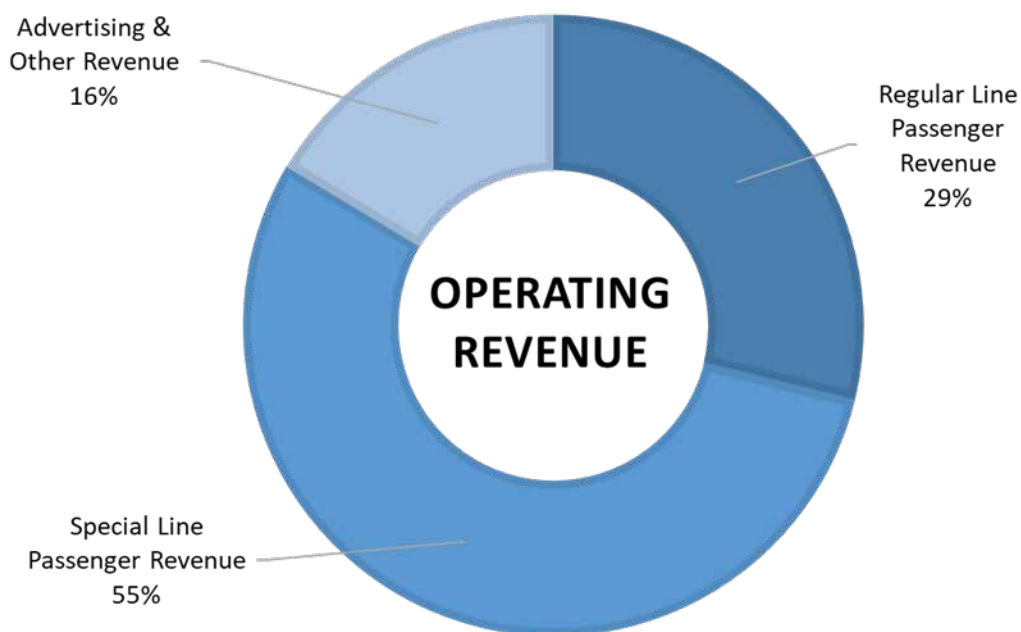
The anticipated regular line passenger revenue for fiscal year 2024-25 is \$4 million, indicating an 11% growth compared to the previous year's budget. This revenue, derived from fares and the sale of diverse fare media tailored to our riders' preferences, is expected to be influenced by a gradual rise in ridership over the next year. The budget for 2024-25 also considers the revenue generated from the Great New York State Fair, with an anticipated ongoing increase in ridership to this event in the years to come.

Special Line Passenger Revenue

The projected revenue from subsidy agreements with community partners for the fiscal year 2024-25 is set at \$7.6 million, marking a 3% rise from the previous year's budget. These estimates take into account the specific service requirements of our community partners, along with contractual rate increases. Additionally, the budget for special line passenger revenue in 2024-25 incorporates revenue related to the Great New York State Fair, considering the expected demands for efficiently servicing shuttle lots.

Advertising & Other Revenue

The anticipated advertising and miscellaneous revenue for the fiscal year 2024-25 is \$2.3 million, a 12% uptick from the preceding year's budget. The budgeted increases are linked to guaranteed minimums for transit advertising incomes, enhanced projections tied to parking revenues at both the Regional Transportation Center and the route 81 parking lot, and slight escalations in tenant rent.



NON-OPERATING REVENUE

Operating Assistance

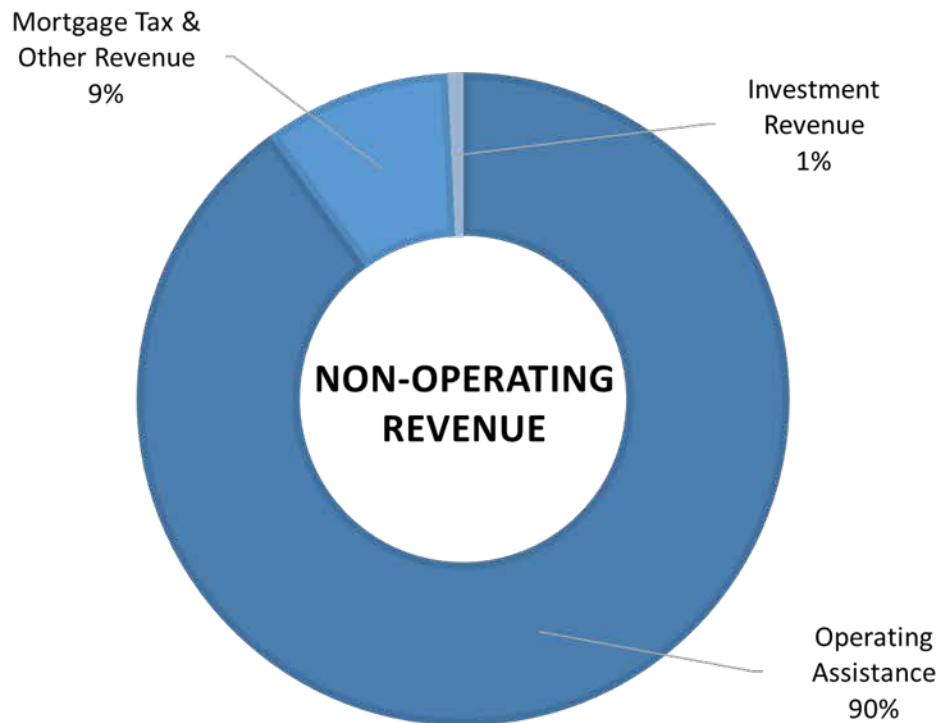
The budget for Operating Assistance in 2024-25 is set at \$72 million, reflecting a \$3.3 million increase from the prior year's plan. The Authority will rely on a mix of federal, state, and local assistance to cover the anticipated expenses. The expected federal assistance required for operations is \$14.5 million. Which consists of the remaining \$12.6 million in Emergency COVID Relief funds, \$1.9 million in a mixture of 5311 rural funding operating assistance, CMAQ, and TANF funds. Anticipated state assistance needed to fund operations is \$54.3 million, which includes \$53.8 million allocated from New York State Transit Operating Assistance (STOA), an 8.6% increase as stated in the governor's executive budget. Additionally, there is \$250 thousand for mobility on demand operating assistance. The total local assistance needed to fund operations is \$3.2 million. The budget assumes that funding levels for local assistance will remain unchanged.

Mortgage Recording Tax Revenue

The projected revenue from Mortgage Recording Tax (MRT) is expected to be \$7.4 million, indicating a decrease of \$1.4 million compared to the prior year's budget plan. This budget takes into account the recent reduction in MRT revenue, attributed to rising interest rates, leading to a sustained slowdown in the real estate market. The Authority is closely monitoring the commercial real estate market, as potential favorable developments could impact MRT revenue. Anticipated growth in the Central New York Area's commercial sector further supports this outlook.

Investment Revenue

The expected investment revenue for fiscal year 2024-25 is \$590 thousand. The Authority plans to invest idle cash, optimizing returns based on current US Treasury Rates. Considering that US Treasury investment revenue is a relatively new funding source, the Authority will continually assess long-term funding levels.



EXPENSE ASSUMPTIONS

PERSONNEL EXPENSES

Salaries and Wages

The budgeted salaries and wages expense for 2024-25 is \$41.3 million, indicating a 6% rise from the previous year's budget plan. This budget accounts for factors such as organizational changes, the Authority's employee incentive program, union wage increases, NYS State Fair service, annual Cost of Living Allowance (COLA) increases, and the full staffing and operation of all departments in 2024-25.

Other Employee Benefits & Payroll Taxes

The expenses related to other employee benefits and payroll taxes are predominantly influenced by the number of individuals employed by the Authority in the fiscal year. The budget operates under the assumption that all departments will be fully staffed and operational. The budgeted allocation for other employee benefits and payroll taxes for 2024-25 is \$4.4 million, signifying a 6% increase from the previous year's budget plan.

Healthcare Benefits

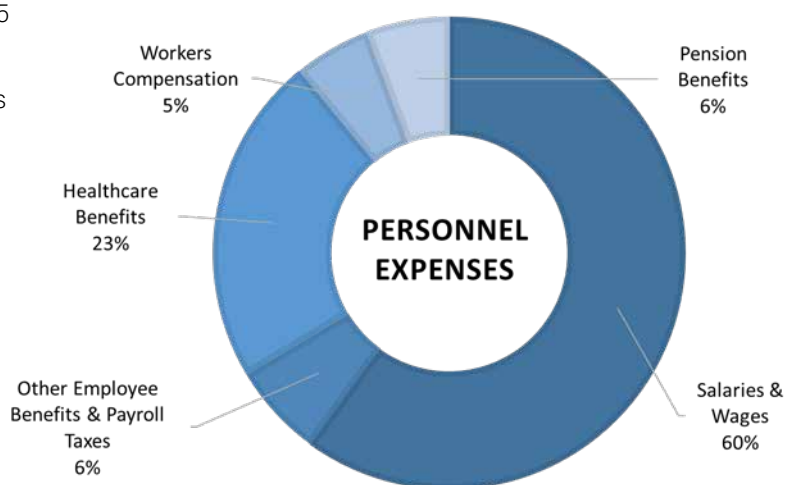
The healthcare benefit budget for the fiscal year 2024-25 is \$15.6 million, indicating a 5% increase from the previous year's budget plan. This healthcare budget considers all known influences, encompassing updates to healthcare plan premiums, prescription drug costs, dental coverage, the number of insured participants affecting medical stop-loss coverage, and all departments will be fully staffed and operational.

Workers Compensation

The budgeted expenses for Workers Compensation in 2024-25 are \$3.6 million, reflecting an 8% increase from the preceding year's budget plan. The Authority's staff and risk managers remain committed to diligently overseeing claims and fostering a safe work environment. These efforts have contributed to a reduction in the number of open workers' compensation claims. The Authority is optimistic that continued efforts will further contribute to a continuous decline in the number of open claims.

Pension Benefits

The budgeted expenses for pension benefits in 2024-25 amount to \$3.9 million, indicating a 26% decrease from the previous year's budget plan. The Authority sponsors four benefit plans, offering pension benefits to various employee groups across its subsidiary companies. This budget carefully considers the regulations governing each plan, the full staffing of all departments, and the Authority's yearly actuarial guidance for maximum contributions, ensuring adequate funding in line with market performance. In alignment with actuarial recommendations, the Authority has implemented contributions to the defined benefit plan, taking into account asset smoothing.



NON-PERSONNEL EXPENSES

Risk Management

The budgeted expenses for risk management in 2024-25 are \$3.5 million, reflecting an 8% increase from the previous year's budget plan. The budget for 2024-25 anticipates ongoing substantial rises in liability insurance premiums for the Authority, aligning with industry-wide cost increases.

Purchased Transportation

The budgeted expense for purchased transportation in 2024-25 is \$6.1 million, indicating a 34% increase from the previous year's budget plan. Presently, purchase transportation vendors are providing service for approximately 80% of the requested service, surpassing the prior year anticipated service level by 10%.

Materials & Supplies

The materials & supplies budget includes items to maintain and clean the buses, and supplies to maintain and clean the facilities, various regularly procured items, and computer equipment. This budget also includes materials & supplies necessary to support operations during the New York State Fair. The Authority's budget for materials & supplies in 2024-25 is \$5 million, signifying a 2% increase from the prior year's budget plan. This budget considers the current demand for supplies, existing economic conditions, and factors like supply shortages.

Services

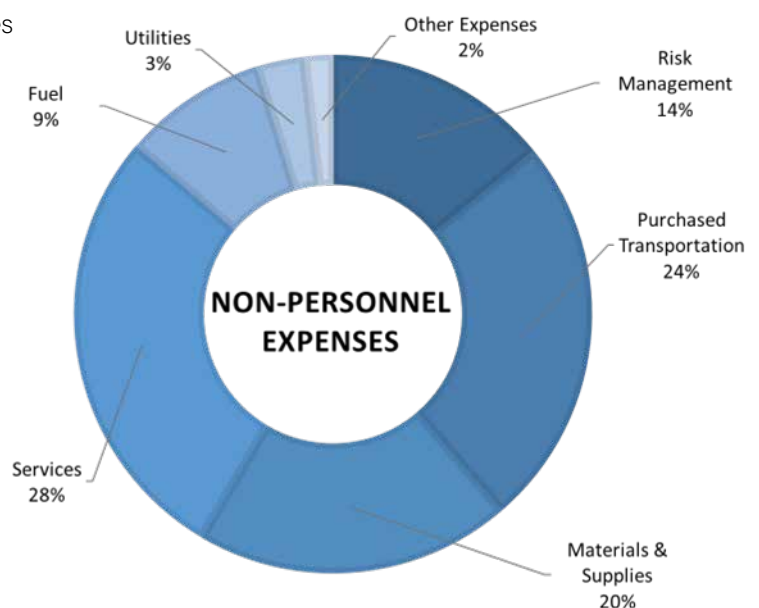
The budgeted expense for services in 2024-25 is \$6.9 million, indicating a 10% decrease from the prior year's budget plan. The 2024-25 budget incorporates regularly requested services for both contracted and one-time service requests. Contracted services include legal, audit, pension, and maintenance services for various building systems, vehicles, software, as well as custodial and security services. The marketing budget includes campaigns highlighting service expansion, and an intensive recruitment program. The previously budgeted transportation consultant services will not be funded through the capital program.

Utilities and Other Expenses

The budget for Utilities and Other expenses is set at \$1.2 million for the fiscal year 2024-25, marking an 18% increase from the previous year's budget plan. This budget accounts for anticipated utility rate increases and costs related to professional development and travel.

Fuel

The Authority's fleet consists of vehicles powered by Gasoline, Diesel, and Compressed Natural Gas (CNG). The budget is formulated on historical usage patterns and projections of future pricing. For the fiscal year 2024-25, fuel costs are budgeted at \$2.3 million, reflecting a 3% reduction from the prior year's budget plan. This budget takes into consideration existing economic conditions, including secured pricing for certain fuel sources. Additionally, the Authority anticipates that the Alternative Fuel Credit will mitigate the impact of increasing fuel costs, offsetting approximately \$350 thousand in CNG fuel expenses in 2024-25.

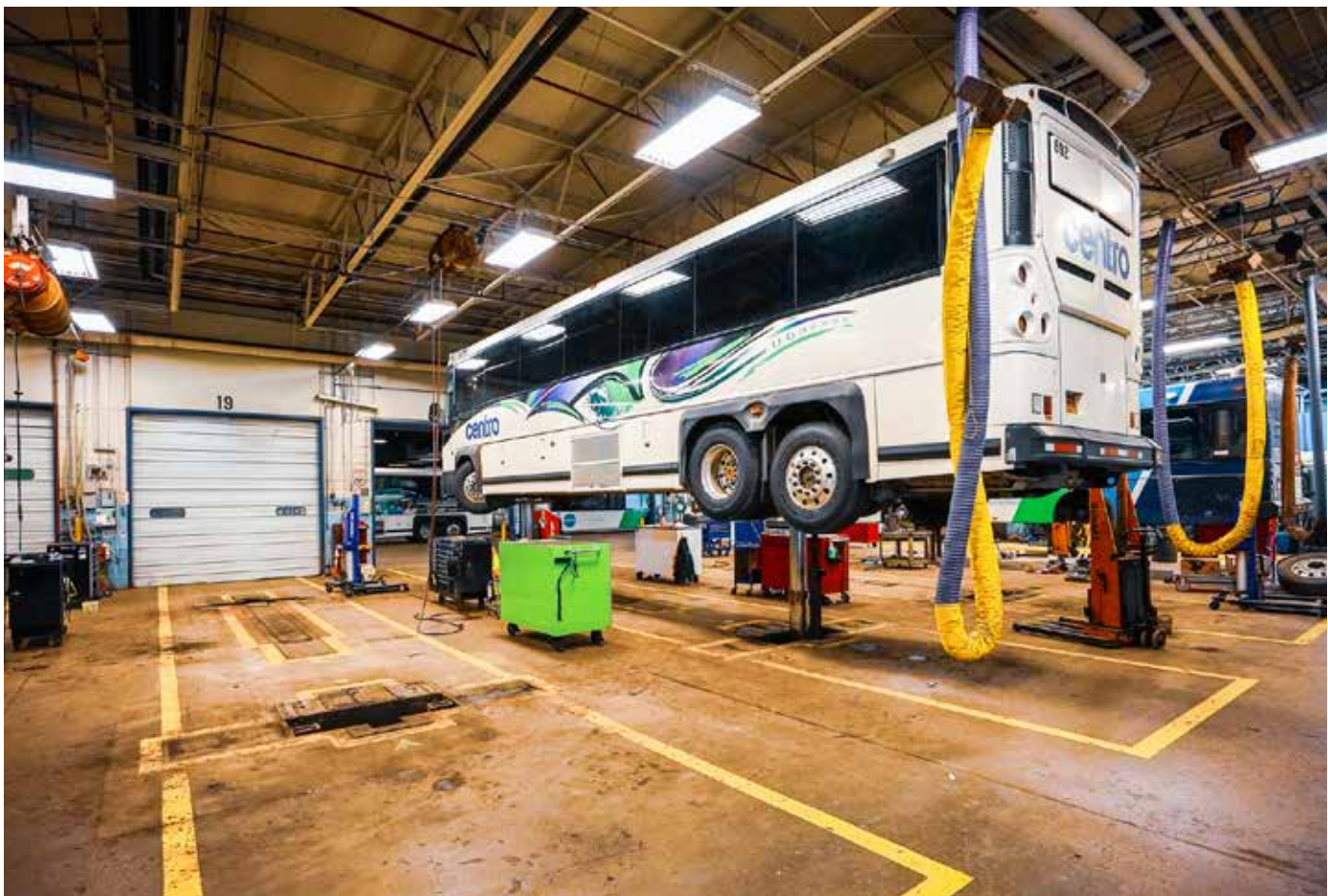


PERSONNEL PROJECTIONS

Labor Classifications	Projected 2023-24		2024-25 Budget*	
	Full-Time	Part-Time	Full-Time	Part-Time
Vehicle Operators	235	99	280	99
Vehicle Operations	65	9	65	9
Vehicle Maintenance	92	1	100	1
Facility Maintenance	18	1	18	1
General Administration	61	2	65	2
Total Employees:	471	112	528	112

All above employees are funded from the operating budgets of the Authority 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 Authority funds. The above totals include all employees of the Authority and each of its subsidiary public benefit corporations.

*Additional full-time bus operators needed for anticipated BRT (Bus Rapid Transit) and OnDemand service.



BUDGET PROJECTIONS

Sound fiscal management and public authority regulations require a multi-year budget forecast. These projections serve as a mechanism to alert the Authority's Board of Members, customers, and Federal and State stakeholders to forthcoming challenges and opportunities that might impact the Authority's ability to fulfill its mission and vision. Fiscal projections are regularly updated, taking into account economic influences and changes in the funding levels from critical governmental subsidies.

It is crucial to recognize the inherent uncertainties in any projections. The Multi-Year Operating Budget Projections factor in expected expense increases, known influences regarding estimated revenue, historical trends, and educated predictions. The Authority anticipates fully expending all Emergency COVID Relief funds in the 2024-25 budget year. Subsequent budget deficits will be funded using reserves with the hope that state operating assistance will continue to increase, compensating for the revenue shortfalls that were funded with COVID Relief funds.

SUMMARY MULTI-YEAR OPERATING BUDGET PROJECTIONS

(\$ Thousands)

	2024-25 BUDGET	2025-26 BUDGET AMENDED	2026-27 BUDGET AMENDED	2027-28 BUDGET AMENDED
Revenue				
Unsubsidized Locally Generated Revenue	\$13,890	\$14,387	\$14,903	\$15,438
Governmental Subsidized Revenue	71,967	75,658	73,770	67,289
Mortgage Tax and Other Revenue	7,465	7,465	7,465	7,465
Investment Revenue	590	390	390	390
Total Revenue	93,912	97,900	96,528	90,582
Expenses				
Personnel	68,864	72,122	75,546	79,143
Non-Personnel	25,048	26,759	28,334	29,979
Total Expenses	93,912	98,882	103,880	109,122
Operating Income (Loss)	\$0	(\$982)	(\$7,353)	(\$18,540)
Use of Operating Reserves	0	982	7,353	18,540
Operating Income (Loss)	\$0	\$0	\$0	\$0

MULTI-YEAR OPERATING BUDGET PROJECTIONS

(\$ Thousands)

	2024-25 BUDGET	2025-26 BUDGET AMENDED	2026-27 BUDGET AMENDED	2027-28 BUDGET AMENDED
Operating Revenue				
Regular Line Passenger Revenue	\$4,006	4,206	4,417	4,637
Special Line Passenger Revenue	7,600	7,828	8,063	8,305
Advertising & Other Revenue	2,284	2,353	2,423	2,496
Total Operating Revenue	13,890	14,387	14,903	15,438
Expenses				
Salaries & Wages	41,335	42,988	44,708	46,496
Other Employee Benefits & Payroll Taxes	4,393	4,569	4,751	4,942
Healthcare Benefits	15,593	16,685	17,852	19,102
Workers Compensation	3,613	3,794	3,983	4,182
Pension Benefits	3,930	4,087	4,251	4,421
Risk Management	3,543	3,897	4,287	4,716
Purchased Transportation	6,149	6,518	6,909	7,324
Materials & Supplies	4,956	5,204	5,464	5,737
Services	6,949	7,296	7,661	8,044
Fuel	2,257	2,587	2,690	2,766
Utilities	741	785	833	883
Other Expenses	453	471	490	510
Total Operating Expenses	93,912	98,882	103,880	109,122
Non-Operating Revenue				
Operating Assistance	71,967	75,658	73,770	67,289
Mortgage Tax Revenue	7,415	7,415	7,415	7,415
Gain/Loss on Disposal of Capital	50	50	50	50
Investment Revenue	590	390	390	390
Total Assistance and Other Revenue	80,022	83,513	81,625	75,144
Operating Income (Loss) Before Reserves	\$0	(\$982)	(\$7,353)	(\$18,540)
Use of Operating Reserves	0	982	7,353	18,540
Operating Income (Loss)	\$0	\$0	\$0	\$0

CAPITAL FUNDING PROFILE

FUNDING PROFILE - CAPITAL

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 the New York State Department of Transportation (NYSDOT). The current capital programs available to 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.

Federal Transportation Law offers a flexible funding program to transit related activities for Congestion Mitigation and Air Quality Improvement Program. Eligible activities under CMAQ* include transit system 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. CNYRTA receives these funds administered by 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.

*FTA, Federal Flexible Funding Program funds 80% of the project cost, while CNYRTA funds 20% of the project cost.

STATE PROGRAMS

Accelerated Transit Capital Funds (ATC) provides State resources to upstate public transportation sponsors for capital projects that, in combination, have a minimum service life of no less than ten (10) years. Eligible projects must meet the minimum service life threshold and be considered as an FTA activity, 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 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 IMPROVEMENT PLAN

The Capital Improvement Plan of the Authority considers proposed capital investments essential for sustaining and enhancing the infrastructure and operations. Critical elements of this plan focus on the replacement of Authority's vehicles, facilities and equipment updates, and service enhancements. This strategic approach enables both the Authority and its subsidiary operations to pursue financial stability, elevate service quality, enhance the customer experience, and enhance ridership. All while simultaneously, addressing the necessity of modernizing infrastructure and technology, aligning with modern standards and demands.

The Capital Improvement Plan operates within fiscal constraints dictated by the available funding sources. Management decisions regarding the prioritization of capital improvements carefully weigh the extent of Federal and State capital funding allocated to the Authority. In certain cases, capital improvements are funded entirely through local resources, although such instances are limited.

Planned asset replacements allow management to forecast capital funding requirements while maintaining predictability in operating costs. This strategic approach ensures the reliability of service, enhances energy efficiencies, and prioritizes the safety of both customers and employees. Replacing assets in accordance with a predetermined plan, the Authority can sustain and improve its operations, and adhere to the overall operating efficiencies and safety standards.

2024-25 CAPITAL BUDGET

(\$ Thousands)

	2024-25 CAPITAL BUDGET	FEDERAL	STATE	LOCAL
Capital Asset				
Land Improvement	\$699	\$79	\$610	\$10
Computer Hardware	172	138	17	17
Transit System Enhancements	200	160	20	20
Systems	1,091	393	649	49
Equipment	113	91	11	11
Facility Upgrades	4,061	1,919	1,902	240
Service Vehicles	458	366	46	46
Fixed Route Buses	55,414	31,771	19,672	3,971
Total Improvements	\$62,208	\$34,917	\$22,927	\$4,364

The Authority intends to finalize the following capital projects during the fiscal year 2024-25. The projects listed are highlights of the complete Capital Improvement Plan, which are funded with a mix of Federal, State and Local funds.

- 64 New Fixed Route Buses for all locations, and Service Vehicles for CNY Centro and Centro of Oneida
- Building Bathroom Renovations
- Planning for BRT Service Enhancements
- System Upgrades to include Fire Alarm and Plan upgrades, CAD AVL Realtime Information, Gas Sensor Upgrades

MULTI-YEAR CAPITAL IMPROVEMENT FUNDING PLAN PROJECTIONS

(\$ Thousands)

Authority Fiscal Year -->	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
Onondaga County Projects:					
Bus Signage	\$ -	\$ -	\$ -	\$ -	\$ -
Bus Support Equipment/Facilities Rehab	-	-	-	-	-
Bus Rapid Transit (BRT) & Engineering	10,000	15,000		-	-
Computer Hardware	200	200	200	200	200
Computer Software	125	125	125	125	125
Engineering Services	200	-	200	-	200
Facility Upgrades	3,000	-	-	-	-
Service Vehicles	-	190	170	-	-
Support Vehicles	-	-	170	140	105
Rolling Stock - Fixed Route Buses	-	-	7,000	-	-
Rolling Stock - Paratransit Buses	1,540	-	1,015	1,160	10,000
Total Capital Project Cost	\$ 15,065	\$ 15,515	\$ 8,880	\$ 1,625	\$ 10,630
Oneida County Projects:					
Computer Hardware	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	-	-	-	-	-
Facility Upgrades	5,000	-	15,000	-	-
Rolling Stock - Fixed Route Buses	-	-	-	-	-
Rolling Stock - Paratransit Buses	-	-	-	-	400
Service Vehicles	-	-	18	-	-
Total Capital Project Cost	\$ 5,000	\$ -	\$ 15,018	\$ -	\$ 400
Grand Total Capital Project Cost	\$ 20,065	\$ 15,515	\$ 23,898	\$ 1,625	\$ 11,030

Projected capital grant funding from the federal Infrastructure Investment and Jobs Act has allowed the Authority to program significant future capital projects. Highlights include:

- Bus Rapid Transit (BRT) service:
 - o James St. to South Ave. to Onondaga Community College corridor
 - o Syracuse University to the Regional Transportation Center corridor
- Construct a new consolidated garage and office facility for Centro of Oneida
- Rolling stock purchases







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