MOVING COMMUNITIES FORWARD!



2025-26 YEAR IN REVIEW
2026-27 COMPREHENSIVE STRATEGIC PLAN
2026-27 FINANCIAL PLAN

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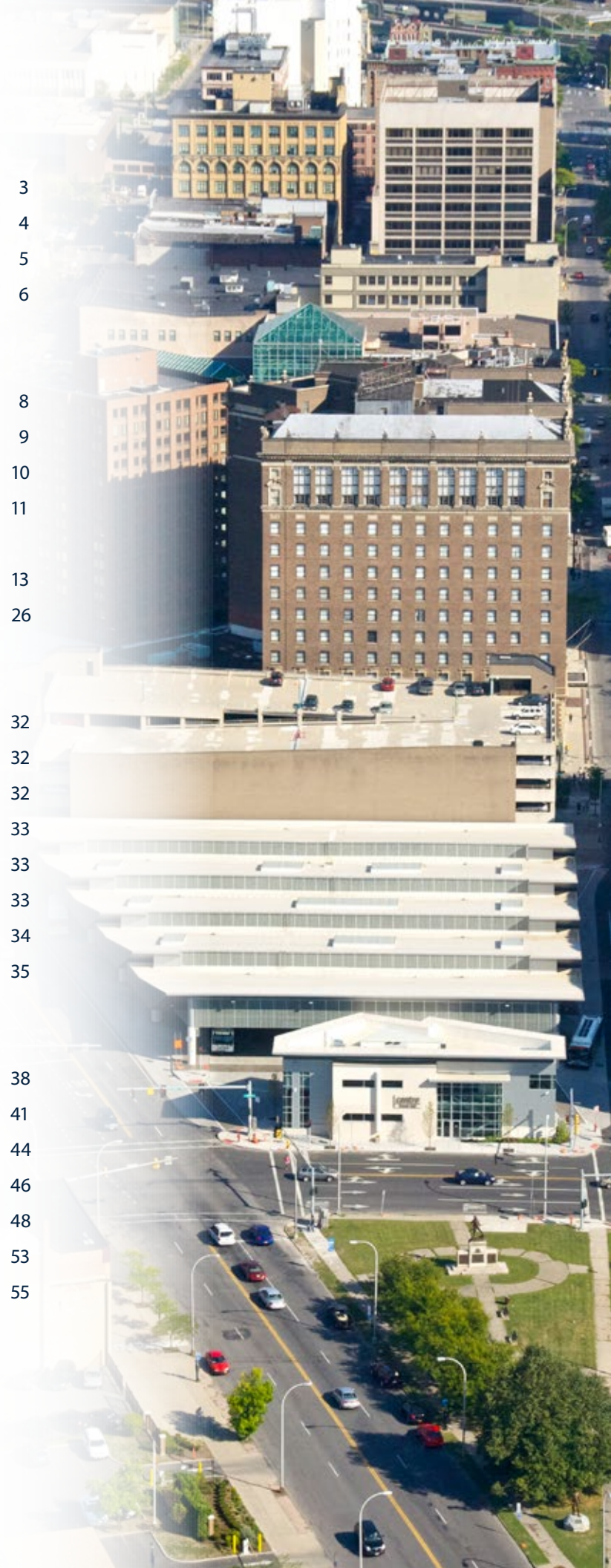
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Introduction

About Centro

The Central New York Regional Transportation Authority (CNYRTA), also known as Centro or the Authority, serves as the public mass transit provider for the Central New York region. Centro offers fixed-route, commuter, ondemand, and paratransit services across Onondaga, Cayuga, Oswego, Oneida, and Cortland counties. Collectively, these counties are home to nearly 926,000 residents.

Centro services encompass 5,000 bus stops, 210 passenger shelters, three transfer hubs, three surface parking areas, and a Regional Transportation Center. Operating a fleet of 233 revenue vehicles, supported by six maintenance facilities, including our largest full-service maintenance facility and administrative headquarters in Onondaga County (Syracuse). Centro operates 103 routes, covering more than 5.9 million miles annually, with over 2,500 bus trips each weekday for regular service and approximately 3,800 weekly trips for paratransit services.

Since our establishment in 1970 and the launch of publicly operated bus service in Syracuse on January 17, 1972, Centro has remained committed to enhancing the quality of life and economic vitality of Central New York.

As a responsible community partner and an essential component of the region's public infrastructure, Centro continues to contribute through various initiatives, including:

- Providing ADA-compliant paratransit services to ensure accessibility for all riders.
- Offering transportation to the New York State Fair and local college campuses, including Syracuse University, SUNY Oswego, Onondaga Community College (OCC), Cayuga Community College (Cayuga CC), and Mohawk Valley Community College (MVCC).
- Supporting community events, services, and educational programs throughout the year.
- Promoting environmental sustainability with a fleet of compressed natural gas (CNG) and clean diesel buses.
- Partnering with police, fire departments, emergency responders, and the Red Cross to support community safety during emergencies.

Centro is committed to being a driving force moving communities forward by providing mobility solutions that help people achieve more. Our dedication to respect, integrity, safety, excellence, and service guides our operations, ensuring that public transportation remains reliable, accessible, and impactful for the communities we serve. Together, we are shaping the future of mobility and empowering individuals to move forward.



MISSION

To be a driving force moving communities forward

VISION

Mobility solutions that help people achieve more

centro

centro.org

VALUES

Respect
Dignity and kindness always

Integrity
Do good, be good

Safety
Everyone's responsibility

Excellence
Holding ourselves to the highest standard

Service
Passion for the community

centro

centro.org

To Our Valued Riders, Friends, and Community Partners,

For Centro and the communities we serve, FY 2025-26 was a year of momentum. The hard work and careful planning efforts of our team translated into meaningful improvements in our service, our infrastructure, and the lives of the people who ride with us every day.

Ridership continued to grow across the region as we've improved service in all five counties, connecting more people to jobs, healthcare, education, and opportunity. Overall, we saw a 6% increase in system-wide service last year, which includes Cortland County, where we've now served the community for a full year.

We were proud to secure key grant funding this year, advancing once-in-a-generation investments such as Syracuse Bus Rapid Transit, fleet modernization, and the construction of a new Oneida facility. These achievements reflect not only the confidence our state and federal partners place in our work, but also our unwavering commitment to building a transit system ready to serve Central New York for decades to come.

In Oswego County, we rolled out our Better Bus: Oswego system redesign focused on consistent, streamlined routing with increased frequency, connecting people to the places they most want to visit. Since the launch in January, we've already seen a 12% increase in ridership there – a strong indicator that we've made the right choices on service upgrades.

Centro staff is continuing to advance planning efforts for Onondaga County's improvements. The Better Bus: Onondaga system redesign will launch in 2027 where we'll increase frequency in our urban core and introduce MOVE microtransit service in other neighborhoods. We're also working through the design phase of the Bus Rapid Transit (BRT) routes – expected to go live in 2028.

One of the things we're most proud of this year is how deeply community input shaped our decisions. From public hearings to neighborhood conversations, we've heard from riders, advocates, and partners and acted on what we learned. We sat at the table so we could understand the public point of view and invited folks into our facility so they could get a glimpse of all that happens behind the scenes. This year, we've been working hard on building relationships, and the result is a transit system that better reflects the needs of the people it serves.

None of this would happen without our hard-working Centro team. To the operators, maintenance staff, planners, customer service representatives, and administrative professionals – thank you. You are the backbone of this organization and your commitment to our riders is not taken for granted. And to our riders – thank you for choosing us. You are the reason we do this work and we'll never stop striving to earn your trust.



Nicholas F. Laino
Chairman

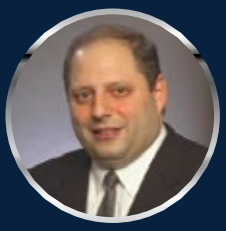


Christopher Tuff
Deputy Chief Executive Officer

Organizational Overview



Central New York Regional Transportation Authority 2025-26 Board of Members



Nicholas F. Laino
Chairman
Oneida County



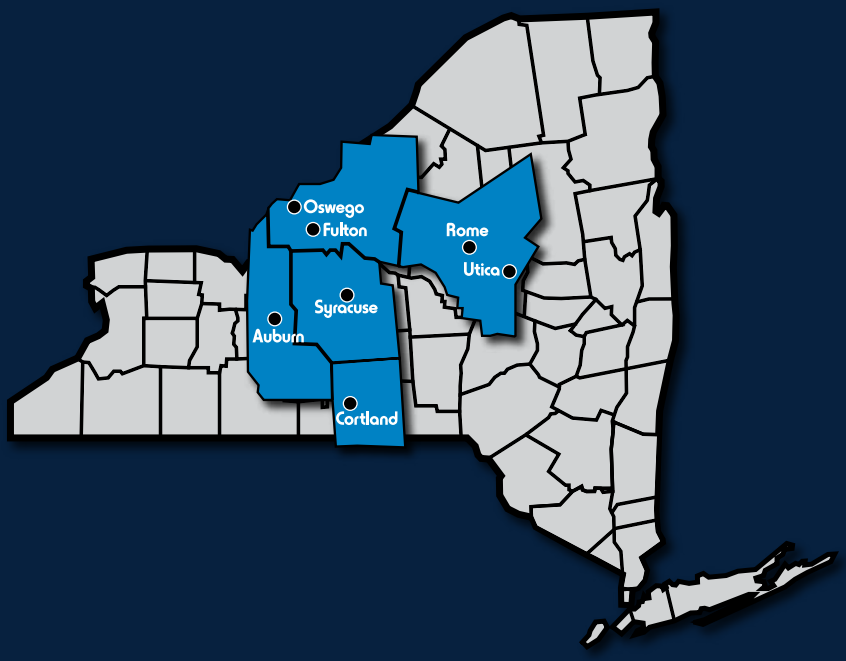
Anthony Q. Davis, Sr.
Vice Chairman
City of Syracuse



Darlene DeRosa Lattimore
Secretary
Cayuga County



Tina M. Fitzgerald
Treasurer
Governor's Office





Neil Burke
Member
City of Syracuse



Robert F. Cuculich
Member
Onondaga County



Julius L. Lawrence Jr.
Member
City of Syracuse



Louella Williams
Member
Onondaga County



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



Heather Snow
Member
Oswego County

centro

RELATIONSHIP TO NEW YORK STATE

History

The Central New York Regional Transportation Authority (CNYRTA) was established by the New York State Legislature in 1970 in response to economic, demographic, and land-use shifts that led to the decline of privately operated public transit companies. Across the United States, many private bus operators were unable to sustain their operations and replace aging equipment with fare revenue alone. As a result, public transportation authorities were created in major cities across New York State and other urbanized areas in the late 1960s and early 1970s.

Public transportation plays a vital role in maintaining local economic vitality. It provides mobility options for individuals who cannot or choose not to drive, reduces traffic congestion and fuel consumption, lowers air pollution, and creates pathways to employment. Additionally, it offers an essential alternative for commuting to work, school, medical appointments, shopping centers, and social or entertainment venues. Like roads and bridges, public transit is a fundamental component of the nation's transportation infrastructure.

Legal Status

CNYRTA is a public authority and a public benefit corporation of New York State, created under Title 11-D of the Public Authorities Law in 1970. While it operates as an "agent" of the state, it is not part of the state itself. Its legislated purpose is to develop, improve, and maintain public transportation services within the Central New York Regional Transportation District. Under state law, CNYRTA is recognized as providing "*an essential governmental function*" for the benefit of New York State residents.

The original Central New York Regional Transportation District included Onondaga County. The law permitted additional counties Cayuga, Cortland, Jefferson, Madison, Oneida, and Oswego to join through a vote of their legislative bodies. To date, Oswego (1972), Cayuga (1973), Oneida (2005), and Cortland (2025) Counties have elected to join Onondaga County (1970) as part of the Authority's service area.

As a governmental entity created for the public benefit, CNYRTA and its subsidiaries are tax-exempt from sales, excise, property, and income taxes.

For financial reporting purposes, CNYRTA is a Component Unit of the State of New York. Its independently audited financial statements, including those of its subsidiaries, are incorporated into New York State's Comprehensive Annual Financial Report (CAFR). Additionally, CNYRTA is recognized as a "specified" transit system in the annual appropriations of the New York State Budget.

ORGANIZATION OVERVIEW

Governance Structure

The Authority is governed by a Board of Members, consisting of fourteen positions, including one non-voting member representing the collective bargaining units. The current composition of the Board is as follows:

Onondaga County – 5 seats
City of Syracuse – 3 seats
Oswego County – 1 seat
Cayuga County – 1 seat
Oneida County – 1 seat
City of Rome – 1 seat
Cortland County – 1 seat
Collective Bargaining Unit – 1 non-voting seat

Board members are appointed by the Governor and confirmed by the New York State Senate. Terms are fixed but staggered over seven-year periods, beginning on July 1. Members continue to serve until their successors are appointed and may be reappointed through the same process. Officers of the Board, including the Chairperson, Vice-Chairperson, Secretary, and Treasurer, are elected by the Board of Members.

Board members serve without compensation but are eligible for reimbursement of necessary and actual expenses incurred while performing official duties.

The Board of Members holds at least one meeting per month, typically on the fourth Friday. These meetings are open to the public, recorded, and streamed live 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 mission, CNYRTA has created several public benefit subsidiary corporations over the past 50+ years. The Authority provides comprehensive public transit services through its six "Centro" bus subsidiaries, serving Onondaga, Oswego, Cayuga, Oneida, and Cortland Counties. Additionally, two smaller subsidiaries manage specialized functions.

CNY Centro, Inc. Provides fixed-route public transit services in Onondaga County, operating a fleet of 140 heavy-duty buses—131 powered by compressed natural gas (CNG) and 9 by diesel. CNY Centro also supports all other subsidiaries by managing fleet maintenance, route planning, scheduling, training, accounting, procurement, grant administration, payroll, human resources, IT, marketing, and other administrative functions.

Centro Call-A-Bus, Inc. Provides demand-response paratransit services in Onondaga County, complementing fixed-route service as required by the Americans with Disabilities Act (ADA). Originally launched in the mid-1970s, Call-A-Bus was already in place for nearly two decades before the ADA mandated paratransit service nationwide. It operates a fleet of 18 specialized vehicles, supplemented by fixed-route buses, private van operators, and taxi services.

Centro of Oneida, Inc. Operates fixed-route and ADA-mandated paratransit services in Oneida County, using 28 large and 9 small buses. It includes the Utica Division, serving Utica, Kirkland, New Hartford, and Whitestown, and the Rome Division, which provides service within the City of Rome. Before joining CNYRTA in 2005 these municipal transit operations faced significant financial and operational challenges. With support from New York State, CNYRTA successfully regionalized Oneida County's transit system under Centro of Oneida, Inc.

Centro of Oswego, Inc. Provides fixed-route and ADA-mandated paratransit services in Oswego County, operating 14 large and 4 small buses. It serves SUNY Oswego, the cities of Oswego and Fulton, and commuter routes connecting Mexico, Fulton, Oswego, and Syracuse. Centro of Oswego operates from an Authority-owned light maintenance/office facility in Oswego.



Centro of Cayuga, Inc. Provides fixed-route and ADA-mandated paratransit services in Cayuga County, operating 14 large and 2 small bus. It serves Auburn, Weedsport, and Port Byron, with commuter service to Syracuse and the Regional Transportation Center. Centro of Cayuga also operates extensive New York State Fair shuttle services and is based in an Authorityowned light maintenance/office facility in Auburn.

Centro of Cortland, Inc. Launched in 2025, Centro of Cortland provides both fixed-route and ADA-mandated paratransit services throughout Cortland County. The system operates a fleet of 9 large buses and 4 small buses, offering essential mobility for residents and connecting key destinations. Service areas include the City of Cortland, Homer, Marathon, and Cincinnatus, along with key destinations such as Walmart, Tompkins Cortland Community College, and Greek Peak. Centro of Cortland operates from a light maintenance and administrative facility located in Cortland, with additional operational, administrative, and technical support provided by CNY Centro, Inc. in Syracuse. This structure ensures reliable service delivery, coordinated oversight, and efficient use of regional resources.

Centro Parking, Inc. Established in the 1970s to generate revenue supporting transit operations. It leases surface parking lots to SUNY Upstate Hospital and manages a permitted parking lot under Interstate 81 in Syracuse, leased from the State of New York.

Intermodal Transportation Center, Inc. (ITC, Inc.) Created in 1995 to develop and manage the William F. Walsh Regional Transportation Center (RTC) in Syracuse, which opened in 1998. The RTC serves as a hub for Centro's local and regional transit, as well as Amtrak, Greyhound, Adirondack Transit Lines, and FlixBus. Before its construction, intercity travelers had no convenient way to transfer between these modes of transportation, as terminals were scattered across the region. The RTC operates 24/7 and has undergone multiple significant capital improvements by CNYRTA over the years.

The Year in Review 2025-26

Building on the 2024-25 update of Centro's mission and vision, the Executive team focused its efforts this year around five strategic pillars — core focus areas designed to bridge the gap between the big picture of who we are and where we're headed, and the day-to-day decisions and actions that move us forward. These pillars should be viewed as a practical translation of our mission and vision into actionable themes that guide everything from how we allocate resources to how we show up for our riders and our team. The five pillars are financial stewardship, which ensures we manage public funds responsibly; customer experience, which drives consistent, high-quality interactions for riders; community partnership, which builds strong, collaborative relationships with community stakeholders; workforce commitment, which invests in and supports our employees; and environmental consciousness, which speaks to responsible practices that reduce environmental impacts and support long-term sustainability. Together, these pillars create a framework that keeps our entire organization aligned, accountable, and focused on what matters most.



Better Bus, Better Connections

How rider feedback helped reshape transit service in Oswego



When Centro launched the Better Bus Oswego service changes in January 2026, the goal wasn't to reinvent public transit in Oswego and Fulton; it was to make it work better for the people who rely on it every day. The focus was simple but impactful: create a system that is easier to understand, more reliable, and built around streamlined routes with stronger, easy to navigate connections.

For many riders, even small improvements can make a noticeable difference. A simpler route structure. More predictable schedules. Shorter waits between buses. Those changes may not grab headlines, but they matter to someone trying to get to work, class, a doctor's appointment, or home at the end of the day.

Before the redesign began, Centro spent months gathering feedback from riders and community members through outreach events, public meetings, and conversations across the community. One thing became clear early in the process: riders wanted a system that felt easier to navigate and more dependable.

Some routes had become difficult to follow over time, especially for occasional riders or new users. In response, Centro restructured and simplified the route network, replacing overlapping route variations with a more streamlined design. The updated system introduced clearer route groupings, including Routes 17, 18, and 19, helping riders better understand where buses travel and how routes connect.

***ABOVE**: Centro's Vice President of Communications & Business Planning, Steve Koegel delivers the Better Bus Public Hearing presentation in Fulton. **BELOW**: Centro's Service Development staff engage with students interested in the Better Bus proposed system redesign at SUNY Oswego's Marano Campus Center.*



Another major change involved relocating the city's primary transfer hub to improve connections between routes and reduce travel complications for riders transferring between buses.

Service frequency was also addressed as part of the redesign. Along the busy Bridge Street corridor, buses now run every 45 minutes, improving access between major destinations including SUNY Oswego and shopping areas. In other parts of the system, schedules were adjusted to create more consistent service intervals and make trip planning easier for riders throughout the day.

In Fulton, weekday service was expanded as well, increasing the number of daily trips and improving overall service reliability.



***BELOW**: Centro's Director of Service Development, James Effinger points out some of the changes being made to the City of Fulton's service in the proposed Better Bus redesign during one of many outreach events held in Fulton.*



Customer Experience

The Better Bus Oswego initiative also reflects a broader shift in how Centro approaches service planning. Rather than making decisions in isolation, the redesign was built around public input and rider experience. Feedback from the community directly influenced the final service plan and helped identify areas where improvements were most needed.

That collaborative process helped shape a system designed not only around routes and schedules, but around the people who rely on them every day.

The work completed in Oswego is part of a larger effort taking place across Centro's service area to modernize transit service, improve reliability, and prepare for future investments in technology and system enhancements. At its core, Better Bus Oswego focused on a simple idea: public transportation works best when it works for the people using it.

And for riders across Oswego and Fulton, that effort is already beginning to make a difference.

Connecting Communities Beyond Transit

The Roller Express Creates a New Holiday Tradition

This past holiday season, something truly magical rolled through Central New York, and it came on a Centro bus. Wrapped in holiday graphics and filled with music, laughter, and excited passengers, The Roller Express to Lights on the Lake became one of Centro's most unique community partnership efforts of the year.

The program was created through a partnership between Centro, the YMCA of Central New York, Lamar Transit Advertising, and M&T Bank with a simple goal in mind: helping more people experience the holiday season, regardless of transportation or financial barriers. And it delivered!

Throughout the season, the specially themed bus transported community groups to Lights on the Lake at Onondaga Lake Park. Trips were coordinated by the YMCA and included veterans, cancer survivors, families in early learning programs, active older adults, and participants in accessible recreation programs.

For some riders, it was their first time attending Lights on the Lake.

And the magic started the moment the bus arrived. Families gathered for photos in front of the holiday wrap before boarding. Kids rushed to window seats to get the best view of the displays. Holiday music played as the bus



made its way through the park, with riders pointing out their favorite light displays and sharing the experience together. The atmosphere felt less like transportation and more like a community celebration.

One special evening during the season focused specifically on local veterans and military families. Working with the YMCA and community organizations, veterans were invited aboard for a night designed to recognize their service and give families an opportunity to enjoy the holiday tradition together.

The Roller Express also extended beyond Lights on the Lake itself. During the holidays, the bus appeared in the Baldwinsville Parade of Lights and supported toy collection efforts benefiting The Salvation Army, helping spread holiday spirit throughout the community.

the YMCA OF CENTRAL NEW YORK

centro

M&T Bank

LAMAR TRANSIT ADVERTISING





***LEFT**: Centro's Roller Express participated in the 11th annual Parade of Lights presented by the Baldwinsville Volunteer Fire Company in conjuction with the Village of Baldwinsville tree lighting celebration. The event draws nearly 7,000 attendees who pack the parade route and includes more than 160 vehicles from local municipalities, businesses, heavy equipment operators, and community groups.*

Programs like this highlight how partnerships can expand the role public transportation plays in the region. While Centro's primary mission remains providing reliable transit service, collaborations like The Roller Express create opportunities for the organization to connect with the community in a unique way.

The success of the inaugural season was made possible through the support of local partners and sponsors who shared the vision behind the program. Free admission opportunities, event coordination, and community outreach all helped make the experience accessible to more riders throughout Central New York.

The YMCA of Central New York has already identified The Roller Express as a growing sponsorship opportunity moving forward, with hopes of expanding participation and reaching even more community organizations in future holiday seasons.

What started as a seasonal idea quickly became something more—a shared experience that brought people together during the holidays.

And judging by the reaction from riders, volunteers, and community partners, The Roller Express is on its way to becoming a new holiday tradition in Central New York.

The Roller Express is made possible by the financial support of the following sponsors:

BOND SCHOENECK & KING ATTORNEYS

Canandaigua National Bank

KeyBank

Masterpole • Murphy
• INDEPENDENT INSURANCE AGENCY •



Community Partnership



Driving Toward a Cleaner Future

Centro's long-term investment in CNG continues to benefit riders, taxpayers, and the environment

Centro's commitment to cleaner transportation isn't new, it's a legacy more than 30 years in the making. Long before sustainability became a national priority, Centro was already leading the way, introducing compressed natural gas (CNG) buses, and setting a standard for cleaner transit in Central New York.

What began in 1993 with only a small number of CNG vehicles has grown into a major part of Centro's Syracuse fleet. Today, 137 CNG buses make up roughly 90 percent of the buses operating in Syracuse, with another 64 new CNG buses scheduled to arrive as older vehicles are retired from service.

For Centro, continuing to invest in CNG has been both an environmental decision and a financial one.

"We've been committed to clean fuel propulsion systems well before most other transit agencies," said Centro Chief Executive Officer Christopher Tuff. "Not only has the commitment been good for the environment, it's been good for our bottom line."

Over the years, the transition away from traditional diesel buses has helped reduce emissions while also lowering long-term fuel costs. Natural gas prices have historically been more stable and less volatile than diesel, helping Centro better manage operating expenses and reduce costs for taxpayers.

According to Centro estimates, the use of CNG buses has saved taxpayers more than $20 million since the agency first introduced the vehicles into service.

Trillium has completed a major upgrade to Centro's CNG fueling station, replacing aging equipment with modern electric-driven motors, compressors, and dispensers. The original station was built in 1997, when compressed natural gas technology was still relatively new. At the time, Centro was among the first transit agencies to operate an indoor CNG fueling facility.

Because the station was located indoors, it required an extensive safety system, including gas detectors, alarms, automated door controls, and ventilation fans designed



***ABOVE**: Representatives from Centro, the Federal Transit Administration (FTA), the New York State Department of Transportation (NYSDOT), and partnering entities pose following the ribbon-cutting ceremony of Centro's new CNG fueling station in Syracuse.*

to respond in the event of a gas leak. The previous system relied on natural gas–powered motors, which required significant maintenance over the years.

The upgraded station now uses electric motors, reducing maintenance requirements while improving reliability and performance. The new equipment can fuel buses faster than ever, helping Centro operate more efficiently and keep its fleet on the road.

Centro has entered into a contract with WM, Inc. to supply renewable natural gas (RNG) for its transit fleet. Rather than allowing methane generated in landfills to escape into the atmosphere, WM captures the gas, processes it, and injects it into the natural gas pipeline system. By using RNG, Centro is helping reduce greenhouse gas emissions while fueling its buses with a renewable energy source. This partnership puts methane that would otherwise contribute to climate change to productive use, supporting both environmental sustainability and public transportation operations.

The investment in CNG infrastructure has also positioned Centro to continue expanding its clean fuel fleet without the large capital costs associated with transitioning to entirely new fueling systems.

For Centro, reliability remains a major factor in those decisions.

Central New York's climate can present operational challenges for emerging vehicle technologies, particularly during extended winter conditions. Centro's existing CNG fleet has continued to provide dependable all-day service while also delivering environmental benefits and manageable operating costs.

By upgrading the system, Centro has recommitted to strengthening and expanding its existing CNG infrastructure. That includes ongoing investments in fueling stations, fleet replacement, and system upgrades designed to support long-term operations across the region.

The approach reflects a larger philosophy that has guided Centro's fleet planning for decades: invest in technology that works reliably for riders, makes financial sense for taxpayers, and helps reduce environmental impact at the same time. This is more than a long-standing commitment—it's a forward-looking strategy. One that ensures Centro continues to move Central New York toward a cleaner, more sustainable future, one ride at a time.

Environmental Consciousness

Investing in the People Who Move Us

Ask almost any experienced bus operator what their first year on the job was like, and you'll probably hear the same thing: overwhelming at times but rewarding once everything started to click.

There's a lot more to the job than simply driving a bus. Operators are responsible for safety, customer service, time management, and adapting to unexpected situations throughout the day. Even after completing training, it can take time for new employees to feel fully comfortable behind the wheel.

That's one of the reasons Centro launched the Centro ATU Mentorship Program in July 2025.

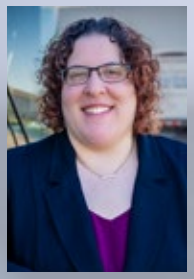
The program, currently in its pilot year in Syracuse, pairs newly trained operators with experienced bus operators during their first year on the job. It's the first formal operator mentorship program of its kind in New York State and was created to help new employees transition more smoothly from training into full-time service.

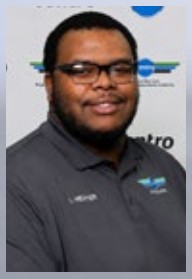
The idea came from a simple understanding: support matters, especially early on.

New operators already receive extensive training before entering service, but there are some things that can only be learned through experience. Having an experienced operator available to answer questions, provide guidance, or simply offer reassurance can make a real difference during those first few months.

Guiding New Drivers
Building Strong Futures

Centro ATU Mentorship Program





***FROM LEFT**: Mentorship Program Coordinators: Centro's Director of Training & Compliance, Kayla Garcia and ATU Local 580 President, Jimmy Hester.*

***RIGHT**: Trenisha Polk, a first-year Syracuse operator, is among the first wave of employees to participate in the Mentorship Program.*



***TOP**: Mentors Albert Anderson, Sheltera Brooks, Hal Carroll, Diamond Donerlson, Don Green, Bradley Heppeler, and Victoria Luhr.*
***BOTTOM**: Mentors Robert Morris, Yenser Perez-Hernandez, Jamaar Sampson, Valerie Thomas, Cobbie Williams, and Mike Woodall.*

Mentors are selected based on several factors, including safety record, professionalism, experience, and a willingness to help others succeed. Before becoming mentors, they also complete "Train-the-Trainer" instruction to help prepare them for the role.

The program focuses on regular communication and ongoing support. In some cases, that may mean helping a new operator work through a challenging situation on the road. Other times, it's simply checking in after a shift or sharing advice that comes from years of experience.

While the mentorship program is still being developed, Centro management and ATU leadership continue meeting to help shape the program's long-term structure and guidelines. Even in its early stages, however, the effort reflects a larger commitment to employee development and workforce support. "Over the first year of the mentor pilot program, we have already seen retention rates for new operators increase significantly. This demonstrates that the program is working and the operators value the additional support available to them," said Centro Executive Vice President Jacquelyn Musengo.

That commitment extended across the organization throughout the year.

Centro continued holding new driver classes, participating in job fairs, and expanding recruitment efforts across the region. Employee recognition initiatives, including the RPM Program and Transit Employee Appreciation Day, also highlighted the contributions employees make every day behind the scenes.

Recruitment campaigns supported growing operational needs, while training and professional development opportunities continued across multiple departments.

For Centro, workforce development is about more than filling positions. It's about creating an environment where employees have the tools, guidance, and support needed to build long-term careers.

Because at the center of every successful transit system are the people who keep it running each day.

Workforce Commitment



***ABOVE**: ATU Workforce Development Coordinator, Eliseo Acosta, Jr. meets with Centro mentors during their training.*



***FROM LEFT**: Syracuse Mayor-Elect, Sharon Owens, CNYRTA Board Member, Neil Burke, Congressman, John Mannion (NY-22), Syracuse Mayor, Ben Walsh, Centro's CEO, Christopher Tuff, and CNYRTA Board President, Nick Laino pose following Congressman Mannion's announcement of a $9.28 million federal grant for the purchase of CNG buses for Centro's Bus Rapid Transit (BRT) system.*

Investing in What Matters

When people think about public transportation, they usually think about the buses they see every day. What they don't always see are the investments happening behind the scenes, investments that ensure reliability today and build the foundation for tomorrow.

During Fiscal Year 2025-2026, Centro secured and advanced more than $73 million in federal and state funding for transportation projects across Central New York. With local matching funds included, those projects represent more than $91 million in total investment, an unprecedented commitment to the region's mobility, infrastructure, and future growth.

Infrastructure is the foundation to progress. This year marked a significant milestone with Centro securing federal and state funding for the new Centro of Oneida facility, a project that will improve fleet maintenance, strengthen operational reliability, and support future service growth in Oneida County.

At the same time, Centro advanced funding for Bus Rapid Transit (BRT), including support for future BRT vehicles and related infrastructure improvements. The long-term goal is to create faster, more reliable transit connections and a better overall rider experience.

These advancements were made possible through a strategic combination of funding sources, including the Federal Transit Administration's Low or No Emission Program, the Bus and Bus Facilities Program, New York State's Zero Emission Transit Transition (ZETT) Program, and the Congestion Mitigation and Air Quality Program. Additional formula and capital funding supported ongoing infrastructure upgrades, state of good repair work, and long-term transit planning.

While many of these projects will take years to fully complete, the funding secured this past year moves them from planning toward implementation. That matters because reliable transportation depends on long-term investment in vehicles,



***ABOVE**: An aerial-view rendering of Centro's proposed new garage and maintenance facility for Oneida County. This project will consolidate facilities (Rome and Utica) in Oneida County to support the transition to a zero-emission fleet, allowing for the potential expansion to Madison and Herkimer Counties.*

facilities, technology, and infrastructure as well as day-to-day operations.

These investments are about public value. A stronger transit system supports access to jobs, education, healthcare, and economic opportunity. It enhances quality of life today while preparing Central New York for the demand of tomorrow. For Centro, responsible stewardship means making strategic investments that strengthen service, improve infrastructure, and deliver lasting value for the communities it serves.



***ABOVE**: A rendering of a proposed CNG powered Bus Rapid Transit (BRT) bus slated to be procured for Centro's new BRT service in Syracuse, which is set to commence in 2027-28.*



***ABOVE**: Senate Transportation Chair Jeremy Cooney (D-Rochester), Senator Pat Fahy (D-Albany), Assembly Transportation Chair William Magnarelli, The New York Public Transit Association (NYPTA), and representatives from public transit agencies from across Upstate New York (including Centro's CEO, Christopher Tuff) rallied on the Million Dollar staircase to call for a 15% funding increase for upstate public transit agencies in the budget in March.*

Financial Stewardship

Congestion Mitigation & Air Quality



***ABOVE**: Centro staff process Veteran Ride Passes at the Center for Progress building at the New York Sate Fairgrounds during the 2025 Veterans Day Parade & Expo.*

Veteran Ride Pass Program Expands Access for Local Vets

In May 2025, Centro proudly introduced a new Veteran Ride Pass program, an initiative designed to give back to those who have given so much.

The program, which officially launched on May 5, provides unlimited access to Centro's regular route service across Centro's comprehensive five-county service area—which includes Onondaga, Oneida, Cayuga, Oswego, and Cortland counties—for honorably discharged veterans who qualify through their local Veterans Service Agency.

While the program is a meaningful way to recognize veterans for their service, it was also created with a practical purpose in mind: helping remove transportation barriers that can make everyday tasks more difficult.

For many veterans, reliable transportation plays an important role in accessing medical appointments, employment opportunities, benefits, and other services. Centro's newest pass program helps provide a dependable option for getting veterans where they need to go.

"We are thrilled to honor those who have served our country by offering free rides for veterans on our bus services," said Centro Deputy Chief Executive Officer Christopher Tuff when the program was announced. "These individuals are heroes within our communities, and we know that many have transportation needs. We are happy to welcome them aboard our buses."

Veterans interested in the program apply through their local Veterans Service Agency. Once approved, they receive a Veteran Pass through their local Centro office that can be used throughout Centro's regular service area.
Local veterans organizations and community leaders praised the initiative for addressing a need that often goes overlooked.

"Transportation and obtaining a photo identification has been a barrier for many people who are trying to find employment, apply for earned benefits, attend medical appointments or properly care for their families," said Anne-Marie Mancilla, Director of the Onondaga County Veterans Service Agency. "This program will provide an opportunity to our veteran population to obtain another form of identification and have reliable transportation."

Clear Path for Veterans also partnered in supporting the effort and highlighted the importance of dependable transit access for veterans across the region.

"We are deeply grateful to Centro for investing in our Central New York veteran community through this important initiative," said Alex Behm, Chief Community Officer at Clear Path for Veterans. "Providing complimentary, reliable transportation ensures that veterans can access medical care, maintain employment, and stay connected to the services they've earned."

Support for the program also came from local state representatives, including Assemblymembers Pamela Hunter and William Magnarelli, who both noted the positive impact the initiative could have for veterans throughout the community.

The Veteran Ride Pass program reflects Centro's larger commitment to community partnerships and improving access to opportunity through public transportation.

Each year, Centro provides more than seven million rides throughout Central New York. With programs like the Veteran Ride Pass, those rides do more than move people, they help strengthen communities, honor service, and make a lasting difference every single day.



***ABOVE**: Centro's new Veteran Ride Passes have been a hit across Central New York as more than 650 Veteran Ride Passes have been issued since their debut.*



***RIGHT**: Veterans showing off their recently acquired Centro Veteran Ride Passes during the Veterans Day Parade & Expo.*

Community Engagement

Over the past year, Centro has proudly partnered with numerous organizations and groups across its five-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 events were a tremendous success!



OCTSAB Jerry Deitz Safety Award
April 24, 2025



Earth Day Clean-Up - Syracuse
April 26, 2025



Honor Flight Shuttle – Mission 22
May 3, 2025



Access to Independence - Cortland
May 16, 2025



City of Syracuse Big Rig Day
May 17, 2025



Memorial Day Parade - Utica
May 26, 2025



Storybus - Roberts Elementary
May 19 & 22, 2025



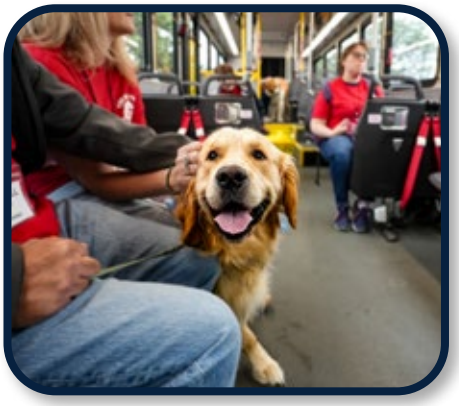
Memorial Day Parade - Eastwood
May 26, 2025



Touch-A-Truck
June 1, 2025



Syracuse Workforce Run
June 11, 2025



GO Team Therapy Dog Training
June 14, 2025



Juneteenth Parade
June 14, 2025



Dr. Weeks Elementary Big Rig Day
June 20, 2024



Syracuse Pride Parade & Shuttle
June 22, 2024



Syracuse Urbanism Collective
June 24, 2025



OCTSAB Tykes Tuesday Safety Event
July 22, 2025



Honor America Days - Rome
July 26, 2025



National Night Out - Kirk Park
August 5, 2025



Tunnels to Towers Shuttle - Utica
August 17, 2025



Veteran Pass Event - Homer Elks Lodge
August 21, 2025



OCC Resource Fair - Syracuse
August 22, 2025



Annual 9/11 Event Shuttle - Whitesboro
September 11, 2025



Honor Flight Shuttle – Mission 23
September 13, 2025



Federation for the Blind Resource Fair
September 17, 2025



Real Men Wear Pink Awareness Event
September 24, 2025



4th Annual Big Rigs Event - Auburn
September 27, 2025



National Week Without Driving
September 29 - October 5, 2025



Customer Experience CX Day - Syracuse
October 7, 2025



Making Strides Walk - Syracuse
October 19, 2025



Veteran Pass Event - Cortland Legion
October 23, 2025



Pink Out Day - Syracuse
October 24, 2025



Guiding Eyes for the Blind Training
October 25, 2025



Making Strides Walk - Utica
October 26, 2025



Veterans Day Parade & Expo - Syracuse
November 8, 2025



Senator Webb Veteran Fair
November 13, 2025



OCTSAB Lights On Caravan
November 15, 2025



Stuff-A-Bus for CNYSPCA
November 29, 2025



Baldwinsville Parade of Lights
November 29, 2025



Stuff-A-Bus for Salvation Army
December 6, 2025



Stuff-A-Bus for YMCA
December 6, 2025



Salvation Army Distribution Day
December 17, 2025



Wescott Senior Group Presentation
January 14, 2026



Transit Equity Day
February 4, 2026



TC3 Get Connected Fair - Cortland
February 4, 2026



StoryBus - Meachem Elementary
March 11, 2026



OCM BOCES Services Fair
March 16, 2025

















Syracuse St. Patrick's Parade
March 14, 2026

Comprehensive Strategic Plan 2026-27

***BELOW FROM LEFT**: Centro's VP of Operations, Rahmin Azria, VP of IT, Bruce Fong, CEO Christopher Tuff, representatives from the Trapeze Group, along with Operations Manager, Amber Miller (far right) receive the RISC Trailblazer Award for Excellence in Transit Safety and Compliance. Centro was recognized for demonstrating exceptional leadership in transit safety by leveraging Trapeze RISC to streamline safety reporting, improve incident management, and maintain regulatory compliance. Through innovative practices, Centro has enhanced employee and rider safety while driving a culture of proactive risk management.*



STRATEGIC PLAN

The Central New York Regional Transportation Authority has developed this strategic plan with a clear purpose and a strong commitment to the communities we serve. As an important link connecting people to jobs, services, and opportunities, we know public transportation is about more than just getting from place to place. Transit supports the local economy, improves quality of life, and helps move our region forward. Guided by our mission, vision, and values of respect, integrity, safety, excellence, and service, this plan lays out a path for the future. It reflects our commitment to using resources wisely, working collaboratively, and continuing to adapt so we can stay strong and make a meaningful, lasting impact.

STRATEGIC PILLARS

- Financial Stewardship: Managing public funds responsibly so riders and taxpayers get the most value, while keeping finances stable and decisions open and transparent.
- Customer Experience: Delivering consistent, high-quality interactions to create an experience that people trust and choose.
- Community Partnership: Building strong, collaborative relationships with community stakeholders to support shared goals, improve quality of life and enhance growth within our region.
- Workforce Commitment: Investing in and supporting professional employees to foster a skilled, engaged, collaborative, and inclusive workforce.
- Environmental Consciousness: Promoting responsible practices that reduce environmental impacts and support long-term sustainability.

FINANCIAL STEWARDSHIP

Financial stewardship is essential to the Authority's ability to provide reliable, high-quality service now and into the future. This means carefully managing our resources, even as funding and economic conditions change. We work to balance spending with smart investments that keep our system strong. By improving how we operate, maintaining strong oversight, and planning for risks, we are committed to using public funds wisely and delivering the greatest possible value to the communities we serve. This pillar is supported by the strategic focus areas below.

Discipline: Strengthen long-term financial resilience by proactively managing funding variability, controlling costs, and mitigating the impact of economic fluctuations and unforeseen expenses.

Innovation: Drive continuous improvement through best practices, modern technologies, strategic capital planning and maximizing funding opportunities.

Risk Management: Strengthen internal controls, compliance, and enterprise risk management to protect public resources and ensure informed, resilient decision-making.



CUSTOMER EXPERIENCE

At the core of the Authority's mission is a commitment to deliver a transit experience that meets the expectations and needs of our customers. We want every interaction to feel welcoming, safe, and reliable; one people can depend on and feel good about using. By focusing on the entire experience, from accessibility and cleanliness to on-time service and clear communication, we aim to build trust and make transit an easy choice. This strengthens our role as a reliable part of the community. This pillar is supported by the strategic focus areas below.

Customer Environment: Prioritize the customer experience with clean, safe, and comfortable spaces, supported by modern technology and accessible, connected service.

Access & Equity: Provide inclusive transit options that serve all members of the community.

Reliability & Performance: Deliver safe, on time, and dependable transit service through improved scheduling, fleet readiness, and proactive service monitoring.
The CNYRTA has a positive vision for service enhancements and consistently modifies its service based on the evolving needs of its customers and the community. Aggressive recruiting efforts remain in place to increase manpower to a level that will support larger service design enhancements.

COMMUNITY PARTNERSHIP

Great service starts with great relationships. We build solutions that matter by working with our community and collaborating openly. By joining forces with local governments, organizations, businesses, and neighbors, we can expand access, encourage growth, and design transit services that truly reflect the heart of our region. Together, we keep our communities connected and moving. This pillar is supported by the strategic focus areas below.

Engagement: Foster meaningful dialogue with stakeholders and the public to build trust and shape transit services that meet community needs.

Collaboration: Partner with municipalities, regional planners, businesses, and institutions to provide transit access and support regional growth.

Communication: Maintain open communication through courteous, respectful interactions, clear information, and opportunities to share feedback that shapes the transit experience.

WORKFORCE COMMITMENT

Our employees are the foundation of everything we do. We are committed to creating a workplace where people feel respected, supported, and proud of the work they do. By promoting a positive culture, we aim to attract and keep a skilled and diverse workforce. We invest in training and development, giving our employees the tools and opportunities to grow. When our team is supported and engaged, they are better able to provide the high-quality service our community depends on. This pillar is supported by the strategic focus areas below.

Workplace Culture: Promote an inclusive workplace grounded in safety, respect, integrity and accountability where employees feel valued and supported.

Recruitment & Retention: Attract and retain a skilled and diverse workforce to ensure the long-term strength and resilience of the Authority.

Development & Training: Empower employees through ongoing training, professional development, and access to tools that foster adaptability, innovation, and high performance.

ENVIRONMENTAL CONSCIOUSNESS

Public transportation is more than a service; it's a powerful opportunity to protect our environment and shape a sustainable future. We are committed to leading by example, operating with purpose, and making choices today that benefit tomorrow. Through smart planning, targeted investment, and continuous improvement, we are advancing cleaner, more efficient operations. In our efforts to educate the public, we promote the benefits of public transit as a solution to traffic congestion, environmental impact, and community health. This pillar is supported by the strategic focus areas below.

Sustainable Operations: Ongoing evaluation of operations to improve environmental sustainability.

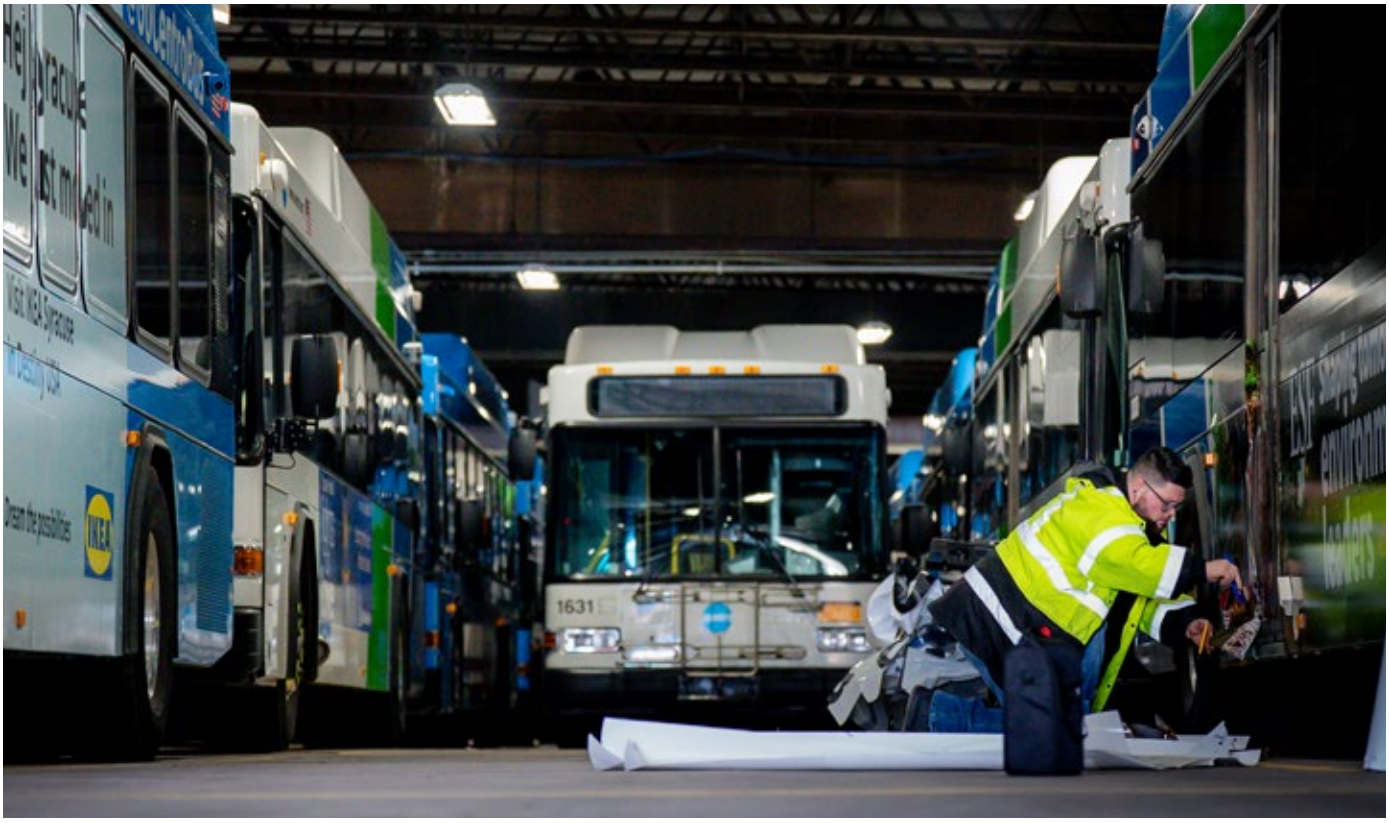
Asset Management: Plan and invest strategically to ensure long-term sustainability.

Enhance Awareness: Promote public transit as a key solution for reducing congestion, lowering emissions, and supporting regional sustainability.

Together, these focus areas reflect more than a plan, they represent a shared commitment to move our region forward in a thoughtful and responsible way. As we put this plan into action, we will continue to listen, learn, and adjust so we can meet the evolving needs of our community. By staying grounded in our values and focused on what matters most, we are building a stronger, more connected future for everyone who relies on us. We know progress takes time and steady effort, and we are prepared to do the work needed to see it through. We will measure our success not just by what we achieve, but by the trust we build along the way. Through this ongoing commitment, we aim to deliver results that are meaningful, practical, and lasting for the communities we serve.







PERFORMANCE MEASUREMENTS

Both organization-wide and company-level performance measures are used to evaluate the Authority's progress toward achieving strategic goals and fulfilling Centro's mission to be a driving force moving communities forward. The Board of Members reviews the mission statement and associated performance measures annually to confirm continued alignment with organizational priorities.

PERFORMANCE MEASUREMENTS	
RIDERSHIP & SERVICE EFFICIENCY	
Farebox Recovery Ratio	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 2026-27

Certification of the Chief Executive Officer
Fiscal Year 2026-27 Operating Budget and Financial Plan

In accordance with the requirements of 2 NYCRR Part 203.9, it is hereby certified that, to the best of the knowledge and belief of the undersigned Officers, and after reasonable inquiry, the budget and financial plan have been prepared using reasonable assumptions and methods of estimation, and that all applicable regulatory requirements have been satisfied.

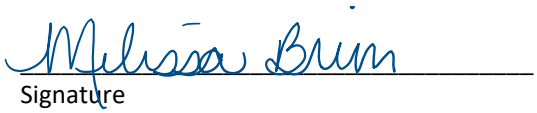
Certified by:

Christopher Tuff, Chief Executive Officer



Signature

Melissa Brim, Vice President of Finance



Signature

Financial Certification of the Deputy Chief Executive Officer

THE AUTHORITY'S FINANCIAL PLAN CONSISTS OF THREE ELEMENTS:

Policies & Planning

Operating Budget

Capital Budget

FINANCIAL POLICIES

CASH MANAGEMENT

The Authority's cash management process and investment program are designed to maximize earnings, address shortfalls, and ensure sufficient liquidity to support ongoing operations. Available cash balances are invested in accordance with the Authority's Investment Guidelines. The Authority and its subsidiaries adhere to investment policies governed by New York State, which outline permitted investments subject to various conditions. These include bank certificates, certificates of deposit, obligations of the State of New York or the United States government, certain repurchase agreements, and approved bonds and notes.

RESERVES

The Authority maintains a general fund balance to safeguard its budget against inherent financial risks, thereby protecting both service levels and fare stability from sudden fluctuations in revenue or expenses. With Board approval, funds may be allocated to reserves as necessary to mitigate financial risks. The Authority has established Board-Designated Reserves for significant cost items, such as healthcare, auto and general liability insurance, capital replacements, and paratransit services, all of which can have substantial financial impacts from year-to-year.

INVESTMENT MANAGEMENT

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

INDEPENDENT AUDIT

Each fiscal year, the Authority engages an independent certified public accounting firm to conduct an external audit of its financial statements. The Audit & Finance Committee is responsible for overseeing the independent auditor and recommends their selection to the full Board of Members.

DEBT MANAGEMENT

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



FUNDING PROFILE - OPERATING

UNSUBSIDIZED GENERATED REVENUE

Regular Line Passenger Revenues include farebox revenue, sales of fare media, revenue received through a Purchased Transportation agreement, and Park-and-Ride revenue associated with the New York State Fair.

Special Line Revenues include funds received through service contracts established in partnership with local city schools, colleges, shopping centers, and the NYS Fair. These agreements strengthen community connections while supporting transportation needs across the region.

Advertising and Other Revenues include revenue from transit advertising on buses and shelters, parking fees, tenant lease revenue at the Regional Transportation Center, and other miscellaneous parking revenue.

GOVERNMENTAL SUBSIDIZED REVENUE

Federal Sources of Operating Funds
Section 5307 & 5311 – The Authority continues to rely heavily on federal operating assistance provided through the Section 5307 Urbanized Area Program. These funds support eligible preventive maintenance activities for buses and facilities operated by CNY Centro, Inc.

In addition to preventive maintenance funding, the Authority receives federal operating assistance designated for non-urban and small-urban service areas. This includes Section 5307 funding for Centro of Oneida, as well as Section 5311 funding for operations in Oswego, Cayuga, and Oneida Counties, and for service to Tully in Onondaga County. The Authority also anticipates receiving Section 5311 funding to support its operations in Cortland County.

State Sources of Operating Funds
Statewide Mass Transit Operating Assistance (STOA) – New York State, through the Department of Transportation (NYSDOT), remains the Authority's primary source of operating assistance. Annual STOA allocations are determined by the NYSDOT Commissioner, the New York State Division of Budget (NYSDOB), and/or the State Legislature, with any adjustments incorporated into the New York State Executive Budget. The Executive Budget is due by April 1 of each year.

Given the inherent uncertainty surrounding future STOA appropriations, the Authority maintains a conservative budgeting approach and assumes level funding until the final Executive Budget is released.

Local Sources of Operating Funds
Local 18b Match to STOA – Participating counties provide the required local match to the State's STOA contribution. Onondaga, Cayuga, Oswego, Oneida, and Cortland Counties currently provide this state-mandated 18-b match.

Local Voluntary Funds – The Authority also receives voluntary municipal support totaling approximately $15,000 annually.



DEDICATED FUNDING

MORTGAGE RECORDING TAX (MRT)

The Central New York Regional Transportation Authority (CNYRTA) receives revenue from the additional mortgage recording tax of 0.25% (¼ of 1%) imposed on mortgages recorded within its participating counties (Onondaga, Cayuga, Oswego, Oneida, and Cortland). The tax is paid by the mortgagee when the mortgage is recorded with the county clerk or recording officer. Under New York Tax Law, this 0.25% levy is designated as the "special additional mortgage recording tax."

Certain residential owner-occupied properties may receive partial exemptions, such as the statutory deduction on the first $10,000 of mortgage debt for one- and two-family owner-occupied residences, which reduces the taxable base for the additional tax. (Full exemptions for one- to six-family properties do not exist under the additional MRT component.) Each participating county remits the tax revenue to the Authority on a monthly basis.

The Mortgage Recording Tax is inherently volatile and subject to significant year-to-year fluctuations. Revenue is influenced by national and regional economic conditions, housing activity, commercial borrowing, property values, and mortgage interest rates, which are closely tied to federal monetary policy. Historically, Industrial Development Agencies (IDAs) reduced MRT collections by granting mortgage tax exemptions as part of their financial assistance packages. Recent reforms to IDA law now restrict these exemptions, providing greater stability in MRT revenues. Since the IDA exemption was eliminated in July 2017, CNYRTA's MRT revenue has increased by an average of 38% compared to the period prior to the reform.

CNYRTA uses MRT revenue to fund the local share of capital projects, typically 10% of project costs, and up to 50% for competitive and specially awarded programs, as well as support reserves for insurance, capital, and general operations. MRT revenue is also used to retire debt, though the Authority currently carries no outstanding debt. While not legally required by statute, MRT revenue may also be used in the future to help subsidize operating deficits within the Authority's bus operating subsidiaries.

As the only dedicated local transit funding source available to upstate regional transportation authorities in New York State, MRT remains a critical component of CNYRTA's long-term financial structure. Although sensitive to economic cycles, it plays a vital role in supporting the Authority's stability and capital investment capacity.



FINANCIAL PLANNING

ANNUAL OPERATING BUDGET PROCESS

The Central New York Regional Transportation Authority (CNYRTA) utilizes a zero-based budgeting methodology, building the budget from the ground up based on identified needs and costs rather than solely relying on prior-year spending levels. This approach strengthens cost control by preventing automatic budget carryovers and requires each expenditure to be evaluated in the context of the Authority's mission, service goals, and financial capacity.

The development process begins with a collaborative assessment by staff, who review departmental needs along with known financial obligations, including collective bargaining agreements, fuel lock-in contracts, and other operating commitments. Operational priorities, such as planned service adjustments, fleet or facility maintenance, and other strategic initiatives, are also incorporated into this evaluation.

The Authority's budgeting process must account for several major revenue sources that lie outside of CNYRTA's direct control. These include New York State transit operating assistance, federal formula and discretionary capital funding, and the locally levied Mortgage Recording Tax (MRT). Significant expenditure categories such as healthcare, risk management, workers' compensation insurance, and service agreements similarly represent areas of financial exposure that can affect the final spending plan.

To develop the proposed budget, staff analyze the current year's approved budget, year-end projections, prior-year actuals, and current economic conditions.

Once the proposed budget is prepared, it is reviewed by the Chief Executive Officer and the Executive Team, who evaluate key revenue and expense assumptions and the feasibility of operational initiatives. The proposed budget is then submitted to the Board of Members for consideration and adoption. Following adoption, the budget is entered into the Public Authorities Reporting and Information System (PARIS) by December 31, in accordance with Section 2801 of Public Authorities Law.

Budget monitoring continues throughout the process. Staff update assumptions based on the release of the Governor's Proposed Executive Budget, typically published in mid-January, and any other significant developments. The Board of Members adopts the final budget in March, incorporating all necessary revisions. The final adopted budget is included in the Authority's Annual Budget and Financial Plan, prepared in accordance with Comptroller Regulation Part 203, and published on the CNYRTA website by March 31.





FINANCIAL OPPORTUNITITES AND CHALLENGES

CNYRTA is managing a complex financial environment shaped by rising operating costs, workforce shortages, and increases in operating assistance that are unpredictable. Like many transit authorities across New York State, Centro faces mounting expenses for labor, vehicle parts, fuel, and insurance. These challenges require careful planning, thoughtful prioritization, and a commitment to using resources strategically.

Despite these constraints, Centro is actively reshaping its system in positive and forward-looking ways. The network redesign efforts in Syracuse and Oswego, branded as the Better Bus systems, represent major steps toward creating a more efficient, and understandable network. By reallocating service to corridors with the highest ridership potential and simplifying routes, these redesigns will help make better use of each operator hour while improving connectivity for riders. The system redesign also introduces on-demand service in Syracuse, allowing the Authority to provide flexible coverage in areas where fixed-route ridership is low.

Looking ahead, Centro is exploring opportunities to strategically increase bus frequencies on priority corridors. Layered onto this work is the continued planning for Bus Rapid Transit (BRT) in Syracuse, an initiative that positions the region for significant mobility improvements. Even before full BRT implementation, incremental investments such as stop upgrades and improved travel-time reliability can begin delivering benefits that boost ridership and operational efficiency.



Collectively, these positive planning efforts show that while the Authority faces significant financial and operational challenges, it is actively building a stronger system for the future. By redesigning networks, investing in improved service models, and creating a path toward faster, more reliable corridor service, Centro is positioning itself to move the communities it serves and help people achieve more. In doing so, the Authority is not only responding to today's constraints but also emerging with a more responsive, resilient, and community focused transit network for Central New York.

In October, the New York Public Transit Association (NYPTA) will host its annual conference in Syracuse, October 19–21. This event brings together transit leaders, policymakers, and industry partners from across the state to focus on the shared challenges and opportunities facing public transportation systems. Hosting the conference in Central New York underscores the essential role transit plays in supporting regional mobility, economic vitality, and community connectivity. It also provides an important platform for continued advocacy around sustainable and predictable funding, infrastructure investment, and policies that strengthen public transit statewide. The Authority's participation in NYPTA's conference reinforces its commitment to advancing public transportation and ensuring that the needs of Central New York riders and communities are represented in statewide discussions.



BUDGET OVERVIEW

Centro is taking a proactive and forward-looking approach to financial planning. The Authority's budget framework is designed not only to support current operations, but also to advance system improvements, modernization initiatives, and investments that strengthen the long-term sustainability of public transportation in Central New York. The financial plan is organized around four key components that guide responsible decision-making and help position the system to meet evolving community needs:

- **2026-27 Operating Budget** – Establishes the financial foundation for daily service, outlining projected revenues, expenses, and funding sources essential to maintaining a stable and reliable transit network.

- **Multi-Year Operating Budget Projections (2026-27 through 2029-2030)** – Provides a forward-looking analysis of financial trends, identifying potential challenges and opportunities that will influence Centro's long-term fiscal outlook and inform strategic choices.

- **2026-27 Capital Budget** – Focuses on near-term investments in vehicles, infrastructure, technology, and facilities that maintain a state of good repair, improve system performance, and enhance the customers' experience.

- **Multi-Year Capital Funding Plan (2026-27 through 2030-31)** – Outlines long-range capital needs and investments required to support system modernization, expand capacity, and ensure long-term resilience.

Together, these components form a financial strategy that is both practical and forward-looking. By aligning immediate budget needs with long-term system goals, Centro is working to balance fiscal responsibility with opportunities for service redesign, technological upgrades, and infrastructure improvements. This approach supports a more adaptable, resilient, and community-focused transit system, one equipped to serve Central New York today while preparing for the mobility demands of tomorrow.

OPERATING BUDGET

As a vital transportation provider in Central New York, Centro plays a crucial role in connecting communities and advancing regional goals. Residents and visitors depend on Centro to access workplaces, schools, healthcare, shopping, entertainment, and other essential destinations that sustain daily life across the region.

Centro's operating budget supports the full scope of its service delivery, including fixed-route bus service, paratransit programs, and other mobility initiatives. These services are funded through a combination of fare revenue, contract revenue, and state and federal operating assistance. The Authority is now operating in a "new normal," marked by the end of historic COVID-19 relief funding, gradually recovering ridership, and persistent operator shortages. Even so, Centro's ongoing recruitment efforts continue to show progress, providing optimism that service levels can gradually increase in certain systems as staffing strengthens, including enhancements implemented through the Onondaga County system redesign.

Looking ahead, several financial and operational pressures will continue to shape Centro's outlook. These include uncertainty around operating assistance levels, shifting ridership patterns, rising operating costs, and the integration of Cortland County transit services. Centro of Cortland is projected to close the current fiscal year with a $1.5 million deficit, and an additional $1.5 million deficit is anticipated in FY 2026–27.

SUMMARY 2026-27 OPERATING BUDGET

($ Thousands)

	2026-26 BUDGET	2026-27 PROPOSED BUDGET	$ CHANGE 2026-27 BUDGET	% CHANGE 2026-27 BUDGET	2025-26 PROJECTION	$ CHANGE 2025-26 PROJECTIONS	% CHANGE 2025-26 PROJECTIONS
Revenue							
Unsubsidized Generated Revenue	$ 15,875	$ 15,938	$ (63)	0%	$ 15,317	$ 558	4%
Governmental Subsidized Revenue	78,627	68,218	$ 10,409	15%	67,866	$ 10,761	16%
Mortgage Tax and Other Revenue	9,008	8,774	$ 234	3%	10,556	$ (1,548)	-15%
Investment Revenue	529	450	$ 79	18%	1,304	$ (775)	-59%
Total Revenue	104,039	93,380	10,659	11%	95,043	8,996	9%
Expenses							
Personnel	74,475	74,735	(260)	0%	63,901	10,574	17%
Non-Personnel	29,564	30,265	(701)	2%	27,187	2,377	11%
Total Expenses	104,039	105,000	(961)	1%	91,088	12,951	15%
Operating Income (Loss)	$ -	$ (11,620)	$ 11,620		$ 3,955	$ (3,955)	

The anticipated budgeted revenues for 2026–27 total $104 million, representing a $9 million increase over the projected 2025–26 year-end revenue. These revenues are comprised of $15.9 million in unsubsidized generated revenue, $78.6 million in government-subsidized revenue, $9 million in mortgage tax and other revenue sources, and $529 thousand in investment revenue.

Anticipated operating expenses for 2026–27 also total $104 million, reflecting a $13 million increase over the projected 2025–26 year-end expenses. These expenses include $74.5 million in personnel-related costs and $29.6 million in non-personal expenses.

A detailed discussion of the key factors influencing Centro's revenues and expenses, along with a comparative analysis of the 2026–27 Operating Budget and the 2025–26 year-end projections, is provided in the following sections.

2026-27 OPERATING BUDGET

($ Thousands)

	2026-27 BUDGET	2026-27 PROPOSED BUDGET	$ CHANGE 2026-27 BUDGET	% CHANGE 2025-26 BUDGET	2025-26 PROJECTION	$ CHANGE 2025-26 PROJECTIONS	% CHANGE 2025-26 PROJECTIONS
Operating Revenue							
Regular Line Passenger Revenue	4,818	4,788	30	1%	4,621	197	4%
Special Line Passenger Revenue	8,715	8,808	(93)	-1%	8,307	408	5%
Advertising & Other Revenue	2,342	2,342	-	0%	2,389	(47)	-2%
Total Operating Revenue	15,875	15,938	(63)	0%	15,317	558	4%
Operating Expenses							
Salaries & Wages	45,542	45,486	56	0%	39,532	6,010	15%
Other Employee Benefits & Payroll Taxes	4,706	4,689	17	0%	4,056	650	16%
Healthcare Benefits	16,100	16,348	(248)	2%	12,885	3,215	25%
Workers Compensation	3,493	3,717	(224)	6%	3,170	323	10%
Pension Benefits	4,634	4,495	139	-3%	4,258	376	9%
Risk Management	5,158	5,056	102	2%	6,499	(1,341)	-21%
Purchased Transportation	6,368	6,370	(2)	0%	5,835	533	9%
Materials & Supplies	5,133	5,200	(67)	-1%	4,534	599	13%
Services	8,573	9,031	(458)	-5%	6,987	1,586	23%
Fuel	2,583	2,750	(167)	-6%	2,066	517	25%
Utilities	1,012	1,102	(90)	-8%	880	132	15%
Other Expenses	737	756	(19)	-3%	386	351	91%
Total Operating Expenses	104,039	105,000	(961)	-1%	91,088	12,951	14%
Non-Operating Revenue							
Operating Assistance	78,627	68,218	10,409	15%	67,866	10,761	16%
Mortgage Tax Revenue	8,958	8,724	234	3%	10,475	(1,517)	-14%
Gain/Loss on Disposal of Capital	50	50	-	0%	81	(31)	-38%
Investment Revenue	529	450	79	18%	1,304	(775)	-59%
Total Non-Operating Revenue	88,164	77,442	10,722	14%	79,726	8,438	11%
Operating Income (Loss)	$ -	$ (11,620)	$ 11,620		$ 3,955	$ (3,955)	

REVENUE ASSUMPTIONS

OPERATING REVENUE

($ Thousands)

	2026-27 BUDGET	2026-27 PROPOSED BUDGET	$ CHANGE 2026-27 BUDGET	% CHANGE 2025-26 BUDGET	2025-26 PROJECTION	$ CHANGE 2025-26 PROJECTIONS	% CHANGE 2025-26 PROJECTIONS
Operating Revenue							
Regular Line Passenger Revenue	4,818	4,788	30	1%	4,621	197	4%
Special Line Passenger Revenue	8,715	8,808	(93)	-1%	8,307	408	5%
Advertising & Other Revenue	2,342	2,342	-	0%	2,389	(47)	-2%
Total Operating Revenue	15,875	15,938	(63)	0%	15,317	558	4%

Regular Line Passenger Revenue

Regular line passenger revenue is budgeted at $4.8 million, reflecting a 4% increase over the projected 2025-26 year-end revenue. The budget assumptions include:

- Anticipated ridership growth across all counties, supported by the restoration of services in Onondaga County and increased service frequency associated with the Better Bus Onondaga initiative, expected to launch in the latter part of the fiscal year.
- Revenue generated from the New York State Fair, based on projected attendance levels and fare collections.

Special Line Passenger Revenue

Revenue from subsidy agreements with community partners is budgeted at $8.7 million, representing a 5% increase over the projected 2025-26 year-end revenue. The budget assumptions include:

- Contractual rate increases for existing agreements.
- Evolving service requirements from community partners.
- Revenue from the New York State Fair shuttle services, based on projected demand and historical trends.

Advertising & Other Revenue

Advertising and other revenues are budgeted at $2.3 million, representing a 2% decrease compared to the projected 2025-26 year-end revenue. The budget assumptions include:

- Guaranteed minimum revenues from transit advertising agreements.
- Projected increases in parking revenues at the Regional Transportation Center, partially offset by the closure of the Route 81 parking lots.
- Modest rent increases, reflecting higher building expenses for leased commercial spaces.

NON-OPERATING REVENUE

($ Thousands)

	2026-27 BUDGET	2026-27 PROPOSED BUDGET	$ CHANGE 2026-27 BUDGET	% CHANGE 2025-26 BUDGET	2025-26 PROJECTION	$ CHANGE 2025-26 PROJECTIONS	% CHANGE 2025-26 PROJECTIONS
Non-Operating Revenue							
Operating Assistance	78,627	68,218	10,409	15%	67,866	10,761	16%
Mortgage Tax Revenue	8,958	8,724	234	3%	10,475	(1,517)	-14%
Gain/Loss on Disposal of Capital	50	50	-	0%	81	(31)	-38%
Investment Revenue	529	450	79	18%	1,304	(775)	-59%
Total Non-Operating Revenue	88,164	77,442	10,722	14%	79,726	8,438	11%

Operating Assistance

The 2026-27 Operating Assistance budget is $78.6 million, representing a 16% increase compared to the projected 2025-26 year-end revenue. Centro relies heavily on a combination of federal, state, and local aid to support operational expenses. The budget assumptions include:

Federal assistance totaling $13.4 million, including:

- $10 million in preventive maintenance funds, of which $6 million is conserved funds
- $2 million in Oneida operating assistance funds
- $1.4 million in 5311 operating assistance funds
- $25 thousand in Temporary Assistance for Needy Families funds

State assistance totaling $61.9 million, including:

- $60.5 million from New York State Transit Operating Assistance (STOA), including 5.75% anticipated increase
- $1.3 million in state matching funds for preventive maintenance
- $250 thousand in operating assistance for on-demand services

Local assistance totaling $3.2 million, including:

- $3.2 million for local 18b match to STOA
- $15 thousand local subsidy – Oswego County

Mortgage Recording Tax (MRT) Revenue

Mortgage Recording Tax revenue is budgeted at $8.9 million, representing a 14% decrease compared to the projected 2025-26 year-end revenue, but a 3% increase over the fiscal year 2025-26 budget. Budget assumptions include:

- Ongoing monitoring of the residential real estate sector, as interest rates will influence MRT revenue
- Ongoing monitoring of the commercial real estate sector, as trends could further impact MRT revenue
- Consideration of real estate sector trends over the past five years

Investment Revenue

Investment revenue is budgeted at $529 thousand. Budget assumptions include:

- Ongoing monitoring of U.S. Treasury interest rates
- Optimizing returns by investing idle cash in U.S. Treasury securities
- Evaluate the long-term potential of investment income as a sustainable revenue stream

EXPENSE ASSUMPTIONS

PERSONNEL EXPENSES

($ Thousands)

	2026-27 BUDGET	2026-27 PROPOSED BUDGET	$ CHANGE 2026-27 BUDGET	% CHANGE 2025-26 BUDGET	2025-26 PROJECTION	$ CHANGE 2025-26 PROJECTIONS	% CHANGE 2025-26 PROJECTIONS
Personnel Expenses							
Salaries & Wages	45,542	45,486	56	0%	39,532	6,010	15%
Other Employee Benefits & Payroll Taxes	4,706	4,689	17	0%	4,056	650	16%
Healthcare Benefits	16,100	16,348	(248)	2%	12,885	3,215	25%
Workers Compensation	3,493	3,717	(224)	6%	3,170	323	10%
Pension Benefits	4,634	4,495	139	-3%	4,258	376	9%
Total Personnel Expenses	74,475	74,735	(260)	0%	63,901	10,574	17%

Salaries and Wages

The 2026-27 budget for salaries and wages totals $45.5 million, representing a 15% increase over projected 2025-26 year-end expenses. This increase reflects a combination of factors, including organizational changes, the employee incentive program, union wage agreements, NYS State Fair services, annual Cost of Living Allowance (COLA) adjustments, and the full staffing and operation of all departments. The budget also includes salary expenses for the seventy-nine (79) current open positions organization wide.

Other Employee Benefits & Payroll Taxes

Expenses for other employee benefits and payroll taxes are largely determined by total staffing levels. The 2026-27 budget assumes full staffing across all departments. The budgeted amount of $4.7 million represents a 16% increase over projected 2025-26 year-end expenses and is consistent with the overall salaries and wages budget.

Healthcare Benefits

The 2026-27 healthcare benefits budget is $16.1 million, reflecting a 25% increase over projected 2025-26 year-end expenses. This allocation accounts for anticipated changes in healthcare plan premiums, prescription drug costs, dental coverage, stop-loss insurance, per claim costs, and assumes full staffing levels throughout the organization.

Workers' Compensation

Workers' compensation expenses for 2026-27 are budgeted at $3.5 million, a 10% increase over projected 2025-26 year-end expenses. While the Authority continues to implement programs to manage claims effectively and enhance workplace safety, historical trends support this anticipated budget increase.

Pension Benefits

The 2026-27 budget for pension benefits is $4.6 million, representing a 9% increase over projected 2025-26 year-end expenses. The Authority administers five retirement plans across its subsidiaries. This budget accounts for the regulatory requirements of each plan, full staffing levels, and actuarial guidance to ensure adequate funding aligned with market performance. Contributions to the defined benefit plans are made in accordance with actuarial recommendations, incorporating asset smoothing to maintain long-term stability.

NON-PERSONNEL EXPENSES

($ Thousands)

	2026-27 BUDGET	2026-27 PROPOSED BUDGET	$ CHANGE 2026-27 BUDGET	% CHANGE 2025-26 BUDGET	2025-26 PROJECTION	$ CHANGE 2025-26 PROJECTIONS	% CHANGE 2025-26 PROJECTIONS
Non-Personnel Expenses							
Risk Management	5,158	5,056	102	2%	6,499	(1,341)	-21%
Purchased Transportation	6,368	6,370	(2)	0%	5,835	533	9%
Materials & Supplies	5,133	5,200	(67)	-1%	4,534	599	13%
Services	8,573	9,031	(458)	-5%	6,987	1,586	23%
Fuel	2,583	2,750	(167)	-6%	2,066	517	25%
Utilities	1,012	1,102	(90)	-8%	880	132	15%
Other Expenses	737	756	(19)	-3%	386	351	91%
Total Non-Personnel Expenses	29,564	30,265	(701)	-2%	27,187	2,377	9%

Risk Management

The 2026–27 risk management budget is $5.2 million, reflecting a 21% decrease compared to projected 2025–26 year-end expenses. The prior fiscal year included substantial claim costs related to incidents from previous years that were settled during 2025–26. The 2026–27 budget anticipates a return to more typical expense levels, while also incorporating expected increases in liability insurance premiums consistent with industry trends.

Purchased Transportation

The 2026–27 budget for purchased transportation services is $6.4 million, representing a 9% increase over projected 2025–26 year-end expenses. This increase is driven by continued growth in paratransit demand, with ridership increasing year-over-year, as well as contractual rate adjustments.

Materials & Supplies

The 2026–27 materials and supplies budget is $5.1 million, a 13% increase over projected 2025–26 year-end expenses. It supports bus repairs, facility maintenance, operational supplies, schedule printing, and New York State Fair needs, including tent sides, a shed, and a golf cart, while also reflecting supply chain variability and broader cost pressures.

Services

The 2026–27 services budget is $8.6 million, a 23% increase over projected 2025–26 expenses, which includes contracted and one-time services such as legal, audit, pension, maintenance, custodial, security, marketing, and recruitment. The primary cost increases are associated with maintenance software, engineering and professional services, CNG fueling stations service agreement, employee training, and expanded marketing efforts, all reflecting rising industry costs and ongoing investments in operational improvement and system modernization.

Fuel

Fuel expenses for 2026–27 are budgeted at $2.6 million, representing a 25% increase over the projected 2025–26 year-end expenses. This increase reflects historical and projected fuel usage patterns, anticipated fuel price increases, and higher fuel consumption associated with the redesigned service network(s). The ongoing expiration of the federal Alternative Fuel Credit continues to impact this budget line, as the credit had previously helped offset the cost of Compressed Natural Gas (CNG) fuel.

Utilities & Other Expenses

Utilities and other expenses are budgeted at $1.7 million for 2026–27, a 38% increase over projected 2025–26 year-end expenses. This increase reflects anticipated utility rate adjustments for electricity, natural gas, water, and waste services. Additionally, this category includes employee training and development costs that ensure regulatory compliance and continued workforce development.

PERSONNEL PROJECTIONS

Labor Classifications	2025-26 Projected		2026-27 Budget	
	Full-Time	Part-Time	Full-Time	Part-Time
Vehicle Operators	240	97	272	122
Vehicle Operations	65	9	66	10
Vehicle Maintenance	102	1	113	1
Facility Maintenance	20	1	24	1
General Administration	43	5	48	5
Total Employees:	**470**	**113**	**523**	**139**

*The 2026-27 budget assumes that all positions will be fully staffed throughout the entire year.

All employees listed are funded through the operating budgets of the Authority and its subsidiary operating companies. This means that wages are supported by a mix of fees collected for mass transit services, miscellaneous income, federal, state, and local transit operating assistance, along with Authority funds. The totals above encompass all employees of the Authority and each of its subsidiary public benefit corporations.



OPERATING BUDGET PROJECTIONS

Sound fiscal management and compliance with public authority regulations require the development of a multi-year budget forecast. These projections are essential for keeping the Board of Members, customers, and federal and state stakeholders informed about potential challenges and opportunities that may affect the Authority's ability to achieve its mission and long-term goals. The forecast is updated regularly to reflect changes in economic conditions, the addition of new service areas such as Cortland County, and fluctuations in funding levels from key government subsidies.

The integration of Cortland County into the Authority's transit network presents both opportunities and financial considerations. The expanded service is expected to generate increased ridership, influencing both revenue and operating costs. The budget forecast incorporates these factors, including the additional service requirements, potential revenue growth, and the operational adjustments necessary to support the new service area.

It is important to recognize the uncertainties inherent in any multi-year projection. The forecast reflects expected expense growth, anticipated ridership trends, historical revenue patterns, and informed assumptions about broader economic conditions. Based on these factors, the Authority anticipates that any future budget gaps will be addressed through a combination of strategies, including pursuing new community partnerships and ridership contracts, controlling costs, ongoing federal and state transit advocacy, and when absolutely necessary, converting eligible capital funds into preventive maintenance operating assistance and using reserves.

These efforts are paired with the expectation that state operating assistance will continue to grow. Increased funding will help offset revenue shortfalls previously supported by emergency relief funds, reinforcing the Authority's financial sustainability as Centro continues to look to the future and remain a driving force in the communities it serves.

SUMMARY MULTI-YEAR OPERATING BUDGET PROJECTIONS

($ Thousands)

	2026-27 PROPOSED BUDGET	2027-28 BUDGET PROJECTIONS	2028-29 BUDGET PROJECTIONS	2029-30 BUDGET PROJECTIONS
Revenues				
Unsubsidized Generated Revenue	$ 15,875	$ 16,358	$ 16,857	$ 17,372
Governmental Subsidized Revenue	78,627	71,944	72,036	72,129
Mortgage Tax and Other Revenue	9,008	8,774	8,774	8,774
Investment Revenue	529	390	390	390
Total Revenues	104,039	97,466	98,057	98,665
Expenses				
Personnel	74,475	77,399	80,448	83,628
Non-Personnel	29,564	31,009	32,541	34,168
Total Expenses	104,039	108,408	112,990	117,796
Operating Income (Loss)	$ -	$ (10,942)	$ (14,932)	$ (19,131)

MULTI-YEAR OPERATING BUDGET PROJECTIONS

($ Thousands)

	2026-27 PROPOSED BUDGET	2027-28 BUDGET PROJECTIONS	2028-29 BUDGET PROJECTIONS	2029-30 BUDGET PROJECTIONS
Operating Revenue				
Regular Line Passenger Revenue	4,818	$ 4,914	$ 5,013	$ 5,113
Special Line Passenger Revenue	8,715	9,020	9,336	9,662
Advertising & Other Revenue	2,342	2,424	2,509	2,597
Total Operating Revenue	15,875	16,358	16,857	17,372
Operating Expenses				
Salaries & Wages	45,542	47,022	48,550	50,128
Other Employee Benefits & Payroll Taxes	4,706	4,859	5,017	5,180
Healthcare Benefits	16,100	17,066	18,090	19,175
Workers Compensation	3,493	3,668	3,851	4,044
Pension Benefits	4,634	4,785	4,940	5,101
Risk Management	5,158	5,674	6,241	6,865
Purchased Transportation	6,368	6,623	6,888	7,163
Materials & Supplies	5,133	5,313	5,499	5,691
Services	8,573	8,873	9,184	9,505
Fuel	2,583	2,712	2,848	2,990
Utilities	1,012	1,063	1,116	1,172
Other Expenses	737	752	767	782
Total Operating Expenses	104,039	108,408	112,990	117,796
Non-Operating Revenue				
Operating Assistance	78,627	71,944	72,036	72,129
Mortgage Tax Revenue	8,958	8,724	8,724	8,724
Gain/Loss on Disposal of Capital	50	50	50	50
Investment Revenue	529	390	390	390
Total Non-Operating Revenue	88,164	81,108	81,200	81,293
Operating Income (Loss)	$ -	$ (10,942)	$ (14,932)	$ (19,131)

FUNDING PROFILE – CAPITAL

The Authority maximizes capital grant opportunities from both federal and state sources, primarily through the Federal Transit Administration (FTA) and the New York State Department of Transportation (NYSDOT). The current capital programs available to the Authority are as follows:

FEDERAL PROGRAMS

Section 5307 – Urbanized Area Formula Funding Program

Provides federal funding for transit capital, operating assistance, and transportation-related planning in urbanized areas. The Governor or the Governor's designee serves as the designated recipient for areas with a population between 50,000 and 200,000.

Congestion Mitigation and Air Quality Improvement Program (CMAQ)

A flexible funding program that supports transit-related projects aimed at reducing traffic congestion and improving air quality. Eligible activities include transit system expansion, ridership-enhancing improvements, travel demand management strategies, shared ride services, pedestrian and bicycle facilities, and promotional activities encouraging bicycle commuting.

Section 5339 – Grant for Buses and Bus Facilities Program

Provides federal funding to states and designated recipients for the replacement, rehabilitation, and purchase of buses and related equipment, as well as the construction of bus-related facilities. Funds may also be used for technological innovations, including modifications for low- or no-emission vehicles and facilities.

Section 5311 – Formula Funding from Rural Area Program

Provides capital funds to states to support public transportation in rural areas with populations of less than 50,000. The Authority receives these funds, administered by NYSDOT, for Centro of Oswego, Centro of Cayuga, Centro of Cortland (anticipated), and CNY Centro's Tully service.

STATE PROGRAMS

Accelerated Transit Capital (ATC) Program

Provides state funding to upstate public transportation sponsors for capital projects with a minimum service life of at least five years. Eligible projects include vehicle rehabilitation and replacement, fleet enhancements, modern technology deployment, passenger amenities, and maintenance facilities.

Modernization and Enhancement Program (MEP)

Supports capital projects with a minimum service life of at least ten years. Eligible activities include vehicle rehabilitation and replacement, fleet enhancements, deployment of new technologies, passenger amenities, and maintenance facilities, consistent with FTA guidelines.

*State Grant Programs fund 100% of the project costs.







2026-27 CAPITAL BUDGET

($ Thousands)

	2026-27 CAPITAL BUDGET	FEDERAL	STATE	LOCAL
Onondaga Capital Improvements				
Building	$ 6,970	$ 3,805	$ 2,403	$ 762
Equipment	78	1	76	1
Land Improvement	271	177	72	22
Bus Transit Way Lines/Busway	2,200	1,760	220	220
Paratransit Vehicles	1,540	1,232	154	154
Office Equipment	350	245	31	74
Service Vehicles	286	148	119	19
Systems	510	408	51	51
Office Equipment - Unfunded	54	-	-	-
Systems - Unfunded	2,000	-	-	-
Total Onondaga Capital Improvements	14,259	7,776	3,126	1,303
Oneida Capital Improvements				
Land Acquisition	5,000	4,000	500	500
Building	400	320	40	40
Support Vehicles	195	156	20	20
Total Oneida Capital Improvements	5,595	4,476	560	560
Cortland Capital Improvements				
Equipment	674	540	67	67
Service & Support Vehicles	175	141	17	17
Shelters	200	160	20	20
Systems	500	164	316	20
Total Oneida Capital Improvements	1,549	1,005	420	124
Total Capital Improvements	$ 21,403	$ 13,257	$ 4,106	$ 1,987

CAPITAL IMPROVEMENT PLAN

The Authority's Capital Improvement Plan outlines the investments needed to maintain, modernize, and enhance infrastructure and operations. Key priorities include facility, equipment, and system upgrades, land acquisition, shelter purchases, and vehicle replacements. This strategic approach supports the Authority and its subsidiaries in strengthening financial stability, improving service quality and customer experience, and increasing ridership, while ensuring infrastructure and technology align with current standards and evolving community needs.

The 2026–27 Capital Improvement Plan includes $21.4 million in funded improvements and an additional $3 million in unfunded projects. The plan is developed within available funding constraints, with management closely evaluating federal and state resources when prioritizing projects; in limited cases, local funding may be used. Planned asset replacements help forecast capital needs, stabilize operating costs, enhance service reliability, improve energy efficiency, and prioritize the safety of customers and employees.

The following are the key highlights of the funded capital projects scheduled for completion during the 2026–27 fiscal year. These improvements will be financed through a combination of federal, state, and local funds:

- Building: Siding and door replacements; oil water separator installation; trench drain repairs; cooling tower installation; barrier gate and fire loop replacements; exterior signage updates; rapid roll doors and radiant heat upgrades for BRT readiness; CNG facility upgrade completion in Q1.
- Transit System Enhancements – BRT: Continued environmental review and network redesign; Phase 1 of real-time solar signage; ongoing design and implementation for BRT launch.
- Land Acquisition: Land purchase for the new Centro of Oneida facility upon NEPA completion.
- Service and Support Vehicles: Vehicle acquisitions to support operations in Syracuse, Cortland, and Oneida.
- Equipment: Two-post lift (Syracuse); digital torque guns (Syracuse and Oneida); Cortland equipment including drive-on lift, scrubber, bus cameras, AC unit, stacker, and CAC/AVL hardware.
- Paratransit Vehicles: Eight vehicles for system redesign and MOVE service launch; three replacement vehicles for Call-A-Bus.
- Systems: Fareboxes (Cortland); ID badge system; LED traffic signals at Syracuse Hub; ridership analysis software.
- Office Equipment: Computer replacements; training center furniture; tablets; and software acquisitions.

Unfunded Projects

Three capital projects requested for the 2026–27 fiscal year remain unfunded. These projects are important to maintaining the long-term reliability, safety, and efficiency of the Authority's operations. Management will continue to evaluate opportunities to advance these initiatives through capital surpluses, refined project prioritization, and the identification of additional funding sources, including potential partnerships and grants. The remaining unfunded projects include the acquisition of tablets and the software necessary to support the fire alarm device upgrade.



MULTI-YEAR CAPITAL IMPROVEMENT PROJECTIONS

($ Thousands)

	2026-27 PROJECTIONS	2027-28 PROJECTIONS	2028-29 PROJECTIONS	2029-30 PROJECTIONS	2030-31 PROJECTIONS
Onondaga Capital Improvements					
Building	$ 6,970	$ 2,376	$ 268	$ -	$ 230
Land Improvement	271	20	-	-	-
Equipment	78	-	75	-	-
Bus Transit Way Lines/Busway	2,200	10,055	15,000	-	-
Fixed Route Buses	-	20,000	-	31,500	16,391
Paratransit Vehicles	1,540	1,154	1,875	1,298	1,586
Office Equipment	350	525	325	325	325
Service/Support Vehicles	286	1,180	575	-	-
Systems	510	566	-	10,000	-
Shelters	-	1,875	-	-	-
Building - Unfunded	-	2,500	-	-	-
Land Improvement - Unfunded	-	60	-	900	-
Fixed Route Buses - Unfunded	-	-	-	500	-
Equipment - Unfunded	-	-	350	-	-
Total Onondaga Capital Improvements	12,205	40,311	18,468	44,523	18,532
Oneida Capital Improvements					
Building	400	19,444	36,000	-	-
Land Acquisition	5,000	-	-	-	-
Equipment	-	52	-	-	-
Service/Support Vehicles	195	660	-	-	-
Building - Unfunded	-	4,000	-	-	-
Total Oneida Capital Improvements	5,595	24,156	36,000	-	-
Cortland Capital Improvements					
Building	-	300	-	-	-
Fixed Route Buses	-	2,145	-	-	-
Equipment	674	-	-	-	-
Service/Support Vehicles	175	-	-	-	-
Shelters	200	-	-	-	-
Systems	500	-	-	-	-
Building - Unfunded	-	-	2,500	30,000	20,000
Fixed Route Buses - Unfunded	-	-	-	1,500	2,250
Paratransit Vehicles - Unfunded	-	-	2,145	-	-
Total Cortland Capital Improvements	1,549	2,445	4,645	31,500	22,250
Oswego Capital Improvements					
Building	-	-	-	150	-
Fixed Route Buses	-	2,000	-	-	-
Equipment	-	-	23	-	-
Service/Support Vehicles	-	190	-	-	-
Systems	-	14	-	-	-
Total Oswego Capital Improvements	-	2,204	23	150	-
Cayuga Capital Improvements					
Building	-	-	-	150	-
Equipment	-	-	35	-	-
Service/Support Vehicles	-	190	-	-	-
Systems	-	25	-	-	-
Total Cayuga Capital Improvements	-	215	35	150	-
Total Capital Improvements	$ 19,349	$ 69,331	$ 59,171	$ 76,323	$ 40,782

CAPITAL IMPROVEMENT PROJECTIONS

The Authority has planned several significant future capital projects supported by projected capital grant funding available through state programs, the federal Infrastructure Investment and Jobs Act (IIJA), and anticipated future reauthorization bills. However, there are several projects in the coming years that remain either partially funded or unfunded, creating uncertainty in advancing critical infrastructure and operational improvements. Continued and increased investment from federal and state legislators is essential to ensure the Authority can fully deliver these projects, maintain a state of good repair, and meet growing service demands. Sustained funding support will be critical to preserving system reliability, enhancing safety, and advancing transportation initiatives that benefit the communities we serve. Key initiatives include:

- Construction of a new Centro of Oneida facility
- Construction of a new Centro of Cortland Facility
- Bus Rapid Transit (BRT) Service Expansion:
- James St. to South Ave. to Onondaga Community College corridor
- Syracuse University to the Regional Transportation Center corridor
- Bus Procurement to support the new service
- Facility Upgrades
- Fixed-Route buses, paratransit buses, support and service vehicle procurements



This publication is dedicated to the life and legacy of Centro Syracuse Bus Operator Kevin Moore. He will be remembered for his positive, upbeat spirit, infectious smile, passion for driving, and the genuine kindness and authenticity he brought to every interaction. Always ready with an encouraging word and thoughtful feedback to help improve service, Kevin displayed remarkable strength, grace, and positivity—qualities that have left a lasting impression on everyone who had the privilege of knowing him.

In Memoriam

Kevin Moore

Syracuse Bus Operator
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